



The City of San Diego

Staff Report

DATE ISSUED: October 3, 2023

TO: San Diego Housing Authority Members

FROM: Councilmember Joe LaCava, District 1 and Chair, Ad Hoc Working Group for the Recruitment of the San Diego Housing Commission President and Chief Executive Officer

SUBJECT: Status Update and Seeking Input on the Recruitment of the San Diego Housing Commission President and Chief Executive Officer

Primary Contact: Brian Elliott Phone: (619) 510-6874

Council District(s): Citywide

OVERVIEW:

The Ad Hoc Working Group for the Recruitment of the San Diego Housing Commission President and Chief Executive Officer (Ad Hoc Working Group) has engaged Gans, Gans & Associates (GGA) to conduct a search for the next President and Chief Executive Officer (CEO) of the San Diego Housing Commission. Housing Authority Member LaCava, as Chair of the Ad Hoc Working Group, and GGA will provide an update and are seeking input on the recruitment process and candidate qualifications.

PROPOSED ACTIONS:

This item is for information only.

DISCUSSION OF ITEM:

On June 28, 2022, Council President Sean Elo-Rivera created the Ad Hoc Working Group for the Recruitment of the San Diego Housing Commission President and Chief Executive Officer (Ad Hoc Working Group), consisting of six members. The formation of the Ad Hoc Working Group came after the resignation of Rick Gentry as the San Diego Housing Commission (SDHC) President and Chief Executive Officer (CEO), effective March 31, 2022. Following Mr. Gentry's resignation, Jeff Davis was appointed Interim President and CEO by Housing Authority Resolution (HA-1939) on March 15, 2022, effective April 1, 2022. Per San Diego Municipal Code §98.0301(i), the Housing Authority shall appoint the SDHC President.

Council President Elo-Rivera tasked the Ad Hoc Working Group with the hiring of the next permanent President and CEO of SDHC, and in that process, the Ad Hoc Working Group will select

an Executive Search Firm, serve as a conduit for community and stakeholder engagement, vet and narrow the pool of applicants.

Ad Hoc Working Group Members

Councilmember Joe LaCava, *Chair*

Councilmember Stephen Whitburn

Former Councilmember Chris Cate

San Diego Housing Commissioner Johanna Hester

San Diego Housing Commissioner Ryan Clumpner

Sue Reynolds

Roberta Spoon - *Mayoral Recommendation*

*Note – On January 19, 2023 Council President Elo-Rivera issued a memorandum updating the Ad Hoc Working Group members to include Councilmember Stephen Whitburn. Former Councilmember Chris Cate remains on the Ad Hoc Working Group as a member of the public.

SDHC President and CEO

The President and Chief Executive Officer, who also serves as the Executive Director of the Housing Authority of San Diego, reports directly to the Housing Authority of San Diego, SDHC Board and the public. The position has all executive and administrative powers and duties in connection with the overall operation of the Housing Commission. The President and Chief Executive Officer develops, implements, and executes short- and long-term plans, policies, budgets, and strategies to accomplish SDHC's mission, strategic plan, and SDHC and Housing Authority priorities.

Status Update

Procurement Process

A competitive procurement process, facilitated by SDHC's Procurement Department, was conducted in accordance with SDHC's Housing Authority Approved Statement of Procurement Policy PO-PUR-373.01 to select an Executive Search Firm to assist the Ad Hoc Working Group.

A Request for Proposal (RFP#: HR-23-01) was released July 28, 2022 with a submittal deadline of August 29, 2022. On November 29, 2022, a contract was executed between the San Housing Commission and Gans, Gans & Associates.

Gans, Gans & Associates is a national executive search firm specializing in recruitment services for public housing executives and other nonprofit executives. GGA brings experience and knowledge of the housing industry, along with their extensive and diverse data base of housing professionals. GGA has provided executive recruitment services to five of the ten largest housing authorities in the country, and over 100 housing and redevelopment authorities and public-sector entities in 18 states and the Virgin Islands.

