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Los Angeles County Affordable Housing Solutions Agency

Interim Chief Executive Officer Opportunity Guide

lakahsa.gov



Draft

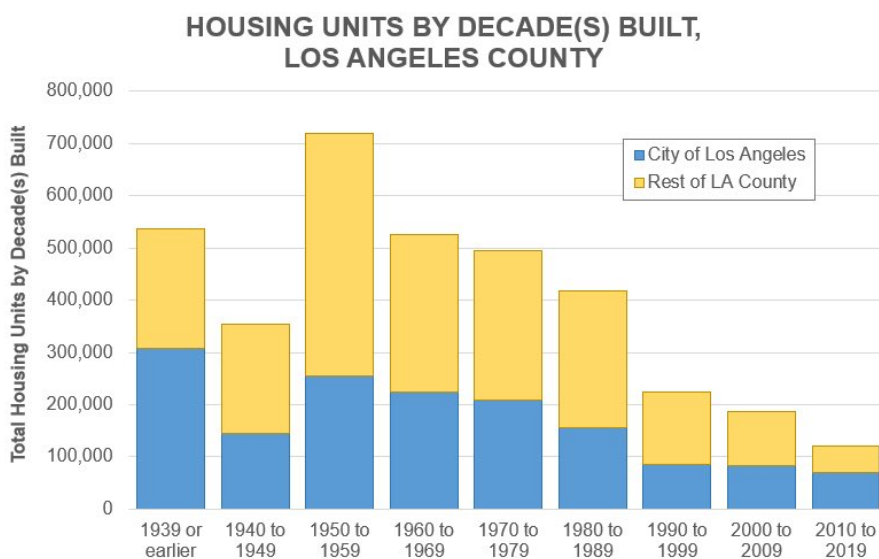
About Los Angeles County Affordable Housing Solutions Agency

Born out of the fundamental belief that housing is a human right, the Los Angeles County Affordable Housing Solutions Agency (LACAHS) was created to enact and sustain policies and practices that uplift ALL communities. A regional organization focused on all of Los Angeles County regardless of age, race, class, disability, and gender, LACAHS was created to make housing more affordable, help people stay in their homes, and increase housing options for people experiencing homelessness. It is a solution, to create housing solutions.

Los Angeles County, the largest county in the United States, is facing the most significant housing crisis in the region's history. Hundreds of thousands of residents experience housing instability and are at risk of homelessness. They are being pushed out of their communities, often where their families have lived for decades. Los Angeles County's affordable housing crisis is both urgent and expansive. The need for affordable and stable housing impacts the 10 million residents across the County's 88 cities and unincorporated areas, and the

crisis can only be solved by the entire County coming together to invest in proven solutions. To sufficiently address the housing crisis, affordable housing must be developed not only in low-income communities that have historically been disinvested in, but also in high resource neighborhoods that have historically practiced exclusionary zoning.

A coalition of elected leaders, community organizations, and housing and homelessness experts partnered with multiple stakeholders to pass [Senate Bill \(SB\) 679](#), which was signed by Governor Gavin Newsom and officially created LACAHS in 2023. Operating as an independent government agency that has jurisdiction within the Los Angeles County, it is governed by a board of 22 and is guided by a long-term vision to drive innovative solutions to ensure access to housing that all Angelenos can afford. Its multi-pronged purposes are to strengthen the tools to unlock investment to scale for housing production, preserve existing affordable housing, and prevent people from falling into homelessness.



