



ANTONIO R. VILLARAIGOSA  
MAYOR

December 12, 2011

Housing Authority of the City of Los Angeles  
2600 Wilshire Boulevard  
Los Angeles, CA 90057

Mitchell Kamin, Board Chair  
Margarita C. Garr, Board Vice Chairperson  
Dennis Hernandez, Commissioner  
Kimberly Freeman, Commissioner  
Lucelia Hooper, Commissioner  
Alicia Maldonado, Commissioner  
Daisy Lopez, Commissioner

Dear Honorable Commissioners:

The recent revelations regarding excessive spending on travel, meals and other perks by leadership and staff of the Housing Authority of the City of Los Angeles (HACLA) have harmed the agency's reputation and undermined public trust. With Interim Chief Executive Officer (CEO) Ken Simmons stepping down, the Board now faces a key decision. By choosing an innovative and reform-minded leader for the agency, the Board can make a clear break from past management practices, restore public confidence in the agency and reinvigorate HACLA's vital mission of housing our City's most vulnerable residents.

I am writing to urge the Board to consider Mr. Douglas Guthrie for the position of Interim CEO of HACLA. Currently General Manager of the Los Angeles Housing Department (LAHD), Mr. Guthrie has almost four decades of multifaceted professional experience in the area of affordable housing, including serving as Deputy Executive Director and Chief Operating Officer (COO) of the Chicago Housing Authority. Since joining the LAHD in 2009, I have been duly impressed with Mr. Guthrie's leadership. I have complete confidence in his management abilities and his commitment to reform.

By appointing such a proven leader as Mr. Guthrie, the Board would start HACLA on a new path forward and signal its determination to decisively transform the management of the agency.

Once you have appointed an Interim CEO, I would like you to work with the agency's new leadership on the following critical initiatives:

- A top to bottom review of policies and personnel at HACLA;
- The implementation of systematic controls over travel, meal and other expenditures and over the use of agency purchasing cards;
- Immediately begin working with Los Angeles City Controller Wendy Greuel on the audit process and ensure the full cooperation from all HACLA staff in this process;
- A review of the agency's Code of Ethics and, if necessary, the implementation of new provisions to strengthen it.

Thank you for your work on behalf of the Housing Authority of the City of Los Angeles. I look forward to the start of a new chapter at the agency.

Very truly yours,

A handwritten signature in black ink, appearing to read 'Antonio R. Villaraigosa', written in a cursive style.

ANTONIO R. VILLARAIGOSA  
Mayor

Attachment: (1)

**Doug Guthrie, General Manager  
Los Angeles Housing Department  
1200 West 7<sup>th</sup> Street, 9<sup>th</sup> Floor  
Los Angeles, CA 90017**

Mr. Guthrie was appointed the General Manager of the Los Angeles Housing Department (LAHD) in December, 2009. In this capacity Mr. Guthrie manages a department of 600 employees. Responsibilities include managing the City's primary affordable housing development programs which address priorities for affordable housing, housing preservation, transit oriented development, and permanent and supportive housing for the homeless; systematic code enforcement of LA's rental housing stock of nearly 760,000 housing units; oversight of the rent stabilization program that manages rent adjustments on 620,000 rental housing units; and, management of \$160 million in stimulus funds addressing the foreclosure crisis, energy efficient housing and homeless prevention.

He has spent his career working in the field of affordable housing and community development. Prior to joining the Los Angeles Housing Department Mr. Guthrie most recently was President of Kimball Hill Urban Centers (KHUC), a developer of large scale mixed use and mixed income housing developments including a partnership in the redevelopment of the former Stateway Gardens and Cabrini Green public housing sites in the City of Chicago into mixed income communities.

Before working in the private sector Mr. Guthrie served as the President of the National Equity Fund (NEF) from 1990-95. He also held the role of Senior Vice President of the Local Initiatives Support Corporation (LISC), NEF's parent corporation. LISC is one of the nation's largest nonprofit community development support organizations. Under Mr. Guthrie's leadership, NEF became the nation's largest source of equity financing for low and moderate-income housing. Utilizing the low income housing tax credit, in excess of \$1.6 billion was raised from major corporations to invest in real estate limited partnerships in low-income housing developments sponsored by nonprofit CDC's from around the country. These investments resulted in the development of over 28,000 affordable housing units in 550 projects, with real estate assets valued in excess of \$3 billion.

Mr. Guthrie also held various positions working for the City of Chicago under Mayor Harold Washington, including Chief Operating Officer of the Chicago Housing Authority and Deputy Housing Commissioner. These roles included oversight of field operations at CHA including housing management, Section 8 housing, construction management, resident programs, and security. At the time CHA housed nearly 145,000 residents in public housing and had a significant Section 8 program and other forms of housing. In the position of Deputy Housing Commissioner he had responsibility for activities directed at financing and development of affordable housing throughout the City.

Mr. Guthrie began his professional career working for the U.S. Department of Housing and Urban Development where he specialized in Model Cities, Urban Renewal and the Community Development Block Grant programs.

Mr. Guthrie has a BA Degree in Sociology and a Masters Degree in Public Administration (specializing in Urban Studies) from Kent State University in Kent, Ohio.