Candidate Selection Process

GGA continues to work directly with the Ad Hoc Working Group to facilitate engagement with the Housing Authority, identified stakeholders, and the public as they seek to identify qualified candidates for the President and CEO position. SDHC staff's role is limited to managing the invoice review/payment process and assisting with contract related issues.

The recruitment and selection of the permanent SDHC President and Chief Executive Officer has been ongoing since the March 21, 2023 update to the Housing Authority. GGA remains in the process of conducting stakeholder interviews to inform the recruitment and vetting of prospective candidates.

Finalist(s) identified by GGA and the Ad Hoc Working Group will be interviewed by the Housing Authority, which will select the next permanent SDHC President and CEO.

City of San Diego Strategic Plan:

This item relates to the Strategic Plan's Priority Area: Create Homes For All of Us by recruiting the President, Chief Executive Officer, and Executive Director of the Housing Authority to carry out the SDHC's responsibilities and support its day-to-day operations.

Fiscal Considerations:

There is no fiscal impact to the City of San Diego. The services described in this item, including the Executive Search, are funded by the San Diego Housing Commission.

Charter Section 225 Disclosure of Business Interests:

N/A

Environmental Impact:

N/A

Climate Action Plan Implementation:

This item does not have a direct connection to the implementation of the Climate Action Plan.

Equal Opportunity Contracting Information (if applicable):

N/A

Previous Council and/or Committee Actions:

On July 25, 2023 the Housing Authority received a status update on the recruitment of the San Diego Housing Commission President and Chief Executive Officer.

On March 21, 2023 the Housing Authority received a status update on the recruitment of the San Diego Housing Commission President and Chief Executive Officer.

On November 14, 2022, an informational update on the recruitment process was presented to the Select Committee on San Diego Housing Commission Oversight and Reform.

Planning Commission Action:

N/A

Key Stakeholders and Community Outreach Efforts:

Gans, Gans & Associates will conduct public and stakeholder meetings during the recruitment and hiring process of a President and Chief Executive Officer for the San Diego Housing Commission.

Victoria Joes _____

Victoria Joes, Chief of Staff



SAN DIEGO
HOUSING
COMMISSION

**President and Chief Executive Officer
Housing Authority Executive Director
San Diego, CA**

If you are interested in this exceptional opportunity, please submit a detailed resume immediately to:

Ernest Barefield

E-mail: ernest@gansgans.com

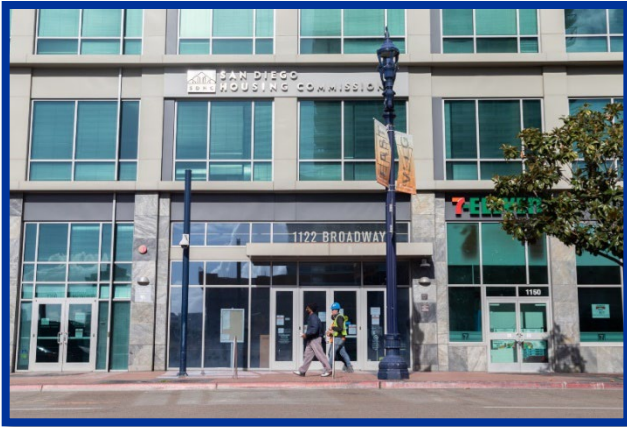
Phone: (813) 986-4441 ext. 7127 | Fax: (813) 986-4775

Should you have any questions in consideration of your own interest, or a referral of a colleague, please contact us at the number above.

Gans, Gans & Associates

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The San Diego Housing Commission (SDHC) has earned a national reputation as a model public housing agency, creating innovative programs that provide housing opportunities for individuals and families with low income or experiencing homelessness in the City of San Diego — the eighth-largest city in the nation, second largest in California.

The San Diego Housing Commission currently has:

- 316 Employees
- Budget of \$600 Million
- 17,353 HCV Households
- 134,000 Wait List
- 4100 Affordable Units

Vision

Everyone in the City of San Diego has a home they can afford.

