
CAREER SUMMARY

A dynamic leader focused on designing and implementing impactful, outcome-driven interventions, I am committed to ensure that all San Franciscans have access to housing, employment, and a livable community. I have been leading Community Housing Partnership for over 8 years and have worked in the non-profit sector for over 25 years. I have extensive experience in real estate development of residential housing, land-use policy, activation of commercial spaces in supportive housing, social enterprise, economic development, homelessness, social services, public policy, and community organizing. During my career in San Francisco, I have become skilled in all aspects of non-profit management including non-profit real estate development, fundraising, finance, strategic planning, human capital, administration, service delivery, and system change work. I have depth in program evaluation, performance management, and board of directors development. I currently spearhead the local and national conversation on shifting success measurements and outcomes in supportive housing, in addition to working on creating a housing ladder system in San Francisco to achieve housing mobility and equity among low-income residents.

PROFESSIONAL EXPERIENCE

Chief Executive Officer, Community Housing Partnership (CHP), San Francisco, CA, March 2010-Present

Lead a complex, multi-faceted, and fast-paced non-profit organization that provides housing, social services, community organizing, and workforce services to formerly homeless tenants city-wide. CHP operates a social enterprise which employs 100+ people, who have barriers to employment, while grossing millions of dollars in sales. CHP serves over 1500 formerly homeless adults, seniors, families, and transition-age youth in San Francisco. Responsible for managing an agency with 1,300 units of housing, with a strong housing pipeline in development, and 9 business lines. Oversee an operating budget of \$32+ million and a capital budget of over \$75 million. Lead a staff of 300, directing activities related to public policy, communications, fundraising, property acquisition, strategic planning, and business development. Assembled and supervise a cohesive, talented, and effective leadership team of 4 C-level staff and 7 department directors.

Achievements:

- Launched a 24-month Performance Challenge, that transformed the agency's culture into one that embraces accountability and excellence.
- Refreshed the organization's strategic direction by overseeing an 18 month "Theory of Change" and strategic planning process, resulting in the "CHP 20/20" plan.
- Clarified outcomes and identified metrics for success, while launching the agency's first Salesforce data-collection platform.
- Developed new housing and programs including six new housing developments, numerous new service contracts, a resident engagement program, and scaled the social enterprise.
- Led the organization through periods of major change and significant growth which resulted in CHP being recognized as one of the nation's preeminent community development corporations serving formerly homeless adults and families.
- Achieved being accepted into the Tipping Point Community (2012), cultivating a relationship that has resulted in ongoing support totaling millions in investments to CHP over the years, which continues today.
- Secured and cultivated new investors, and grew individual donors by over 100% since 2014.
- Transformed CHP's public policy program to work more closely on city-wide legislation that affects housing, land use, transportation, homelessness, and built alliances with disparate groups across the city.

Chief Executive Officer, Community Housing Partnership Cont.

- Built relationships within San Francisco city government, the Board of Supervisors, and the mayor's administration.
- Cultivated CHP's Board of Directors to have stronger business participation.
- Launched CHP's Advisory Circle in 2018, comprised of a dozen leaders in business, public policy, real estate, and non-profit sectors to garner resources for Community Housing Partnership and to advise the CEO on resource and public policy matters.

Director of Tenant Services, Community Housing Partnership, San Francisco, CA, February 2002-March 2010

Lead and managed the Tenant Services Department, consisting of four programs: Tenant Services, Intensive Case Management, Treatment and Supportive Housing, and Shelter Client Advocates. Directly supervised Tenant Services Managers, Clinical Services Director, managing thirty-six member department which provides services to over eight hundred tenants. Managed multiple City and federal contracts, across three city departments.

Achievements:

- Revamped the service delivery system at CHP to be more responsive to CHP's tenants, and launched the clinical services programming including Medi-Cal billing.
- Designed and implemented department database/data collection system, and buildings' performance dashboards.
- Developed new housing and programs including three new housing developments, two new service contracts, and received a direct grant from SAMHSA.
- Developed operational manual for all program areas, dashboards, charting systems including tenant assessments.
- Achieved 98% housing retention and 85% service utilization among tenants.

Program Manager, Bridge Project, Lutheran Social Services, San Francisco, CA, Dec. 1999-Sept.2001

Program Director of the Bridge Project, a Special Project of National Significance (SPNS), that was jointly funded by HUD and HRSA, and which received no City funding. The project was a collaboration of six service agencies with Lutheran Social Services (LSS) operating as the administering agency for the project. The program provided deep rental subsidies in a residential hotel setting along with on-site comprehensive services for clients who were HIV+, active methamphetamine users, had mental health issues as a secondary condition, and who at time of entry were homeless.

