Call to Order/Roll Call/Establishment of Quorum

Agenda Items - The public will have an opportunity to speak to any agenda item when the item is called and before action is taken. A Request to Speak Form must be submitted to the Secretary prior to the completion of the agenda item. The Chair will determine the order of speaking and unless the Chair grants more or less time, the speaker's limit is two (2) minutes on each agenda item, subject to the total 20-minute period.

1.0 Review and approve minutes from the Personnel Committee Meeting held on March 4, 2020. 2

2.0 Review and approve the Executive Director job description for posting. Commissioner Dusseault 4

Adjournment

Packets of materials on agenda items are available to the public during normal business hours at 811 Wilshire Boulevard, 6th Floor, Los Angeles, CA 90017. For further information, you may call 213-683-3333. Upon request, sign language interpreters, materials in alternative formats and other accommodations are available to the public for LAHSA meetings. All requests for reasonable accommodations must be made at least three working days (72 Hours) in advance of the scheduled meeting date. For additional information, contact LAHSA at (213) 683-3333 or TTY (213) 553-8488.
The Los Angeles Homeless Services Authority Personnel Committee Meeting, held in the LAHSA Administrative Office located at 811 Wilshire Boulevard, 5th Floor, Los Angeles, California, was called to order at 11:40 a.m. by Commissioner Dusseault.

Attendance
LAHSA Commissioners Present:
Sarah Dusseault, Chair
Mitchell Kamin, Vice Chair
Wendy Greuel
Jacqueline Waggoner

LAHSA Commissioners Absent:

Attorney’s Present:

LAHSA Staff:
Karla, Chalif, Chief Operating Officer
Lisa Flores, Executive Assistant, Executive Department
Keshia Douglas, Director, HR & Administration
Punam Karla, Manager, HR/Administration

Call to Order/Roll Call/Establishment of Quorum
Commissioner Dusseault called the meeting to order. Roll was called and quorum was established at 11:40 a.m.

1.0 Review and approve minutes from the Personnel Committee Meeting held on February 4, 2020.

Motion: It was moved by Commissioner Kamin seconded by Commissioner Greuel to approve the minutes as presented.

Public Speaker(s): There were no public speakers.

Action: The motion was unanimously approved.

2.0 Review and approve The Hawkins Company contract amendment for the Nationwide Executive Director search.
Keshia Douglas, Director, HR & Administration, gave the report:

- Staff requested approval of The Hawkins Company contract amendment for the Nationwide Executive Director Search as described in the provided documents.
- Commissioner Dusseault

Motion: It was moved by Commissioner Dusseault seconded by Commissioner Kamin to approve The Hawkins Company contract amendment for the Nationwide Executive Director search.

Public Speaker(s): There were no public speakers.

Action: The motion was unanimously approved.
3.0 Update and discussion on The Hawkins Company outreach efforts for the Executive Director position.

Commissioner Dusseault, gave the report:

- Commissioner Dusseault gave an update on The Hawkins Company outreach efforts for the Executive Director position, introduced and welcomed Ms. Brett Byers, Executive Vice President, The Hawkins Company.

4.0 Review, discussion and approval of the Executive Director job description for posting.

Brett Byers, Executive Vice President, The Hawkins Company, gave the report:

- Ms. Brett Byers, Executive Vice President, The Hawkins Company introduced herself and her colleague Christine Boulware, Managing Director who joined in the meeting by phone.
- Ms. Byers, gave an update on their outreach efforts for the Executive Director position, including meetings and conversations with Commissioners, LAHSA executive director and executive leadership team, City and County elected officials, stakeholders, survey sent to staff via email, and shared some of the feedback received from the interviews/conversations, and went over the draft working plan as described in the provided documents.
- Commissioners took a few minutes to go over the drafted executive director’s job description and provided feedback and requested changes be made to the introduction, description of the executive director position, leadership, fiscal responsibilities, management, communication, education, qualifications, experience, compensation and benefits, selection process and the executive search timeline.
- Commissioner Dusseault requested to have Mandy Chapman-Semple, Clutch Consultant to review the draft and give input on her perspective on the strategic plan.
- Committee members gave authority to the two Commissioners available to review final draft and give input/feedback before coming back to Committee for approval; there was discussion about having special meetings on either March 10 or March 11.