Mission Statement

The San Diego Housing Commission (SDHC) fosters social and economic stability for vulnerable populations in the City of San Diego through:

- Quality, affordable housing.
- Opportunities for financial self-reliance.
- Homelessness solutions.

Purpose

Help individuals, families and the San Diego community thrive.

Core Values

At SDHC, we:

- Believe in transparency and being good financial stewards.
- Are committed to excellence and innovation in all we do.
- Serve our clients with equity, dignity and respect.

An award-winning public housing agency created in 1979, SDHC performs three major program functions that create affordable housing opportunities:

- Federal rental housing assistance provider for more than 16,000 low-income households, annually;
- Partner to address homelessness, including HOUSING FIRST – SAN DIEGO, SDHC's landmark homelessness action plan; and
- Affordable housing developer, investor and lender—producing more than 23,000 affordable housing units currently in service through partnership developments and acquisitions.

Moving to Work Agency

SDHC is one of only 39 original Moving to Work (MTW) agencies out of approximately 3,200 public housing authorities in the nation. In 2021, the U.S. Department of Housing and Urban Development announced the addition of 41 public housing authorities as MTW agencies. MTW status provides SDHC the flexibility to design and implement innovative, cost-effective approaches to provide Federal housing assistance.

Strategic Priority Areas

- Increasing and Preserving Housing Solutions.
- Helping Families Increase Opportunities for Self-Sufficiency and Quality of Life.
- Investing in Our Team.
- Advancing Homelessness Solutions – Supporting the City of San Diego Community Action Plan on Homelessness.
- Advocacy, Communication, Public Engagement.

Equity and Inclusivity

At SDHC, we are about people. SDHC embraces diverse approaches and points of view to improve our programs, projects and policies.

- We believe in delivering programs and services in innovative and inclusive ways.
- We are committed to advancing equity and inclusion both internally and externally.

Position Summary

Under general policy guidance from the Housing Commission and Housing Authority, plans, organizes, integrates, fiscally controls, directs, administers, reviews and evaluates the activities, operations, and services of the San Diego Housing Commission; recommends Commission adoption of the agency's strategic plan, annual operating plans and budgets and Core Values; ensures execution of short- and long-term goals and objectives consistent with the strategic plan and annual plans and budgets; ensures Commission operations and functions effectively serve the needs of its stakeholders, constituents and customers agencies, while fully complying with applicable laws and regulations; and performs related duties as assigned.

Distinguishing Characteristics

The incumbent of this class is appointed by the Housing Authority and serves as the Commission's President and Chief Executive Officer. The President and Chief Executive Officer is accountable for developing, implementing, and executing short- and long-term plans, policies, budgets, and strategies to accomplish the Commission's mission, strategic plan and Commission and Housing Authority priorities. The incumbent operates within broad general policy guidelines and exercises substantial latitude and discretion to achieve effective and efficient utilization of the Commission's resources in serving its constituencies and customers, both currently and in the long-term, while operating in a rapidly changing, highly sensitive political and intergovernmental environment.

