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**AREAS OF EXPERTISE:**

- Mission, Vision & Strategic Planning
- Performance Measurement
- Outcome Evaluation
- Policy Development & Operations
- Team Development & Leadership
- Fostering Collective Impact

**EMPLOYMENT HIGHLIGHTS:**

**The Government of the District of Columbia, Department of Human Services** January 2015 – present  
**Director**

Mayor Muriel Bowser's lead official for human services and a member of her executive cabinet. Charged to provide support and assistance to families and individuals to increase their economic security and fulfill their potential. Responsible for the management of one of the largest District agencies, consisting of nearly 1,000 full-time employees and a \$460 million annual budget.

**Major Initiatives:**

- Leading efforts to ensure homelessness in the District is rare, brief and nonrecurring by ending veteran, chronic, family, and youth homelessness, and building an effective homeless crisis response system.
- Spearheading vast operational improvement strategy across the department to ensure more effective, accurate and timely service delivery, expanding transparency, using data to drive results, and instilling a customer-centered service culture.

**United States Interagency Council on Homelessness (USICH)** February 2011 – January 2015

**Executive Director**

**Deputy Director**

**Director of National Engagement and Field Support**

President Barak Obama's lead expert on homelessness. Facilitates collaboration with 19 Federal agencies, state and jurisdictional leaders to create a national partnership at every level of government and with the private sector to reduce and end homelessness. Responsible for the implementation of *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness*.

**Major Accomplishments:**

- Led efforts that yielded year-after-year reductions in homelessness, including the steepest reductions in unsheltered homelessness overall and homelessness among Veterans in the nation's history.
- Spearheaded development of action plan to integrate mainstream systems with targeted homeless programs, improve efficiencies and outcomes through better targeting of existing and new resources and widespread adoption of evidence-informed practices.
- Developed partnership with Joining Forces and Office of the First Lady to broaden engagement in efforts to end homelessness for Veterans.
- Facilitated development of framework to end family homelessness.
- Designed strategy for federal action that accelerated progress to end homelessness in 25 critical cities.
- Developed performance management mechanisms to further accountability among agencies for *Opening Doors* implementation.

**District of Columbia Department of Human Services (DHS)**

**Deputy Director**

(April 2008 – December 2010)

Oversaw the Department's Income Maintenance and Family Services Administrations, comprised of approximately 700 employees and a \$320 million annual budget. Managed programs to attain administration goals and objectives. Represented DHS to local and national government, business, constituents, and community advocates.

Major Accomplishments:

- Designed and implemented the Mayor's "Housing First" initiative, which provided permanent supportive housing to more than 1,010 households in two years. Produced a 15% reduction in street homelessness along with significant reduction in emergency shelter stays.
- Guided reforms of public benefit system to enhance services and outcomes for households receiving cash assistance while achieving agency budget targets.
- Crafted Agency's strategy for accessing American Reinvestment and Recovery Act Programs.

**District of Columbia, Executive Office of Mayor Adrian Fenty**

***Program Analyst, Health and Human Services***

(March 2007 – April 2008)

Aide to Mayor and City Administrator focusing on Department of Human Services and Office of Disability Rights. Led budget development and monitored budget execution for both agencies. Worked with agencies to develop and implement performance plans, priority initiatives and define key performance indicators. Earned support of advocacy community for key initiatives.

Major Accomplishments:

- Established Office of Disability Rights with full support of advocacy community.
- Restructured program to enable 150 families to move from emergency shelters to mainstream housing with supportive services, in less than three months.
- Led the evolution of the District's Interagency Council on Homelessness into a working body that earned the trust of those who were experiencing homelessness as well as service providers, community partners and advocates.

**International Center for Not-For-Profit Law, Washington, DC**

***Legal Consultant***

(March 2006 – January 2007)

Advanced environment for freedom of association and speech and a stronger civil society in Azerbaijan, Egypt, Iraq and Russia by providing technical assistance on draft legislation and regulations.

Major Accomplishments:

- Performed a comprehensive assessment of the legal climate in Azerbaijan and functioning of civil society.
- Authored resource guide on best practices for public financing of non-governmental organizations.

**International Management and Communications Corporation (IMCC)**

***Regional Manager for Central Asian Republics***

(December 1996 – January 2001)

***Project Administrator***

Managed initiatives in Central Asia to ensure the quality and maximize business opportunities. Responsible for budgeting and tracking expenditures for multimillion dollar financial sector development contracts. Provided targeted assistance from policy design to implementation.

Major Accomplishments:

- Directed technical assistance project that advised the Government of Kazakhstan on transforming a pay-as-you-go pension system to one of individual accounts.
- Established three international field offices
- Managed new business development

**LEGAL INTERNSHIPS/CLERKSHIPS**

Washington Lawyers' Committee for Civil Rights and Urban Affairs, Washington, DC

National Women's Law Center, Washington, DC

District of Columbia Office of Human Rights, Washington, DC

**EDUCATION/ PROFESSIONAL AFFILIATIONS:**

**American University, Washington College of Law, J.D., *Cum Laude* (2004)**

**Sarah Lawrence College, Bachelor of Arts (1995)**

**Maryland State Bar, Member**

**District of Columbia Bar, Member**

**National Alliance to End Homelessness, Leadership Council**

**100,000 Homes, Faculty/ Innovations Team**

**State Early Child Development Coordinating Council, Member**

**National Alliance to End Homelessness Leadership Council, Chair**

**APHSA Leadership Council, Member**

**District of Columbia Interagency Council on Homelessness, Executive Committee Member**

**Age Friendly DC Task Force, Member**