



Housing Authority of the City of Los Angeles

Invites Applications for the Position of
**President and
Chief Executive Officer**

Apply by December 30, 2011



Transforming One Neighborhood at a Time



Outstanding Career Opportunity

This is an incredible career opportunity for an experienced housing professional to lead a dynamic and complex organization in a major metropolitan city with the added benefit of being located in Southern California! This ideal candidate will bring to Los Angeles the best-of-the-best in career experience, a track record of notable accomplishments, a dynamic leadership style complemented by strong people skills, and, most importantly, a true passion for delivering results that improve the lives of residents. The President and CEO, providing guidance and support to the Board of Commissioners, will also provide strategic leadership that eagerly seeks and invites an open flow of communication and sets the tone for a culture of mutual respect and trust, fiscal responsibility, accessibility, transparency, and responsiveness in all endeavors.

About HACLA

The Housing Authority of the City of Los Angeles (HACLA) is a state-chartered public agency. It provides the largest stock of affordable housing in Los Angeles and is one of the nation's leading public housing authorities. It is also one

The Housing Authority's primary focus is its residents and array of clients that receive services. With this overarching mission, the new President and CEO, supported by a dedicated and talented staff, will be well positioned to maintain, strengthen, and expand collaboration with public, non-profit, and private entities to leverage the collective power of the region and create viable, healthy communities for Los Angeles.

of the oldest, providing quality housing options and supportive services to the citizens of Los Angeles since 1938. With an annual budget of nearly \$1 billion, its funds come from five main sources: HUD's annual operating subsidy, HUD's annual Capital Fund, Section 8 administrative fees, rent from public housing residents, plus other program and capital grants from various sources. HACLA continues to explore alternative funding sources and has built numerous key partnerships with City and State agencies, nonprofit foundations, community-based organizations, and private developers.

HACLA owns and operates a citywide portfolio of approximately 9,300 units (inclusive of all public housing units and asset management properties) and administers monthly housing assistance payments for more than 100,000 family members throughout Los Angeles.

Public Housing Program – HACLA's public housing program serves more than 20,000 residents throughout its 16 public housing communities with over 6,850 public housing units. In 2010, for the second consecutive year, the program was also designated as a "High Performer" in HUD's Public Housing Assessment System (PHAS). PHAS grades the physical condition of the agency's properties, its financial condition, management, operations, and resident satisfaction.

Housing Choice Voucher Program – For the third consecutive year HACLA's Section 8 Housing Choice Voucher Program has received a "High Performer" designation under the Section Eight Management Assessment Program (SEMAP). The program's objective is to provide affordable, decent, and safe housing for eligible families while increasing a family's residential mobility and choice. HACLA's Housing Choice Voucher program is the second largest in the nation with a utilization of over 46,000 vouchers. There are over 15,162 Active vendors participating in the Section 8 program who provide housing to Section 8 participants. In 2010, Section 8 released the Owners Portal where participating Vendors can view their property portfolio and financial transactions online.

Jordan Downs Redevelopment Project – Since initiating this ambitious and innovative effort, HACLA has made significant progress in designing a Community-Based Master Plan, gaining consensus and entitling the project. The redevelopment of Jordan Downs involves a combination of complex technical, political, and community challenges which require expert management and constant attention. The objective of Jordan Downs is to create a vibrant, healthy, mixed-use, and mixed-income urban village which will serve as a catalyst for the reinvention of the greater community of Watts. HACLA is currently engaged in procuring a Master Developer partner to assist in furthering its redevelopment plans. The selected Master Developer will be asked to conduct an independent evaluation of HACLA's Community-Based Master Plan and offer suggested improvements or modifications. HACLA, in cooperation with the Jordan Downs residents and other stakeholders, will review these recommendations and consider entering into a Master Developer Agreement with a prospective Master Developer and proceed with its redevelopment plans.



HACLA provides more than just a place to live – it offers a range of programs specifically for low income, homeless, people with disabilities, children, and seniors, such as self-sufficiency and homeownership programs, among many others.



Governing Structure

The Housing Authority is governed by a seven-member Board of Commissioners that is responsible for policy, fiscal management, and appointing the President and Chief Executive Officer. Five Commissioners, appointed by the Mayor, serve four-year terms, while the other two Commissioners serve two-year terms and must be residents of the Authority's housing projects. Total staffing of the organization is approximately 1,000 employees.

The Position

The President and CEO directs the activities of the Housing Authority and formulates major operating policy to ensure judicious management of the organization. Working closely in support of the Board of Commissioners, this is an at-will position that serves at their pleasure. Major areas of responsibility include:

- Strategically develop, manage, and oversee the Authority's diverse portfolio of housing properties; proactively adjust business models and service delivery methods as needed to respond to financial and/or operational issues as they arise;
- Develop and maintain close working partnerships with community groups, developers, non-profit organizations, businesses, and government agencies including the City Council and other elected officials on a local and state level;
- Establish, direct, and communicate the strategic direction for Authority programs and services; educate policy makers and make recommendations for updates and/or new policies; implement and continually re-evaluate strategic plans;
- Lead managers and staff in providing creative solutions to housing issues within budgeted resources;
- Develop and maintain an effective working relationship with HACLA labor unions and maintain ongoing dialogue on issues and opportunities; and
- Ensure Authority compliance with Federal, State, and local laws, regulations, policies, and procedures.