Essential Duties

- Plans, organizes, controls, integrates and evaluates the work of all Housing Commission divisions and sections to ensure that operations and services comply with the policies and strategic direction set by the Housing Commission and Housing Authority, with funding source commitments and with all applicable laws and regulations; with the executive management team, formulates and recommends adoption of Commission strategic and long-range service and facilities plans and short-range and annual operating plans; directs, implements, monitors and evaluates the accomplishment of short- and long-term plans, goals and objectives to achieve the Commission's mission, strategic plan, Core Values, Commission and Housing Authority priorities and compliance with applicable laws and regulations; directs the development of operating and funding source budgets for approval and adoption; directs and monitors implementation of adopted budgets.
- Directs assessment, development and implementation of long-range plans for the development of affordable housing stock, short- and long-range plans for the management and maintenance of public housing units, effective delivery of rental assistance services, innovative programs and services designed to enhance the self-sufficiency of public housing residents and rental assistance clients, collaborative efforts to provide transitional housing for the most needy and other programs to meet local, state and federal requirements and mandates in the Housing Commission's areas of responsibility; directs and monitors the development, implementation and evaluation of financial and budgetary strategies, plans, policies, systems and procedures to achieve short- and long-term Commission-wide goals; directs and oversees development and implementation of programs and services to meet the needs of stakeholders, constituents and customers.
- Accountable for creating affordable housing, and for reducing homelessness.
- Oversight as it relates to use of vouchers for homelessness interventions, development and management of PSH through a homelessness lens and housing navigation and coordination with outreach workers.
- Plans and evaluates executive staff performance; establishes performance requirements and personal development targets; regularly monitors performance and provides coaching for performance improvement and development; provides compensation and other rewards to recognize performance; takes disciplinary action, up to and including termination, to address performance deficiencies, in accordance with the Commission personnel policies and Memoranda of Understanding.
- Provides leadership and works with the executive team to develop and retain highly competent, customer-service oriented staff through selection, compensation, training, and day-to-day management practices which support the Commission's mission, strategies, objectives, and Core Values; provides executive leadership and plays a key role in community outreach and community building activities.
- Directs the assessment of program needs and service requirements, legislative, regulatory and funding opportunities and constraints, political and intergovernmental issues, trends and innovations in the housing development and affordable housing industries and related matters and ensures that Commission-wide objectives and priorities are focused on meeting those needs effectively, efficiently, and with high quality service; directs development and implementation of initiatives for service improvement and enhanced operational efficiency and effectiveness.
- 3 Directs, evaluates and approves analyses and recommendations regarding policy issues and long-range plans to address



Commission service and operational needs and changing regulatory, legislative and funding source requirements; directs and approves development of Housing Commission and Housing Authority agenda dockets; directs the development and approves board reports and supporting materials to be presented to the Commission and Authority for action; presents staff recommendations in meetings of the Commission and Authority boards.

- Interprets Housing Commission and Housing Authority instructions and requests; interprets Commission, Housing Authority and funding source regulations, policies, procedures, and applicable local, state, and federal law to ensure Commission compliance.
- Directs and oversees development and implementation of public affairs and community outreach programs and activities; directs and oversees analysis of proposed legislation and regulation; directs and participates in industry and intergovernmental activities to influence legislative and regulatory change consistent with the Commission's interests and needs; serves as the Commission's chief representative in dealings with elected and appointed officials of the City of San Diego, representatives of other governmental agencies and funding sources, other elected officials, civic and community groups, business leaders, public interest groups, industry and professional organizations, the media and the public.
- Directs and oversees the creation and maintenance of comprehensive, effective human resource management programs, policies, and systems; directs and monitors the Commission's labor relations, labor negotiations and labor-management relations programs and initiatives; directs the improvement of management systems, processes and measurement techniques to improve Commission operations and effectiveness; directs the development and implementation of technology plans.
- Participates in regional, state and national public housing agency/affordable housing development industry meetings and conferences to represent the Commission and stay abreast of trends, technology and innovative programs and initiatives related to Commission operations.
- Participates in professional and community organizations on behalf of the Commission and as part of the Commission's community and public affairs programs and activities.

Knowledge and Abilities

Knowledge of:

- Theory, principles, practices and techniques of organization design and development, public administration, financial management and long-range planning as they apply to a complex public housing/affordable housing development agency.
- Commission and Housing Authority functions and associated operational, program management, financial and public policy issues.
- Structure, operations, regulations, practices, and key elected and appointed officials of the City of San Diego.
- Federal, state, and local law and regulation governing housing development, public housing and rental assistance and tenant and client programs and services.
- Affordable housing needs and sound, progressive approaches, and practices for program service delivery
- Principles and practices of budgeting, purchasing and maintenance of public records; organization and functions of a public board.
- The Brown Act and other law and regulations governing the conduct of public meetings.
- Social, political, economic and community issues influencing program/project development and implementation.
- Research methods and analysis techniques; principles and practices of sound business communications
- Principles and practices of effective management and supervision.
- Commission and Housing Authority administrative regulations, personnel policies, and Memoranda of Understanding.

