

Harold S. Ince, Jr.

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Executive Profile

Visionary Executive Leader with 28 years of progressive leadership in public and commercial real estate, construction, and portfolio management. Proven ability to engage diverse stakeholders—from government agencies and community leaders to tenants and developers—to drive strategic initiatives that revitalize neighborhoods, optimize operations, and expand access to affordable housing. Spearheaded development and oversight of over 10,000 housing units, including 440 new multifamily and single-family homes. Adept at aligning mission-driven goals with fiscal discipline, regulatory compliance, and inclusive community development.

Core Competencies:

Asset & Portfolio Management · Stakeholder Engagement · Strategic Planning · Affordable Housing Development · Budgeting & Finance · Public-Private Partnerships · Construction Oversight · Leasing & Site Acquisition · Team Leadership · Regulatory Compliance

Key Achievements

- **Strategic Budget Leadership:** Directed construction and operating budgets exceeding \$100M, balancing fiscal responsibility with long-term capital planning and stakeholder priorities.
- **Stakeholder-Centered Redevelopment:** Led the transformation of distressed properties into vibrant housing communities by collaborating with city officials, residents, and funding partners. Created 1,500 units using layered financing (RAD, HCV, LIHTC, conventional funds).
- **Operational Excellence:** Standardized maintenance and property management procedures across multiple sites, resulting in a 50% vacancy reduction—the lowest in a decade—and an 80% improvement in rent collection, totaling \$4M/month.
- **Visionary Program Design:** Developed and implemented admissions and continued occupancy plans, preventive maintenance protocols, and staff training programs focused on customer service and compliance. Conducted audits to ensure alignment with state and federal regulations.
- **Leadership in Community Engagement:** Fostered inclusive environments by motivating staff and residents toward shared goals of education, quality living, and neighborhood revitalization. Championed enrichment programs that enhanced tenant well-being and community cohesion.

Professional Experience:

The Flint Housing Commission Flint MI, Executive Director June 2018-December 2024:

Plan, organize and direct a comprehensive program of public housing administration, development, neighborhood development and revitalization, Housing Choice Voucher administration, affordable housing administration, oversee community, social cultural and individual enrichment programs for residents as prescribed by the U.S. Department of Housing and Urban Development (HUD); oversee administration of grants related federal assistance programs; plan, develop, and implement policies and objectives in accord with the Board directives; direct the coordination of activities of departments

and divisions of the Commission to achieve operational efficiency; analyze budget proposals and modification, oversee budget development and present the organizational budget to the Board of Commissioners for final approval; confer with Commission Personnel; and review activities, reports and data to determine whether goals have been met and whether changes would benefit the Commission. Report to and under the general supervision of the Board of Commissioners. Managed a Staff of 51.

The Detroit Housing Commission, Detroit MI, Interim Executive Director Sept. 2016 – 2018:

Plan, organize and direct a comprehensive program of public housing administration, development, neighborhood development and revitalization, Housing Choice Voucher administration, affordable housing administration, oversee community, social cultural and individual enrichment programs for residents as prescribed by the U.S. Department of Housing and Urban Development (HUD); oversee administration of grants related federal assistance programs; plan, develop, and implement policies and objectives in accord with the Board directives; direct the coordination of activities of departments and divisions of the Commission to achieve operational efficiency; analyze budget proposals and modification, oversee budget development and present the organizational budget to the Board of Commissioners for final approval; confer with Commission Personnel; and review activities, reports and data to determine whether goals have been met and whether changes would benefit the Commission. Report to and under the general supervision of the Board of Commissioners. Managed a Staff of 110.

The Detroit Housing Commission, Deputy Executive Director Jan. 2016 – August 2016:

Day-to-day supervisory responsibilities in accordance with Board and Commission policies and applicable laws for the Assisted Housing, Development, Asset Management, and Resident Services., Procurement and Information Technology Departments. Additionally, the Deputy Executive Director is responsible for oversight and supervision of the Executive Leadership Team and the Department Directors in the absence of the Executive Director.

The Housing Authority of the City of New Haven, New Haven, CT, Director of Housing Management - Mixed Income Portfolio Nov. 2013 – Jan. 2016:

Implemented and supervised all activities related to asset management, maintenance, and vacancy efforts for 102 units of Family and 47 Elderly/Disabled Tax Credit housing. Have oversight of an additional 988 mixed financed/moderate- and low-income units of housing managed by third party property management companies.

