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MEMORANDUM

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COUNTY OF ORANGE BOARD OF SUPERVISORS

To: Members of the Board of Supervisors
County Executive Officer
Clerk of the Board

From: John M.W. Moorlach, Vice Chairman, Orange County Board of Supervisors

Date: July 15, 2011

Re: Supplemental Agenda Item: Hiring Chief Strategy Officer for Ending Homelessness
2020 Board

Bill Capitul

At the December 14, 2010 Board of Supervisors meeting, the Board requested that the Ending Homelessness 2020 Board return to the Board of Supervisors with its proposed Executive Director (now termed Chief Strategy Officer) as a condition for supporting the position with \$75,000.

Since early this year, the Ending Homelessness 2020 Board, in conjunction with OC Partnership, has searched diligently to find its Chief Strategy Officer. After two extensive Request for Qualifications and interview processes based on the Ending Homelessness 2020 Board's qualifications and requirements, I am pleased to introduce Steven Kight as the proposed candidate for the position.

I have attached Mr. Kight's cover letter and résumé for your review, as well as the job description posted by OC Partnership, which was developed by the ad-hoc Ending Homelessness 2020 Executive Director Committee.

Sincerely,

John M. Moorlach
John M. W. Moorlach
Supervisor, Second District

Orange County Board of Supervisors, 2nd District



Position Recruitment for OC Partnership Chief Strategy Officer (CSO)

Description of Organization: OC Partnership exists to strengthen the network of public and private agencies serving the homeless and those at risk of homelessness. The Partnership provides technical assistance and administration of the countywide Homeless Management Information System (HMIS) to homeless service providers.

Organization's Website: www.ocpartnership.net

Job Title: Chief Strategy Officer

Job Description: Under the direction of the Ending Homelessness 2020 Board of Directors the Chief Strategy Office, will serve as the Executive Director and is responsible for leading and directing implementation of the County's 10 Year Plan to End Homelessness (The Plan). The Chief Strategy Officer will provide collaborative leadership to build successful partnerships with the Board, public and private stakeholders, to realize the intended outcomes of The Plan. To learn more about the County's 10 Year Plan to End homelessness , please see the attached link:
http://www.ocgov.com/vgnfiles/ocgov/OCCS%20%20Housing/Docs/10YrPlan_Homeless_Prevention.pdf

Essential Job Functions:

Plan Leadership and Implementation:
The Chief Strategy Officer/ Executive Director will be a catalyst to further develop and implement the strategies to end homelessness in Orange County as outlined in the Plan. The Chief Strategy Officer/ Executive Director will promote the Plan implementation through education of key stakeholders and community representatives and development of partnerships to ensure the success of the Plan. Proposers should understand and be ready to achieve the first year Plan milestones and establish a reporting system to ensure accountability and achievement of all targeted milestones.

Board Leadership and Management:
The Chief Strategy Officer/Executive Director will be responsible for leading and advising the Board and managing its operations under the oversight of the Chair. This includes the strategic management role of organizing regular Board meetings, developing agendas, and connecting the work of Implementation and/or Ad Hoc Groups to achieve the Plan's implementation.

Fundraising and Development:
Chief Strategy Officer/ Executive Director will fundraise a minimum of \$150,000 during the first year from any combination of public, private,



and/or foundation funds. The Chief Strategy Officer/Executive Director will be responsible for developing a diverse and growing base of support for implementation of the Plan.

Desirable Qualifications: Leadership- must demonstrate capacity to creating a system that can achieve desired outcomes, implement programs and policies and evaluate their results.

Fund Development- should have a successful track record in fund development and developing a diverse funding base.

Communication- demonstrate the capacity to explain, advocate, and express facts and ideas in a convincing manner and to negotiate with individuals and stakeholders internally and externally.

Innovate and Network- demonstrates the capacity to create solutions and that engage a diverse stakeholder group.

Analytical- must have data analysis skills, a system wide perspective, and the ability to quantify Board direction and Plan goals into measureable outcomes and achieve those outcomes. Successful candidate will have the ability to leverage and expand data resources to inform and support the Board's decision-making.

Knowledge- have knowledge of federal, state, and local government health and human service programs, especially those in the area of addressing the needs of the homeless population. Experience within the arena of homeless advocacy, shelter services, low income, or emergency housing is desirable.

Education and Experience: Attainment of a MA or other equivalent advanced degree in a related field and/or five years of experience, including supervisory responsibilities, community collaboration building, fund development, project management, information systems and technology, contract administration and negotiation, and fiscal management.

The selected candidate will be required to perform duties outside of normal business hours. Position requires local travel throughout Southern California. Relocation assistance will not be provided. We are an Equal Opportunity Employer.

Please submit a cover letter that includes a brief summary of "your vision" for the implementation of the 10 year plan to end homelessness in Orange County, your salary history, and resume.

Attn: OC Partnership- CSO Recruitment
Email: jobs@ocpartnership.net or FAX: 714.566.6440

Stephen W Kight

Dear OC Partnership,

Please accept this letter and the accompanying resume as an expression of interest in the position of Chief Strategy Officer. I am enthusiastic about the opportunity to bring experience in both for-profit and non-profit industries to work on helping develop a sustainable solution to the issue of homelessness in Orange County.