Ability to:

- Plan, organize, integrate, and direct the operations of a complex public housing/affordable housing development agency.
- Provide leadership, guide and motivate, develop and enforce appropriate accountabilities and nurture the professional development and industry stature of a diverse professional housing and administrative workforce.
- Understand, interpret, explain and apply Commission and Housing Authority policy and procedures.
- Present proposals and recommendations clearly, logically and persuasively in public meetings and before elected bodies.
- Represent the Commission effectively in negotiations.
- Analyze and make sound recommendations on complex legislative, intergovernmental, program management, funding source and Commission management and administrative issues.
- Develop and implement appropriate procedures and controls.
- Prepare clear, concise, and comprehensive correspondence, reports, studies, and other written materials.
- Exercise sound, expert independent judgment, and seasoned political acumen within policy guidelines.
- Establish and maintain effective working relationships with Commission and Housing Authority members, all levels of management, other elected and appointed officials of the City of San Diego, other governmental and funding source officials, civic and community groups, business leaders, public interest groups, consultants, contractors, developers, vendors, employees, media

representatives and the public.

- Exercise tact and diplomacy in dealing with sensitive, complex and confidential issues and situations.

Training and Experience

- A typical way of obtaining the knowledge, skills and abilities outlined above is graduation from a four-year college or university with a major in public or business administration, finance, planning, social service or a closely related field; and at least ten years of progressively responsible executive or management experience in the operation and maintenance of a complex public agency providing familiarity and experience in dealing with significant, highly sensitive public policy issues in a dynamic political environment; or an equivalent combination of training and experience.
- Experience in a public housing agency, non-profit or private sectors, or in a setting providing an understanding of affordable housing development, housing management and client program services is highly desirable.

San Diego, CA

California's second largest city and the United States' eighth largest, San Diego boasts a citywide population of nearly 1.3 million residents and more than 3 million residents countywide. Within its borders of 4,200 sq. miles, San Diego County encompasses 18 incorporated cities and numerous other charming neighborhoods and communities, including downtown's historic Gaslamp Quarter, Little Italy, Coronado, La Jolla, Del Mar, Carlsbad, Escondido, La Mesa, Hillcrest, Barrio Logan, and Chula Vista just to name a few.

San Diego is renowned for its idyllic climate, 70 miles of pristine beaches and a dazzling array of world-class family attractions. Popular attractions include the world-famous San Diego Zoo and San Diego Zoo Safari Park, SeaWorld San Diego, and LEGOLAND California. San Diego offers an expansive variety of things to see and do, appealing to guests of all ages from around the world.



In San Diego's East County, the terrain varies from gentle foothills to mile-high mountains and the historic mining town, Julian, down to the 600,000-acre Anza-Borrego Desert State Park, offering nature-conscious visitors endless opportunities to hike, camp, fish, observe wildlife and much more. In San Diego's North County, the agricultural community produces quantities of flowers and magnificent produce. Wine growers are also making a mark by growing and harvesting quality grapes that become excellent wines, which are served at some of the most elegant restaurants and resorts in the region. Along the west, 70 miles of Pacific Ocean coastline not only supports year-round

outdoor recreation, such as surfing, boating, sailing, and swimming, but also important scientific research at the Scripps Institution of Oceanography. To the south, it's a whole different country, Mexico, featuring its own cultural offerings in various towns along the border and coastline, including Tijuana, Rosarito and Ensenada.

San Diego's arts and culture and culinary arts are booming. The hottest, new culinary arts talents prepare award-winning meals throughout the region's 6,400 eating establishments. Balboa Park, the largest urban cultural park in the U.S., is home to 15 museums, numerous art galleries, beautiful gardens, and the Tony Award-winning The Globe Theatres.

San Diego County also features 92 golf courses and a variety of exciting participatory and spectator sports, beachfront resorts and luxury spas, gaming, a dynamic downtown district, annual special events and unique holiday offerings, multicultural festivals and celebrations, colorful neighborhoods and communities, a rich military history and much more.