Housing Authority of the City of Meriden, Meriden, CT, Director of Operations 2002 – 2013:

Recruited and managing a staff of sixteen full and five-part time employees, responsible for waiting list development, rent collection, rent escalation, vacancy reduction, preventive maintenance, reduce tenant accounts receivables, site-based budget development, project management, lease compliance, grounds maintenance, and physical need assessment. Integrated the housing operations, maintenance and HCV staff, creating an environment in which we all work together to achieve the organization's goals.

Housing Authority of the City of New Haven, New Haven, CT Property/Project Manager 1995 – 2002:

Promoted five times in seven years. Implemented and supervised all activities related to property management, maintenance, relocation, demolition and vacancy efforts for 3200 housing units. Supervise construction of 440 multi-family units and single-family units. Improved rent collection 80%, increased occupancy to near capacity and reduced vacant unit turnaround from 60 days to five days. Obtained a \$5 million demolition grant in only five days.

Education:

- **Albertus Magnus College:**
Business Management

Licenses & certifications

- **Housing Tax Credit Compliance:**
Issued 2008
- **Commercial Real Estate Development certificate** - Massachusetts Institute of Technology
Issued 1999
- **Portfolio Management certificate** - Massachusetts Institute of Technology
Issued 1999
- **Asset Management certificate** - Massachusetts Institute of Technology
Issued 1999
- **Certified Public Housing Manager (PHM)** - Massachusetts Institute of Technology
Issued 1996
- **Real Estate Finance** - Massachusetts Institute of Technology
Issued 1999

Skills:

Microsoft Windows Vista & XP Office - Excel Word Professional NT 2000 Windows NT WordPerfect 7 Lotus Works Access PowerPoint Argus

Continuing Education:

Albertus Magnus College – Business Management

Licenses & Certifications

- Housing Tax Credit Compliance (2008)
- Commercial Real Estate Development Certificate – MIT (1999)
- Portfolio Management Certificate – MIT (1999)
- Asset Management Certificate – MIT (1999)
- Certified Public Housing Manager (PHM) – MIT (1996)
- Real Estate Finance – MIT (1999)

Career Highlights:

- Establish and oversee implementation of policies and procedures to ensure that all operations of the Commission function in accord with the Board directives, HUD regulations and Local and State Laws.
- Monitor Housing Commission Operations by reviewing records and reports, and assuring that PHAS, SEMAP, and other reports are submitted to HUD in a timely manner, and scores are acceptable.
- Direct and coordinate activities of redevelopment programs, federal and other special programs.
- Provide Executive oversight and input in budgeting planning and implementation.
- Confer with the Commission Executive Staff (ELT) regarding matters related to their respective areas of responsibility and matters with general applicability to the Commission.
- Resolve disputes, aggravated problems, or other matters not resolved at lower levels.
- Serve as Contracting officer for the Commission, which includes but not limited to, preparing or directing preparation of contracts, agreements, and other instruments, signing on behalf of the Commission, assuring that provisions of contracts and agreements are followed, and authorize payments.

