



## EXECUTIVE SUMMARY

The King County Regional Homelessness Authority (KCRHA) is a regional governmental agency whose mission is to unify homelessness services and systems in order to reduce homelessness and bring more people inside. KCRHA was established in 2019 as a result of an [Interlocal Agreement \(ILA\)](#) between the City of Seattle and King County, which marked unprecedented collaboration and an express invitation for other city partners to join the effort to create a regional homelessness response system that invests in service infrastructure, frontline staff, and allocates resources in a way that maximizes impact and reduces homelessness across King County.



KCRHA is at a critical inflection point in its early existence. Founded nearly three months prior to the advent of the COVID-19 pandemic, the agency has been rapidly scaling to meet the ever-evolving needs of people experiencing homelessness. The **Chief Executive Officer** (CEO) will inherit a mission-driven team and Boards to advance the work of KCRHA following the transition of its founding CEO.

**As the organization enters the next iteration of its work, it will focus on deepening its impact and commitment to equity and operational excellence, strengthening relationships and partnerships, and improving outcomes.**

The CEO will provide strategic leadership and partnership with boards, staff, stakeholders, and the community in leading the implementation of [KCRHA's 5-year strategic plan](#) from 2023-2028.

Reporting to the KCRHA Implementation Board, the CEO will serve as a key regional community-centered leader and make a meaningful impact on the response to homelessness in King County for years to come. The CEO will lead 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. They will lead, direct, and enhance all operational, financial, and strategic infrastructure and goals, fiscal management, staff oversight and professional development, community and advocacy relations, and administrative matters. The Authority's CEO will serve as the primary external ambassador of the KCRHA and will be responsible for collaboration with key strategic partners, including engaging community partners and customers to design strategies that ensure equity is integrated into KCRHA's day-to-day operations.

## ORGANIZATIONAL OVERVIEW

### History, Mission & Background

King County, Washington, a dynamic region with over 2.2 million residents, ranks as the 13th most populous county in the US. Its dynamic urban core, anchored by Seattle – the 25th largest city with over 609,000 residents – thrives on a strong sense of civic engagement that fosters collaboration and innovative solutions. As the region's economic engine, King County boasts a diverse cultural tapestry, forming the heart of one of the most vibrant areas in the United States.

Despite its prosperity, King County, along with Seattle, faces a growing problem of homelessness. This complex issue arises from the interplay of several factors, some of which are significant problems throughout the US but are felt acutely in the Pacific Northwest. Skyrocketing rents and housing costs in King County and surrounding areas, significantly outpacing wage growth, have created a widening gap in affordable housing units. This makes it increasingly difficult for individuals and families to afford housing. Further complicating the issue, Seattle, similar to other jurisdictions, has seen substantial increases in overdose deaths, tied heavily to the increasing prevalence of fentanyl. These overlapping system challenges make it more difficult for individuals, couples, and families to access supportive services and find and keep stable housing.

An estimated 53,532 individuals experienced homelessness in King County at some point in 2022. This annualized figure is based on administrative data provided by the Washington State Department of Commerce. This is roughly four times the number of individuals that were included in a single-day snapshot during the 2022 Point-in-Time Count (13,368 individuals), where 57% of those individuals were living unsheltered. Every method of measurement indicates that people of color are most disproportionately impacted by homelessness in King County.

On December 18, 2019, King County Executive Dow Constantine and then Seattle Mayor Jenny Durkan entered into an Interlocal Agreement with approval from the Metropolitan King County Council, the Regional Policy Committee, and the Seattle City Council, creating a new entity, the King County Regional Homelessness Authority to drive and oversee a coordinated regional strategy that recognizes the complexity of the challenge and the need for a strong, unified, collaborative approach to countering homelessness.

KCRHA aims to significantly decrease the incidence of homelessness throughout King County through a coordinated, consolidated homelessness response for King County, the City of Seattle, and other cities that choose to participate to ensure alignment and efficiency in the equitable allocation of funding, administration, and resources.

### THE CHIEF EXECUTIVE OFFICER

King County Regional Housing Authority's next CEO will be a transformative, results-centered leader who embodies the values and goals of KCRHA and possesses the vision, business and political acumen, diplomacy, and skills to lead KCRHA through this critical inflection point for the Authority and the Greater King County community.

Working in partnership with the Implementation Board and Governing Committee, dedicated staff, and service providers, the CEO will drive the growth and impact of the Authority through operational excellence, community engagement, disciplined business practices, and an abiding commitment to equity and a client-focused approach to programming and resource allocation.

**This is an extraordinary opportunity for a hands-on visionary leader with a deep belief in the power of collaboration and partnership to solve homelessness, transform communities, and lead KCRHA to its next level of impact regionally in becoming a best-in-class national exemplar for a coordinated and unified effort to tackle homelessness.**

The CEO is responsible for the continued implementation and refinement of the Authority's 5-Year Plan and for the achievement of all operational and strategic goals, including fiscal management, Board and Committee relations, staff oversight, strong administrative leadership, and community relations and engagement.