Achievements:

- Lead and managed multi-disciplinary team to achieve program outcomes and impact our clients.
- Negotiated with HUD and HRSA to extend the project for 9 months, due to program savings.
- Developed and oversaw Project dissemination plan.
- Successfully documented the outcomes of the project and closed down the project in the summer of 2001, assisting all 45 remaining clients to secure housing.
- Functioned as programmatic link with multi-site evaluation staff, worked on local evaluation plan.

Housing Coordinator, Bridge Project, LSS. San Francisco, CA, July 1998-Dec. 1999

First Housing Coordinator of the Project. Developed all policy and procedures related to the housing program, master leases, and clients' documents. Built relationships with private hotel owners to secure units of housing to master lease throughout the City. Maintained adequate housing capacity for project at over 8 buildings during a changing housing market. Developed strong collaborative relationships with building owners, managers, City officials, and DBI. Developed a "housing first" model before it was a national movement. This project was a precursor to the San Francisco master lease program.

Achievements:

- Secured \$65,000 in funding from City of San Francisco, through advocacy at the SF Board of Supervisors.
- Coordinated rental payments/subsidy program for 65 clients, in 8 different hotels.
- Implemented harm-reduction property management protocols.
- Acted as liaison between project and non-profit housing developers and City of San Francisco.

Support Services Counselor, Community Housing Partnership, San Francisco, CA, Oct. 1995-July 1998

Part of the services team that opened Community Housing Partnership's first McKinney-Vento project requiring that all tenants had a disability and experienced long-term homelessness before they would qualify for housing at the Iroquois. Part of a team which designed service programming, rented-up the property, and facilitated the first community at the building.

Achievements:

- Served on the agency-wide Support Services and Property Management coordination working group.
- Performed 1:1 counseling and case management services.
- Provided referrals/treatment and group counseling to tenants with mental health, and substance abuse/use issues.

Drop-In Center Coordinator, Urban Ministry of Palo Alto, Palo Alto, CA, Sept. 1994-Jan. 1995

Managed day-to-day operations of center, serving 25 to 75 individuals each day, from 6 a.m. until 11 a.m., five days a week. Supervised 2 on-site staff and over 25 volunteers weekly. Program design and oversight, while performing direct service duties, crisis intervention/management, de-escalation, and service linkage. Conducted prescreening and intake for 15+ bed transitional shelter program.

Achievements:

- Secured for the first time federal funds and private grants for the drop-in center.
- Grew the volunteer base, by conducting outreach to member congregations.
- Produced policy, procedures, and protocols for the center.

EDUCATION

Certificate of completion for the NeighborWorks Achieving Excellence Program, John F. Kennedy School of Government at Harvard University, Executive Education, 2017

Master of Nonprofit Administration, University of San Francisco, 2005

Bachelor of Arts, Political Science, San Francisco State University, 1999

BOARD MEMBERSHIP

Board Member, Top of Broadway Community Benefit District, San Francisco, 2014-2016

Vice President, District 3 Democratic Club, San Francisco, 2012-2016

Board Member, Nonprofit Housing Association of Northern California, 2010-2017

Board Member, San Francisco Local Homeless Coordinating Board (LHCB), appointed by Board of Supervisors 1999-2004, (*Committee Chair*, Policy Committee of LHCB, 2000-2003).

AFFILIATIONS

Council member (appointed by the Governor), California Homeless Coordinating and Financing Council, 2017-present

Commissioner, Department of Building Inspection, City and County of San Francisco, 2016-present

Founder and Co-Chair, Supportive Housing Providers Network, 2015-present

Steering Committee Member, Human Services Network, 2008-present

Steering Committee Member, Council of Community Housing Organizations, 2010-present

Principal Officer, Prop. J & K Campaign (sales tax increase and dedicated use for homelessness & transportation), 2016

Principal Officer, Prop. A Campaign (\$310 million housing bond), 2015

Committee Member, Housing Sub-Committee of the State of California Co-Occurring Disorders Joint Action Council, 2008-2010

Co-Chair, McKinney Contractors Association, San Francisco, 2005-2009

AWARDS, CONFERENCES, PUBLICATIONS

Honored, by San Francisco Mayor Edwin M. Lee for Women's History Month, 2015

Speaker, (international guest) The Australian Housing and Urban Research Institute (AHURI) 2017 Conference. The biennial National Housing Conference is the single largest cross-sectoral event in Australasia (regional conference) for the social and affordable housing sectors. <https://www.ahuri.edu.au/events/recent-events/national-housing-conference-2017>

Speaker, at over 25 national conferences, on topics ranging from supportive housing, social enterprise, business development, and executive leadership

Published, A Case Study: What are the Benefits and Costs to a Homeless Services Agency when they hire Formerly Homeless Individuals as Staff? University of San Francisco, 2005

Published, Lessons Learned: Providing Housing and Primary Care to Multiple Diagnosed Men and Women with AIDS, HIV/AIDS Bureau of HHS, SPNS Snapshots, 2000