Created by Shane Phillips

Data: American Community Survey 1-year sample, 2019



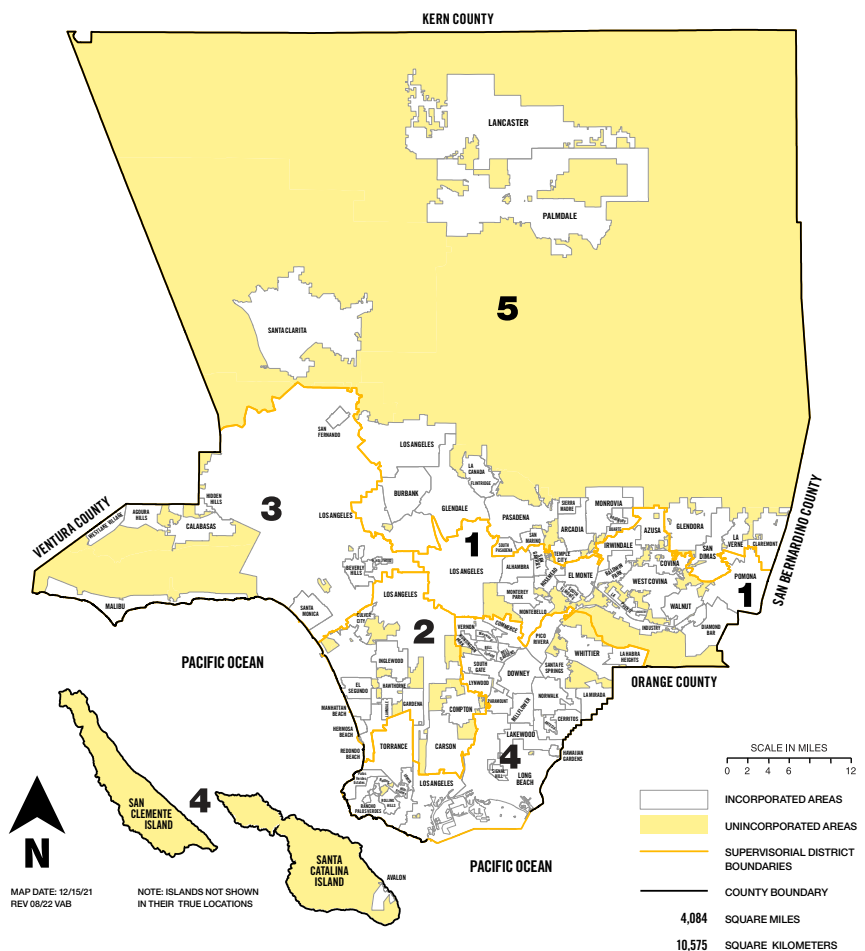
About Los Angeles County Affordable Housing Solutions Agency

We can do more together than apart

The theory of change that inspires LACAHS is clear: we can do more together than apart. Bringing an unprecedented regional approach to solving the crisis, the LACAHS Board is comprised of all five County Supervisors, the Mayors of Los Angeles and Long Beach, elected representatives from other regional sectors, and expert representatives on key housing issues. To cut through bureaucratic red tape to accomplish more than ever before, LACAHS is also empowered by its legislation to enable innovative financial tools and development strategies that will produce and stabilize affordable housing at the scale required to truly move the needle at the regional level. This means breaking down silos between the 88 cities and structurally mandating coordination and collaboration, because housing should be treated as essential countywide infrastructure instead of a local concern.

While the passage of SB679 opens a door to change, there is an immense amount of work to ensure the agency is stood up and implemented in a way that aligns with the goals of ground-level housing leaders, the community, and those most impacted by unaffordable housing. A multi-pronged and coordinated approach is

the preferred path to find long-term solutions to the affordable housing crisis facing Los Angeles County. Leadership envisions an approach implemented with sufficient capacity and infrastructure to implement change at scale. With a countywide lens that has not previously existed, LACAHS will drive forward a comprehensive approach to the 3 Ps of affordable housing: protect tenants; preserve affordable housing; and produce new affordable housing.



The Opportunity: Interim Chief Executive Officer

LACAHSA seeks a strategic interim leader to manage and administer the startup activities for the Agency. The interim leader will work to create the infrastructure, plan, organize, coordinate, and evaluate early stage work to date, for approximately a one year effort. The Interim CEO will work with the Board and various subcommittees to advance policies and procedures that will form the basis of operations starting in December 2024/early 2025. The primary goal of the entire initiative is to create an agency that works to reduce regulatory burden and ensures solutions to affordable housing throughout Los Angeles County while maintaining full transparency. Reporting directly to the LACAHSA Board, the Interim CEO will lead LACAHSA until a Permanent CEO is hired (anticipated in/around the first quarter of 2025). The Interim CEO will work with LACAHSA leadership to explore various means of garnering resources to fund its future, including, but not limited to public support through tax instruments, public grants, private grants, philanthropic support and for the longer-term, possible earned revenue streams. Early stage funding has been provided by nonprofit partners. The origin of LACAHSA is in California [State Bill 679](#).