## **The CEO will have an opportunity to:**

### **Implement Organizational Systems that Build on the Expanded Success of KCRHA**

The CEO will lead the development and strategy execution of the recently formed entity. They will demonstrate humility, curiosity, and vision to support the team's ability to address evolving and complex organizational challenges following recent significant growth and post-pandemic realities. The CEO will lead a high-impact senior leadership team and develop an effective business operation that ensures KCHRA's continued financial sustainability, fiscal and legal compliance, and enhancement of employment.

The CEO will be skilled in culture building, change management, and organizational design to support organizational effectiveness in a dynamic time. They will possess a highly refined equity lens grounded in critical consciousness and an understanding of anti-racist practices, along with social and economic systems that have historically disadvantaged members of the intersecting communities that comprise King County and Seattle.

### **Build Relationships and Develop Partners**

The CEO will be an active, visible, and trusted leader who is an excellent relationship builder, maintaining strong, transformative relationships both within and outside of the Authority. This adept relational leader will be comfortable working across lines of difference, including race, gender, and class, among other dimensions of identity. They will be able to build a working coalition of leaders that span government, philanthropy, policymakers, and community partners to steward change and surface shared values of individuals, groups, and communities. They will forge consensus and work to broaden potential fiscal support for the Authority, including from other cities in King County, philanthropic and private sector partnerships, and other public sector resources. They will be a strong ambassador for the Authority, working to continue to build its brand and impact positively.

### **Lead with Collaboration**

The CEO will support the development of and provide day-to-day leadership to a high-impact, dedicated staff. They will be responsible for the overall effectiveness of the Authority, including overseeing work plans, systems, and processes that drive toward organizational goals. The CEO will conduct an organizational scan that ensures strong role alignment for KCRHA staff and build structures that support their success and professional growth. The CEO will be focused on leading a team that delivers results and will be skilled at reframing challenges as opportunities for team and organizational growth. The next leader will be a clear communicator committed to transparency and accountability and will foster effective collaboration and communication across the departments. The next CEO will be a proven leader who inspires people and ensures that the organization has the structures, systems, processes, and tools in place to promote staff growth and strengthen staff morale and retention.

### **Improve Board Relations and Governance Structures**

In partnership with the Boards, the new CEO will ensure the strong governance and financial health of the Authority. They will ensure that KCRHA complies with relevant state and federal laws, regulations, and standard accounting procedures. Working closely with the Boards, they will align on the organization's strategic direction and vision to determine the best strategies for deliberate growth, program refinement, and staff retention. The CEO will encourage board engagement, leveraging their experiences and relationships to identify future board members, key sources of partnership and funding, and opportunities for continued organizational growth.

## KEY QUALIFICATIONS

While no one candidate will embody all the qualifications enumerated below, strong candidates will possess many of the following professional and personal abilities, attributes, and experiences:

### Organizational & Operational Leadership

- Experience in operational management, outsourced contract management, process improvement, and results delivery.
- Leadership experience managing complex operations or programs within an organization addressing homelessness or proximate issues for marginalized populations, youth, or social services.
- Demonstrated experience in leading a complex organization that is responsive to varied stakeholders and that requires navigating political, public, and media attention.
- Success in building, scaling, and developing sustainable organizational growth strategies across programs and/or geographies.
- Thoughtful, timely decision-maker with experience using data and evidence effectively to inform strategy and promote continuous learning and improvement.
- Excellence in organizational management with the ability to coach, manage, and develop high-performance teams, set and achieve strategic objectives, and manage a budget.
- Develop and maintain partnerships with community-based organizations, potential resourcing partners, and other governmental agencies to support strong engagement and create collaborative partnerships focused on impact.

### Connection to the Mission

- A sophisticated understanding of the barriers and interconnecting systems that individuals encounter when accessing programs and services and that cause disproportionate rates of homelessness among LGBTQ, Black, Indigenous, and other People of Color.
- Ability to inspire and motivate staff and partners around a shared vision and build momentum to accomplish that vision.
- Deep commitment to social justice and anti-racism and demonstrated ability to lead candid and brave conversations about justice, equity, diversity, and inclusion.
- Familiarity with KCRHA through professional or lived experience as an individual who has navigated and/or faced systemic barriers.
- Possess an understanding of the complex issues surrounding homelessness, including root causes, demographics, and regional variations.
- Commitment to incorporating the perspectives of those with lived experience into decision-making.