Of vital importance to the overall mission and future of HACLA, the Authority is currently pursuing distinction as a "Moving to Work" organization. In achieving this elite status of an MTW agency, the organization will have much more latitude in the future to pursue innovative real estate developments as well as formulate strategic initiatives to maximize neighborhood revitalization.

The Ideal Candidate

The ideal candidate will eagerly embrace and aggressively pursue the mission of HACLA through bold leadership supported by a history of delivering award-winning results. This successful candidate will be a people-person with excellent communication skills who enjoys building meaningful relationships within a vibrant and diverse community. Drawing on an accomplished career in the field of public housing, the ideal candidate will also have strong development experience and a keen working knowledge of financial and funding strategies.

The ideal candidate will be recognized as a housing professional, preferably known on a national scale with a strong working knowledge of HUD regulations. Experience aggressively pursuing and receiving additional funding and grant opportunities in Washington, DC are also critical elements of the experience desired. Dealing with proposed and pending legislation is also significant for top candidates.

Working with a variety of stakeholders, the President and CEO will be an effective consensus builder, ethical, and forward-thinking in his/her approach to organizational management. With proven business expertise, the successful candidate will also bring a results-driven approach to managing a billion dollar entity, real estate development, financing options, and service delivery.

The successful candidate will also have the following personal attributes:

- Appreciation for diversity;
- Keen understanding of urban issues;
- Compassionate, professional, thoughtful, honest, and decisive;
- Engaging style that invites open dialogue and debate;
- Ability to listen and "hear" the message;
- Interest in knowing and comfortable in visiting housing sites;
- Have credibility as someone who has a demonstrated commitment to transparency and openness; and
- Dynamic leadership and management style that will guide the organization to a new level of achievement in a highly visible, and sometimes controversial environment.

Additionally, the selected President and CEO will have an open and approachable style, and is comfortable working in a unionized environment.



In summary, the new President and CEO will lead by example, inspiring staff and colleagues to always present their best qualities to the public being served. This top executive will have a genuine desire to represent the organization and the community with unquestionable ethics and integrity.

Qualifying Experience and Education

Experience – This position requires significantly progressive experience in a highly responsible administrative position, inclusive of management and oversight of staff, preferably gained in a mid-to-large size public housing organization in a major metropolitan environment with similar issues and complexities. Experience may be drawn from a career in one of the following areas (a) public housing executive; (b) executive-level manager for a public or private organization that is closely aligned with public housing; (c) development of public housing; (d) financial management; or (e) consultant to the public housing industry.

Education – The position requires a Bachelor's degree. An advanced degree may be a plus.

Other Criteria – Experience in a multi-ethnic urban environment is strongly desired. Bilingual skills are considered a significant plus.

Evaluation of Overall Career History – Ralph Andersen & Associates, in combination with a three-member Sub-Committee of the Board of Commissioners, will review all resumes submitted. All highly qualified executives are strongly encouraged to submit qualifications for consideration. The top tier of candidates, as deemed competitive through the review process, will be presented to the full Board of Commissioners for finalist interviews. A public component of the selection process will include a "Town Hall" meeting for a select group of invited resident representatives, stakeholders, and housing advocates/partners.

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Compensation and Benefits

The annual salary range for this position is highly competitive and includes an excellent benefits package, plus retirement and may include relocation/moving assistance. Further details on the compensation package may be obtained through Ralph Andersen & Associates.

To Be Considered

Interested candidates are encouraged to submit early in the process via email to apply@ralphandersen.com. Review of resumes will begin upon submission of completed information. **The closing date for this search is Friday, December 30, 2011.**

Candidates are required to submit a cover letter, resume, salary history, and six (6) professional references.

This is a confidential process in the early stages of this recruitment. References will not be contacted until mutual interest has been established. Top candidates should be aware that a public component such as a "Town Hall" meeting event for a select group of invited resident representatives, stakeholders, and housing advocates/partners will be part of the final selection process. Appropriate notice will be given to top candidates before this event takes place in a public forum.

The Sub-Committee will conduct preliminary interviews in early-to-mid January 2012. Finalist interviews with the full Board of Commissioners will take place in late January, including the public forum component of this process. The selected candidate will be confirmed by the Mayor as part of this selection process. Ideally, the new President and CEO will begin work in February or at a mutually agreed upon date.

If you have questions or would like to discuss the opportunity further, please call Ms. Heather Renschler at (916) 630-4900. Confidential inquiries welcomed.