Performance Objectives

Planning and Infrastructure Development

- Establish a clear strategic framework and business plans (1-year and 3-year) for LACAHSa that capture the core priorities of housing production, preservation, and renter protections.
- Design the organizational structure, ensuring that hiring is consistent with the needs and functions of LACAHSa's vision and business plans.
- Develop an annual operating budget, create financial systems to manage assets, develop systems to support compliance and track expenditures, and ensure financial sustainability.
- Create and implement internal controls and procedures to safeguard LACAHSa's assets and reputation.
- Seek and secure an office location for the agency.
- Communicate effectively with the board and partners to ensure alignment and transparency.
- Partner with the currently contracted consultants and third parties in their work on infrastructure creation and early-stage planning.

Operational Oversight and Management

- Design and implement high impact programs and initiatives consistent with LACAHSa's purpose and role (for 2025 implementation).
- Build best-in-class operations and partnerships. This will manifest in on-time transfers of funding to partner public entities, successful underwriting and bond issuance, highest quality financial controls, and annual financial reporting.
- Ensure compliance with all relevant laws and regulations.
- Communicate effectively and promptly with the Board of Directors.

- Maintain consistent and transparent reporting on the organization's progress and outlook and ensure fiscal responsibility.
- Develop strategies for additional non-public supplementary revenue sources that will be needed beyond November 2024.
- Recruit, hire, and train staff members for LACAHSa's short and long-term needs, including statutorily mandated positions (a general counsel and an inspector general) subject to Board approval where required.

Community Engagement and Stakeholder Relations

- Serve as the public face of LACAHSa and represent its mission to external stakeholders.
- Develop and implement education and outreach strategies using technology and social networks to increase visibility of LACAHSa for all audiences and the public.
- Engage with the community to understand their needs and priorities, and incorporate feedback into decision-making.
- Work with the Board, various Council of Government entities, elected and appointed leaders, nonprofit agency partners and other stakeholders to build a comprehensive understanding of the current affordable housing situation to inform solutions.
- Advocate for the agency's mission and priorities through public speaking engagements, media outreach, and other channels.
- Partner with local stakeholders to identify lawful means to fund local governments and non-profits who have plans and projects needing funding to start constructing in their respective jurisdictions.
- Provide funding and support opportunities to help communities meet affordable housing goals.

The Qualified Candidate

LACAHSA seeks a passionate, energetic, and diplomatic executive leader as its Interim Chief Executive Officer. The role requires a dynamic relationship-builder with a demonstrated knowledge of Los Angeles County (or substantially similar communities) who can cultivate and grow critical partnerships for organizational growth, accompanied by leadership and communication skills that can inspire, support, and accelerate change across the region. The ability to create strong, meaningful relationships and build consensus and collaboration among a wide range of community stakeholders is required.

Progress moves at the speed of trust

The ideal candidate will be focused on housing production and renter supports in Los Angeles County and have a strong, vibrant public presence. To support the mission of ending homelessness, the Interim CEO will lead an organization that seeks to build and facilitate the building of affordable housing units throughout Los Angeles County. They will be unquestionably trustworthy, and integrity will be innate. The leader will be exceptionally knowledgeable in the current landscape of homeless services in the Los Angeles County region and a proven advocate of marginalized populations. An attitude and will to accomplish and advance programs, education, and collaboration is a must.

LACAHSA is open to the Interim leader being considered and applying for the permanent CEO, pending the outcome of the permanent CEO selection process.