**Motion:** It was moved by Commissioner Dusseault and seconded by Commissioner Gruel to approve and delegate authority to two Commissioners in the event that only two are available to attend either Committee held on March 10 or 11 to move forward on the approval of the Executive Director job description for posting.

**Public Speaker(s):** There were no public speakers.

**Action:** The motion was unanimously approved.

**Adjournment**

The meeting adjourned at 11:53 a.m.
THE LOS ANGELES AREA

With a racially diverse and an ethnically varied population of more than 10 million people, Los Angeles County has more residents than any county in the nation. Los Angeles County is also the largest urban county in the nation at 4,083 square miles. Within its boundaries are 88 cities, including the second largest city in the United States – the City of Los Angeles with a population of approximately four million.

In June 2019, the City and the County of Los Angeles reported that 44,214 people were unsheltered, the largest number ever.

Further, the unsheltered population ranges from individuals who experience a wide range of mental and physical health issues to a solid number of people who maintain jobs but whose wages are insufficient to provide adequate housing and hence, many sleep and live in their cars.

Homelessness has been an ongoing and extraordinary challenge in Los Angeles. In December of 1993, the Los Angeles County Board of Supervisors and the Los Angeles Mayor and City Council formed the Los Angeles Homeless Services Authority (LAHSA) as an independent, Joint Powers Authority. Its primary role was grant administration, the effective and efficient utilization of Federal and local funding in providing services to homeless people throughout Los Angeles City and County.

THE LOS ANGELES HOMELESS SERVICES AUTHORITY (LAHSA)

LAHSA’s mission is to support, create, and sustain solutions to homelessness in Los Angeles County by providing leadership, advocacy, planning, and management of program funding. LAHSA is the lead agency in the Los Angeles Continuum of Care, which is the regional planning body that coordinates housing and services for homeless families and individuals in Los Angeles County. As greater numbers of people in the area began to experience homelessness, LAHSA has been positioned and increasingly seen as the ‘go to’ organization to drive solutions and lead the response.

LAHSA has recognized the need to become the organization that assumes leadership, now shifting from a grant coordinating organization to a system administration effort. LAHSA will
serve as the backbone of the region’s rehousing system. To accomplish this organizational evolution, LAHSA is undertaking a dynamic strategic planning effort.

Five years ago, LAHSA’s annual budget was $70M, today it is $439M, and includes a mosaic of funding from the United States Department of Housing and Urban Development (HUD), the County, and City of Los Angeles and two ballot measures: LA County’s Measure H and LA City’s Proposition HHH. Of the total, $64 million is earmarked for LAHSA’s operations, the balance funds a robust provider network. The staff has grown from 70 to over 450 FTES, including 200 outreach professionals.

Clearly, LAHSA has experienced unprecedented funding growth and wants to seize this opportunity to maximize the impact of these one-time funding resources to rehouse people quickly.

To accomplish this, LAHSA funds research, program design, outcomes assessment, and technical assistance to more than 100 non-profit partner agencies and ensures that evidenced based practices of housing first, trauma informed practices and harm reduction become the core framework for programming outcomes.

LAHSA GOVERNANCE

A 10-member Commission governs LAHSA. Five members are selected by the County Board of Supervisors and five are chosen by the Los Angeles Mayor and ratified by the City Council. The Commission is empowered with making budgetary, funding, planning, and program policies and decisions.

THE POSITION OF EXECUTIVE DIRECTOR

The Executive Director (ED) is the Authority’s Chief Executive Officer (CEO) and reports to the LAHSA Board of Commissioners. The Executive Director’s primary responsibility is leading the region’s eco-system to end homelessness.

The position is unique and complex: the ED/CEO is the leadership face for homelessness, a tireless advocate within the political and policy communities that bridges the gaps in the system, and a spokesperson to the financial partners, political entities and representatives within the county, agencies serving the homeless, the homeless advocacy community, the media, the affordable housing community, philanthropy, and academia.
As the CEO, the ED position encompasses the following leadership responsibilities:

**Commission**

Reporting to and appointed by the Commission, the Executive Director, noted for a collaborative leadership style, will work closely with this body, engaging its members appropriately in key policy discussions, regularly reporting on progress toward key strategic goals and priorities and on efforts working towards the role of LAHSA as the backbone of the region’s rehousing system.

