HOUSING AND COMMUNITY DEVELOPMENT EXECUTIVE

Highly accomplished, visionary executive with over 40 years of progressive leadership and management experience, much of it in providing affordable housing and in creating "livable" communities for children and adults. A well-rounded, strategic thinker with a clear sense of purpose and urgency.

Excellent Intergovernmental Relations Skills ◆
Strategic Program Planning, Development & Implementation ◆
Dynamic Community Building & Organizing Experience ◆ Team Building & Facilitation ◆
Organizational Analysis & Policy Development ◆ Civic Engagement ◆ Collaboration ◆ Coalition Building

PROFESSIONAL EXPERIENCE

DEKALB COUNTY GOVERNMENT- Decatur GA 01/2009 - 03/2022 (Multiple Positions)

DeKalb Human Services Department - Senior Consultant - 04/2020-03/2022

Provided direction, guidance, and counsel to the department in the management and operation of department programs and services; performed analysis of operational problems, identified opportunities to improve overall performance, presented findings to appropriate stakeholders, and implemented recommendations. Communicated with and served as a liaison to key stakeholders and community partners. Provided feedback and reports to County officials as required.

- Rebranded, redefined and improved communication channels to increase awareness of the Human Services Department's services, programs, and initiatives
- Developed and implemented quality assurance and process improvement
- Implemented strategies to improve interdepartmental coordination and collaboration
- In response to COVID-19 pandemic, launched "Virtual Village" platform for seniors and youth to continue ongoing learning and social engagement in the comfort of their homes. More than 65 classes and programs were offered
- Partnered with local non-profit to refurnish computers for families in need

Lou Walker Multipurpose Senior Center – Director – 08/2015- 03/2020

Responsible for the overall management of this 40,000 square foot facility which houses a therapeutic pool, full-service cafeteria, beauty shop/barbershop, class, and resource rooms. Developed and implemented programs and lifelong learning classes for more than 3000 active seniors.

- Developed and implemented a five-year strategic plan
- Created a member driven advisory council
- Implemented new customer service model inclusive of concierge like member service unit
- Streamlined programming to ensure robust programs for health, recreation, and other initiatives to help seniors age well
- Increased revenue and diversified funding sources
- Enhance operations and received National Accreditation by the National Council on Aging as a Senior Center of Excellence

Office of Neighborhood Empowerment (ONE DeKalb) - Deputy Chief of Staff/Director - 01/2009- 7/2015

Initiated and served as director of this innovative program to engage DeKalb County citizens in community improvement through proactive involvement and partnership with their government. Responsible for engaging and empowering citizens to work together in an organized way within their neighborhoods to reduce crime, improve recreation facilities, promote environmental/green initiatives, and generally improve the quality of life.

- Facilitated on-going community economic development workshops for neighborhood leaders
- Designed and implemented a dynamic communication system so that citizens will have easily accessible information about how to get county services and view county departments as partners in the delivery of services to improve the quality of life in their neighborhood
- Created public-private partnerships (Neighborhood Fund, ONE Region)to initiate and sustain organized efforts that address quality of life and neighborhood stabilization problems
- Leverage resources and expertise of key entities such as colleges and universities
- Organized annual DeKalb Neighborhood Summit and Green Expo
- Received national recognition from National Association of Counties for civic engagement of citizens
- Received the Civic and Community Engagement Advocate of the Year Award from ACCG

HOUSING AUTHORITY OF DEKALB COUNTY, Decatur, GA 10/2004 - 10/2006

CEO/President

- Responsible for administration, planning, and management of the Authority and its nonprofit
 affiliates. Administered a \$56 million budget, made decisions involving policy interpretations and
 exercised independent judgment within the framework of established policy and laws governing
 housing authorities.
- Partnered with developer to redevelop a 56-acre site (former 458-unit public housing development-Johnson Ferry) into a mixed-use development consisting of single-family homes, apartments for low-income seniors, condominiums, shops and bike trail
- Partnered with local developer to redevelop 60-acre site into upscale mixed-use development with an affordable housing component.
- Accomplished the removal of the Agency from the HUD Troubled List in less than two years
- Dramatically improved the image of the Authority county-wide
- Led effort to collaborate with Red Cross, DeKalb County Government, DeKalb County Schools, faith organizations, businesses and other organizations to establish the DeKalb County Disaster Relief Center (a one stop shop) for Hurricane Katrina Relief efforts serving over 20,000 evacuees

HOUSING AUTHORITY OF FULTON COUNTY, Atlanta, GA 07/1992 - 09/2004

Executive Director

Responsible for administration, planning and management of all phases of the Authority, making decisions involving policy interpretation, and exercising independent judgment within the framework of established policy and laws governing housing authorities.

- In collaboration with private and public partners issued over \$400 million in tax-exempt bonds and tax credits to produce 4,110 units of housing; 1,945 were affordable
- Secured \$17 million in HOPE VI funds to revitalize Red Oak, a 170-unit public housing development
- Instituted *Pathways to Homeownership and Homebuyer's Club*, a community-based homeownership center to provide homebuyer education and counseling to assist first-time homebuyers
- Won HUD's Outstanding Performance Improvement Award in 1995
- Received numerous awards, including two national Best Practices Awards *Tenant Opportunity* and *Bridge Over Troubled Water*
- Recognized by HUD as leader in State of Georgia for securing the highest number of Section 8 mortgages for new homeowners
- Established very successful Resident Mobility Program for displaced public housing residents
- Through collaborative partnerships, created numerous community-based programs and services which included, but are not limited to, a Family Resource Center, Community-Based Computer Labs, Resident Employment and Training Programs, YMCA, and Drug Elimination programs

ATLANTA HOUSING AUTHORITY, Atlanta, GA 09/1979 – 04/1992

Deputy Executive Director/Director of Resident Services

Served in various key level positions ranging from Director of Resident Services to Deputy Executive Director. Combined responsibilities included assisting Executive Director with day-to-day operations of the Authority. Primary responsibilities consisted of developing and implementing numerous self-help programs targeting the 50,000 women and children in AHA communities.

- Developed and implemented the Five-Year Strategic Improvement Plan, resulting in the Authority becoming one of the most financially sound public housing agencies in the country; became the first public housing agency in the nation to receive the Certificate of Achievement from the Government Finance Officers Association of the United States and Canada - the highest recognition possible for government financial reporting
- Established *Partnering for Progress*, a national best practice Public/Private Partnership Program, bringing business and government together to serve the needs of public housing residents
- Organized a number of award-winning *resident service initiatives* faith-based initiative "Operation Dignity" received national recognition and a Point of Light Award from President Bush
- Developed and maintained relationships with key business, civic, and community groups to garner support for Authority residents and programs

EDUCATION & CREDENTIALS

Master of Arts (MA) Urban Studies

Southern Methodist University - Dallas, TX

Bachelor of Business Administration (BBA)

Southern Methodist University -Dallas TX

Certified Public Housing Manager (PHM)

CIVIC AFFILIATIONS & ASSOCIATIONS

- Leadership Atlanta
- Urban Development Land Institute (UDLI)
- YWCA Academy of Women Achievers
- Leadership DeKalb
- Leadership Newton
- Georgia Municipal Association
- DeKalb County Library Trustee
- Decatur Alumnae Chapter-Delta Sigma Theta Sorority, Inc.
- Beulah Missionary Baptist Church
- Carlisle Commonwealth Homeowners Association