Ideal Attributes Include:

- A minimum of 10 years of progressive experience in leadership and management. Involvement in real estate finance and/or housing development; affordable housing development, intra-governmental housing efforts, and solution-oriented initiatives that can lead to LACAHSA's success.
- Experience working effectively with the public, private for-profit, and private non-profit sectors. Experience working at the regional level is essential.
- Proven track record of creating new programs and organizational systems from the ground up.
- Strong ability to work across lines of commonality, difference, divergent perspectives, and lived experience, with diplomacy and discretion, bringing people together around shared vision and goals inclusive of tenancy, builder, developer, and regulator.
- Knowledge of federal, state, and Los Angeles County and City housing policies, regulations, and programs to ensure accelerating solutions for the long-term while maximizing existing resources.
- Demonstrated experience in affordable housing finance as well as non-traditional and/or innovative financing approaches outside of the traditional Low Income Housing Tax Credit system.
- Track record in financial management, planning, financial analysis, and negotiation.
- Strong analytic and strategic-thinking skills, with a demonstrated ability to create, implement, and monitor complex plans and translate those plans into goals and concrete strategies.
- Excellent communication skills, both written and verbal. Presentation and listening skills are also required, along with a convincing professional presence.
- Bachelor's degree in finance, public administration, community development, or a related field.



The Qualified Candidate

Preferred Attributes Include:

- Master's degree in finance, public administration, community development, or a related field.
- 10 years of extensive and progressively responsible full-time paid administrative, executive experience in one or more of the following:
 - a) Public Housing Agency: Administration of an Agency with at least 1,000 rental units and with recent activity in development or management of low-cost housing and Section 8 housing;
 - b) Governmental Agency: In a governmental agency engaged in the administration, implementation and enforcement of federal, State or local housing laws, with emphasis in project finance;
 - c) Other Public Agency: As a member of the administrative or planning staff (in an administrative, executive and consultative capacity) of a public agency engaged in a large-scale community development, organization or social planning;
 - d) Public Administration or Business: In a field of planning, coordinating or financing of large-scale programs in business or public administration involving duties comparable to those of a President/CEO of a large public housing finance agency or similar.



Don't check off every box in the requirements listed above? Please consider applying anyway! Studies have shown that underrepresented communities — such as women, people of color, LGBTQ, people with disabilities, those with lived experience in the mission area, and immigrants — are less likely to apply to jobs unless they meet every single qualification. LACAHS is dedicated to building an inclusive, diverse, equitable, and accessible workplace that fosters a sense of belonging — so if you're excited about this role but your past experience doesn't align perfectly with every qualification in the job description, we encourage you to still consider submitting an application.



How To Apply

Interested candidates may apply for the interim role, and express interest for the permanent role via the KEES application process. All applicants will be asked to complete a Conflict of Interest and Confidentiality Statement and a Levine Act Compliance Questionnaire during the KEES application process.

The interim role will be contracted by LACAHSa and compensated (including benefits) in the mid \$200,000s.

LACAHSa is committed to providing equal employment opportunity for all qualified persons, regardless of race, religion, sex, national origin, age, sexual orientation, disability, or any other characteristic protected by state or federal law. All positions are open to qualified individuals pursuant to the Americans with Disabilities Act of 1990 and the California Fair Employment and Housing Act. LACAHSa will comply with all of its obligations under State and Federal laws regarding the provision of reasonable accommodations to applicants.

APPLY HERE

To ensure confidential tracking of all applicants, no applications will be accepted via email. ALL INQUIRIES WILL BE HELD IN STRICT CONFIDENCE by KEES and only those candidates advanced for interviews will be known to the LACAHSa Search Committee.

All candidate-submitted materials and credentials will be reviewed for consistency and accuracy. Candidates can expect that KEES will verify employment/academic/ background information both in the screening process and for the finalist(s) in a formal background check. KEES utilizes a 4-step screening process, the first of which is the formal Candidate Application. Applications are reviewed by the KEES team and advanced through various stages of inquiry and confirmation. Applications with specific cover letters will be given priority consideration, on a rolling basis, by April 29, 2024. All applicants will be notified of the outcome of the search. Based on the timing of your specific application, you are welcome to reach out for information on the timeline.

This search is being managed by Heather Eddy, President and CEO, and Megan Taylor, Project Manager of KEES. Questions may be addressed to mtaylor@kees2success.com.

About KEES

KEES (formerly Alford Executive Search) is a nonprofit executive search firm that builds diverse teams with dynamic leaders in the nonprofit and public sectors. A woman owned and operated firm, KEES offers a full array of nonprofit consulting services including executive search, leadership development, interim staffing, and HR support. For more information, please visit [KEES](https://www.kees2success.com).