**Organizational Leadership**

Continue to build an excellent management team made up of the Chief People Officer, Chief Operating Officer and Chief Financial Officer and a dedicated and passionate staff capable of executing the mission of LAHSA;

Build, grow and sustain a culture of racial equity;

Continue the efforts to build efficiency and innovative best practices within every organizational area of LAHSA that supports and aligns with the monumental growth the organization has experienced;

Create strategic and real-time feedback loops with funders, providers and persons experiencing homelessness to ensure effective and timely services;

Maintain the fiscal integrity of LAHSA including the development of long-term funding options capable of sustaining the organization; and

Develop a communication and branding strategy that clearly articulates LAHSA’s role as the backbone of the region’s re-housing system.

**The Ideal Candidate**

The LAHSA Commission Personnel Committee is seeking a transformational and visionary leader who holds eradicating homelessness as a core value; who is knowledgeable of best practices to support the unsheltered and who understands the urgency to shelter the unsheltered, in other words, an organizational leader who has a passion for the mission and function of LAHSA.

The new Executive Director and leader of LAHSA should be able to articulate and advocate for the core values, mission and priorities of LAHSA to all key stakeholders and constituent interests and represent the kind of leadership that enrolls everyone in the idea that sheltering the unsheltered and building the homeless ecosystem is the business of LAHSA. The ideal candidate should have demonstrated experience in the following:
• Homelessness and Affordable Housing;
• A track record and commitment to influencing a culture and operationalizing racial equity;
• Working in a culturally diverse and urban environment:
• Demonstrated understanding of the financial integrity and complex fiscal issues of homelessness;
• Demonstrated organizational management experience working within a complex governance structure;
• Demonstrated experience working well with and leading elected officials, advisory boards, and officials from all levels of government, the public, and the media.

The ideal candidate will possess the following leadership qualities:

• Discernment;
• Ability to be innovative; out of the box and strategic thinker;
• Leadership style marked by a sense of humility and empathy;
• Flexibility and the interest to change course when necessary;
• Politically astute and extensive experience working with elected officials;
• Coalition builder noted for the ability to speak truth to power and ‘thick skin.’

QUALIFICATIONS

Experience – The ideal candidate will have at least ten (10) years of progressively responsible fiscal and leadership oversight of a major organization in similar size and complexity. The applicant should also possess five (5) years of experience in successfully working with a governing Commission or Board of Directors.

Education – Advanced degree from an accredited college or university, a relevant professional license, and/or any combination of education, training and experience in a related executive level career is required.

COMPENSATION & BENEFITS

Compensation will be dependent on qualifications and career accomplishments. Specific salary placement will be within the range of $260,000 to $310,000 and based upon the evaluation of a candidate’s overall ability to provide exemplary leadership to LAHSA. Benefits offered include an employer-sponsored 401(a) pension plan with 5% of employee’s salary contributed by the employer after 6-months, employer-sponsored medical and dental plans (including dependent coverage), company paid long-term disability plan, company paid $50,000 basic life and AD&D insurance policy, and company paid employee parking or transit pass.
THE SELECTION PROCESS

This is a confidential process and will be handled accordingly throughout all phases of the recruitment and selection process.

Nominations and submittals from interested candidates are desired by April 24, 2020. The recruitment is open until the position is filled. Candidates are strongly encouraged to apply early; evaluation of qualifications will be done throughout the recruitment process. Only a select number of highly qualified individuals will be invited to participate in a formal interview process. The Ad Hoc Search Committee (four members of the full Commission) has been authorized to conduct preliminary interviews.

An electronic version of all submittals is required. Interested candidates should apply immediately by sending a comprehensive resume, compelling cover letter of interest to: LAHSA.ED@thehawkinscompany.com by April 24, 2020. Resumes received by April 24, 2020 will receive first consideration. The position is open until filled.

The Hawkins Company
8939 South Sepulveda Blvd., #110-216
Los Angeles, CA 90045
www.thehawkinscompany.com

Confidential inquiries are welcome. For additional information or questions, please contact Ms. Brett Byers at 323-403-8279, brett@thehawkinscompany.com or Ms. Christine Boulware at 312-391-6098, chris@thehawkinscompany.com.

The Los Angeles Homeless Services Authority is an equal employment opportunity employer and encourages all qualified individuals to submit an application for this exceptional career opportunity.