As evidenced in the attached resume I have an ability to work collaboratively with a team to establish a creative, strategic vision that is guided by critical analysis and a clear focus on objective achievement.

The implementation of the Ten Year Plan to End Homelessness is an unprecedented opportunity to bring together diverse stakeholders to solve the problem of homelessness in Orange County. Throughout my career I have demonstrated a capability to bring together diverse groups to share a vision and achieve an objective.

Successful development and implementation of the strategies outlined in the Plan will require many agencies to modify the way they do business. This type of change can be challenging and requires leadership with clear communications, open dialogue and able to build strong relationships. However the goals of the Plan must always be paramount.

Private funders will be central in creating a sustainable system. These funders will require more than an inspiring vision, they will also need a viable plan that contains specific objectives, milestones with timelines and reportable outcomes. Homelessness has, unfortunately, in the past several years become more of an issue and now is the time to bring a breakthrough plan to those leaders that want to be part of a lasting solution in Orange County.

My current salary at Families Forward is \$----- per year. Compensation in the for-profit industry was considerably higher, however that history is not relevant to positions in the non-profit industry.

I appreciate your consideration of this application and look forward to discussing the position with you in more detail.

Regards,

Steve Kight

Stephen W. Kight

Professional Experience

Families Forward - Irvine, California

2006 - Present

Director, Strategic Planning and Business Development

Responsible for developing business, fund development and program strategy. In conjunction with Executive Director, works directly with the board of directors and sits on all board sub committees.

Key Achievements

- Worked with Executive Director and board president on upgrading the board resulting in 5 new board members with corporate or professional experience.
- Developed and implemented strategic plan that helped the agency grow capacity from 15 housing units in 2006 to 53 housing units in 2010.
- Restructured organization to support fourfold increase in services 2006-2010 while only increasing full-time staff by one.
- Families Forward budget increased from \$2.6M in 2006 to \$3.3M in 2010.
- Helped develop “rapid re-housing” program combining public and private support to house homeless families in Irvine Company and other local apartment communities.

Discovery Science Center – Santa Ana, California

2005 – 2006

Development Officer/Business Strategy

Assisted with the development of strategic plans, marketing communications, business process improvements and new ways to increase earned and contributed income.

Key Achievements:

- Led planning process for membership program improvements that have resulted in 50% increase in membership volume and \$150,000 increase in revenue.
- Developed a partnership with Jet Propulsion Laboratory, leading to the installation of permanent exhibits and special programs at DSC to promote space science education.

Menard Engineering Limited- Oxford, England

2002 – 2004

Interim CEO

Formerly TWR Engineering, an automotive engineering firm specializing in design, engineering and production of vehicles for auto manufacturers world wide. Responsible for all aspects of achieving turn-around after acquisition of organization: strategic planning, product development, sales and marketing, cost controls and technological development.

Key Achievements:

- On behalf of US investor, successfully directed international project team through due diligence, negotiation and final purchase of UK-based TWR Engineering. Resulting purchase price was significantly below asset market value.
- Created new marketing and sales strategy that led to four new contracts worth over \$15M including first contract outside traditional automotive market.
- Restructured company to improve efficiency and reduced costs by 38% through reduction of management layers, consolidation of multiple UK locations, reduced operating costs and improved use of technology.

Professional Experience, Continued

Alleanza Marketing – Indianapolis, IN**2002 –2003****Partner**

Marketing company with \$3.5M annual sales and staff of 15.

Key Achievements:

- Responsible for business development effort which led to Red Bull North America becoming client, resulting in fourfold increase in revenues and Company's first annual profit.
- Created innovative, high impact college marketing program for Red Bull which exceeded goals and was extended to all U.S. major markets.

Nissan North America – Los Angeles, CA**1989 – 2002****Director, Marketing Infiniti Division**

Responsible for marketing and product strategy for Infiniti Division of Nissan North America: brand strategy, marketing communications, product and pricing strategy, consumer research, sales forecasts and achievement of model line sales and profit objectives.

Key Achievements:

- Lead marketing team to develop turn-around plan for Nissan's Infiniti Division, developed new product and marketing strategy leading to introduction of highly profitable G35 and FX45 models.
- Directed multiple marketing agencies in creating innovative, integrated marketing to support new Infiniti brand initiative.
- Reorganized Nissan and Infiniti marketing departments adding pricing, incentive and merchandising functions which led to 12% reduction in incentives and 5% reduction in marketing costs while improving marketing metrics.
- Led the team which developed marketing positioning, naming and communication strategy for the Nissan Xterra.

Early Career**Checkfree Corporation - Columbus, OH****1986 - 1989****Director, Sales and Marketing**

Start-up company in the emerging electronic funds industry. Responsible for all sales and marketing; grew business successfully by developing targeted, cost-effective sales strategy which was critical in low-margin business. Sales success spurred growth of the company from 15 employees to over 100 in 18 months..

Midwestern VW/Volkswagen of America - Auburn Hills, MI**1973 – 1986**

Traditional progression from retail dealership, district sales manager, regional market representation manager, national market representation manager and national sales operations manager for Audi.

Education: Bachelor of Science - Marketing and Management - Miami University