## Cultural Leadership & Management Style

- A demonstrated commitment to equity with the proven ability to apply a racial equity lens to all levels of an organization's work.
- A leader who prioritizes a relational work environment that builds trust and seeks to foster a culture of transparency, accountability, and integrity. Strong relationship-building skills and an authentic interest in listening to and learning from others; the ability to act intentionally, establish trust, engage stakeholders, and cultivate belonging.
- Emotional intelligence and ability to engage in productive conflict; an active listener who understands a trauma-informed practice lens.
- Excellent management skills and experience leading and inspiring change in a diverse, mission-driven environment; proven capacity to develop systems and decision-making that foster participation, mutual accountability, and growth.
- Collaborative leadership style demonstrated by knowing when to step in and direct, when to delegate, and when to share leadership.
- Powerful communicator one-on-one, in small group settings, and with large audiences.

## The Basics

- 10+ years of related work experience in the government, nonprofit, private sector organization, or related field. Prior CEO, or comparable role and scope, experience within a large and complex organization.
- A bachelor's degree or master's degree (preferred) in business, public administration, or related field or equivalent experience with demonstrated progressive expertise in administration, financial management, and program development.
- Experience successfully working with a governing board.
- Familiarity with the landscape of communities, unique assets, and challenges across King County, or the desire to gain this knowledge.
- Demonstrated executive leadership experience in a nonprofit, human services, mission-driven organization, or governmental institution.

## TO APPLY

More information about the **KCRHA** can be found at: [kcrha.org](http://kcrha.org).

This position's salary is between \$250,000 and \$300,000 based on experience and skills, and KCRHA also provides a comprehensive benefits package.

This search is being conducted by [Julian Jackson](#), [Alejandra \(Ale\) Villa](#), and [Phuong Quach](#) of the national search firm [NPAG](#). Candidates may submit their cover letter outlining their interest and qualifications, along with their resume via NPAG's [website](#). For questions and nominations, please email: [kcrha-ceo@npag.com](mailto:kcrha-ceo@npag.com).

**KCRHA** is committed to a policy of Equal Employment Opportunity and will not discriminate against an applicant or employee based on 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. Moreover, **KCRHA is committed to providing reasonable accommodations for qualified individuals with disabilities.**

# APPENDIX

## FIVE YEAR PLAN

On June 1, 2023, with the unanimous approval of both the Implementation Board and the Governing Committee, KCRHA released its **5-Year Plan**, which serves as a roadmap for expanding system capacity, optimizing existing resources, and investing new resources where they can have the greatest impact. All with the goal to bring unsheltered people inside – in a way that meets their needs – as swiftly as possible. The 5-Year Plan tackles the complex issue of homelessness in King County through a multi-faceted approach:



1. **Empowering Providers:** Equip service providers with the necessary staff, tools, and support to implement best practices and improve individual service delivery, like outreach and shelter programs.



2. **Building a Coordinated Network:** Ensure seamless access to services across King County by improving data sharing and accountability among service providers, with a focus on addressing the needs of vulnerable populations.



3. **Fostering System-Wide Collaboration:** Break down silos and promote cross-system collaboration between healthcare, housing, public safety, employment, education, and other critical sectors to prevent homelessness before it occurs.

By focusing on these three key areas, the plan aims to create a more effective and comprehensive system for addressing homelessness in King County and improving the lives of individuals and families experiencing this challenge.

## ORGANIZATIONAL GOVERNANCE

The Interlocal Agreement (ILA) mandates the governance structure of KCRHA with two primary governing bodies, the Governing Committee and the Implementation Board. The ILA outlines these bodies' compositions, and the purview of their authority is as follows:

### **The Governing Committee (GC):**

**Composition** – 12 members, including:

- King County Executive and two County Councilmembers (one representing a Seattle district)
- Seattle Mayor and two City Councilmembers
- Three Sound Cities Association representatives
- Three individuals with lived experience of homelessness
- **Role:** Oversight and accountability for the entity. Requires a supermajority (2/3) vote for major amendments to plans and budgets.
- **CEO Reporting:** Receives quarterly reports from the CEO and has the power to remove them with a supermajority vote.

## APPENDIX cont'd

### ***The Implementation Board (IB):***

- **Composition:** 13 members, including:
  - Three individuals appointed with lived experience of homelessness nominated by the Advisory Committee and confirmed by the Governing Committee.
  - Ten appointees nominated by the City of Seattle Council & Mayor, King County Council & Executive, and the Sound Cities Association
- **Role:** Makes recommendations on policies, plans, and budgets.
- **CEO Reporting:** Receives direct reports from the CEO.

### ***The Chief Executive Officer (CEO):***

- The CEO is recommended by the Implementation Board and confirmed by the Governing Committee. The CEO will be responsible for and report to the Implementation Board. The CEO is authorized to manage KCHRA's day-to-day operations.
- They will provide quarterly reports to the Governing Board and may only be removed by a supermajority of the Board. The CEO directs the HUD-mandated Continuum of Care annual Point in Time Count and will recognize the Continuum of Care Board as an advisory committee to the Authority and in alignment with mandatory federal HUD requirements.