- Represent the Commission in the community, with HUD, the City and other groups, agencies and stay abreast of developments and trends in public housing, Housing Choice Voucher (HCV), affordable housing and finance.
- Consult with individuals, groups and agencies regarding the development of programs or legislation that would affect the Commission.
- Participate on various advisory committees and civic organizations to promote public housing and maintain an unquestionably positive profile in the community.
- Attend and assume leadership roles in professional organizations.
- Communicate with the public through news releases, and participate in local radio talk shows, television programs and public meetings as needed.
- Stay abreast of public housing matters, developments, and opportunities by reviewing and understanding HUD Regulations, laws, ordinances, and publications, and by attending professional conferences, trainings and meetings.
- Sustain positive relationships with HUD Officials to obtain information and guidance as needed.
- Maintain relationships with the City that promote goodwill and a partnership to achieve the goals of the Commission and the City.
- Meet with the Oversight Board regarding policies, goals, plans and fiscal matters.
- Plan monthly agenda and provide the Board with advance notice, including but not limited to data and materials related to agenda items.
- Inform the Board members regarding current circumstances, and the status of ongoing projects.
- Recommend actions regarding the Commission's programs, HUD programs, grants, budgets and staffing, etc.
- Consult with legal counsel on new resolutions for the Board meetings, contracts, agreements, policy changes, program changes or other matters requiring legal interpretation and advice.
- Recommend awarding of contracts for construction and consulting services following evaluation of bid proposals.
- Prepare correspondence related to Board actions, policy matters, and complex or controversial matters.
- Formulating short- and long-term goals for the Commission to achieve and maintain High Performer Status.
- Make hiring decisions based on staff recommendations and/or direct information.
- Direct the activities for preparing the five year and annual plan. • Monitor progress by meeting with staff to ascertain achievements, and by analyzing and reviewing reports.
- Establish performance standards for directly reporting subordinates, prepare performance appraisals, and discuss with staff.
- Take disciplinary action as needed.
- Develop and implement plans to achieve short-term and long-term goals, and strategic plans. • Direct preparation of grant and funds applications.
- Receive information and recommendations from staff and research directly new programs and sources of the Commission funds, evaluate, and make appropriate recommendations to the Board of Commissioners.
- Plan, develop, direct and administer activities in accordance with federal, state and local laws, rules and regulations.
- Plan, organize, evaluate and implement various housing initiatives to effectively provide and improve the housing of program participants eligible for, and participating in, the Housing Choice Voucher Program.
- Give advice to the Executive Director on matters related to policy and procedures.
- Work with Finance to prepare operating budgets for submission to the Executive Director.
- Generate Board agenda, report and sign minutes, record all votes, and participate in Board meetings.
- Demonstrate continuous effort to improve operational efficiency, decrease turnaround times, and streamline work processes to achieve high quality results and seamless customer service;

work effectively and cooperatively with staff and the public to implement quality control procedures and quality improvement initiatives.

- Research PHA issues; compile data; prepare and analyze reports, records and accounts; make recommendations; and take action as authorized.
- Answer inquiries from a variety of internal and external sources.
- Research, monitor and analyze federal and state legislation to determine impact on programs and services and work with industry groups to ensure changes are implemented smoothly.
- Review periodicals, legal documents and other materials to keep abreast of developments in public housing programs.
- Ensuring the Authority is fully compliant with Department of Housing and Urban Development (HUD) rules, regulations and guidelines; strive to improve overall HUD performance rating by achieving and maintaining a high-performer HUD rating designation.
- Maintain good business and public relations with HUD at the federal, regional and local levels and with the various governmental agencies and other groups that may be helpful in furthering the successful operations and developments of the Authority
- Manages the department budget and assists with preparation of the Annual Operating Budget.

HAROLD S. INCE, JR.

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October 24, 2025

The Organizational Leadership Edge
Stan Quay, President
The Housing Authority of the City of Milwaukee
809 N. Broadway
Milwaukee, WI 53202

Re: Executive Director

Dear Hiring Committee,

Housing is more than shelter, it's the foundation for health, education, and economic mobility. With over twenty eight years of leadership in public housing and urban development, I have dedicated my career to building systems that deliver on this promise. I am excited by the opportunity to bring my experience, strategic vision, and deep commitment to equity to Milwaukee, a city whose vibrancy and values mirror my own.

As former Executive Director of Flint and Detroit Housing Commissions, I oversaw policy implementation, regulatory compliance, and strategic planning across all facets of our Housing Authority. I've led redevelopment initiatives, directed federal and special programs, and ensured alignment with HUD regulations, PHAS, SEMAP, and local laws. My role as Contracting Officer has involved negotiating and executing complex agreements, while my work with executive staff, legal counsel, and oversight boards has shaped high-performing, transparent governance.

I've cultivated strong relationships with HUD, city officials, and community stakeholders to advance affordable housing finance and innovation. From preparing five-year plans and annual budgets to launching housing initiatives under the Housing Choice Voucher Program, I've consistently driven operational excellence and improved HUD performance ratings. My leadership style emphasizes collaboration, accountability, and continuous improvement—qualities I believe are essential for Milwaukee's next housing leader.

Milwaukee's call for a leader who loves cities and believes in housing as a cornerstone of opportunity speaks directly to my heart. I am eager to partner with the city's creative communities, civic organizations, and public institutions to ensure every Milwaukeean has a safe home and the chance to thrive.

Thank you for considering my application. I welcome the opportunity to further discuss how my experience and vision can contribute to Milwaukee's housing future.

Sincerely,

A handwritten signature in blue ink, appearing to read 'H. Ince', with a stylized flourish at the end.

Harold S. Ince, Jr.