

THE WAY HOME PROVIDER REPRESENTATIVE ELECTION UPDATE!

ABOUT THE PROVIDER REPRESENTATIVE ROLE

The Steering Committee serves as **The Way Home's primary governing and decision-making body**, providing strategic leadership, oversight, and accountability for the planning, coordination, implementation, evaluation, and continuous improvement of the region's homeless response system. Its role is to ensure housing, services, and resources are effectively coordinated to prevent and end homelessness, rapidly connect people to permanent housing, and reduce the trauma and disruption caused by homelessness.

Provider Representatives ensure the perspectives of organizations delivering housing, homelessness assistance, and supportive services are reflected in Steering Committee decisions. The Way Home Charter designates **two Provider Representative seats** to represent organizations providing direct homeless services within the region. These representatives bring frontline expertise, identify system challenges and opportunities, and help inform policies and decisions affecting providers, clients, and the broader homeless response system.

The two Provider Representative seats may represent organizations operating in one of the following areas:

- **Crisis Response Services**, including emergency shelter, transitional housing, homelessness prevention, street outreach, navigation, coordinated access, day services, and other crisis response programs.
- **Permanent Housing Services**, including Rapid Re-Housing (RRH), Permanent Supportive Housing (PSH), and supportive services that help individuals and families obtain and maintain permanent housing.

Provider Representatives serve a **two-year term** and may serve **up to three consecutive terms if re-elected**. Members are expected to actively participate in Steering Committee meetings, contribute to discussions and decision-making, uphold The Way Home's values and principles, and serve as ambassadors for the provider community.

ELECTION PROCESS

Provider Representatives are elected by a vote of eligible partner agencies. **Each eligible organization may submit one official ballot**. We encourage organizations to review the candidate materials and consult with staff and leadership before voting to ensure their ballot reflects the perspectives and priorities of the organization.

This election uses a **ranked-choice point system**. After reviewing the candidate materials, organizations will complete the online voting form by ranking candidates in order of preference. **Your most preferred candidate should be ranked first, followed by your second choice, third choice, and so on.**

After voting closes, points from all eligible ballots will be totaled. The **two candidates with the highest cumulative point totals** will be elected to serve as Provider Representatives on the Steering Committee.

New Voting Period: Wednesday, October 7, 2026 - Wednesday, October 14, 2026, at 3:00 PM

NOTICE REGARDING CHANGES:

The election materials, including the eligible candidate packet and online submission form, were updated on 10/06/2026. Organizations that had already submitted a ballot were notified by email and asked to review the revised packet, which adds one candidate who was previously omitted due to an administrative error, and update their submission.

The online submission form was temporarily paused after the error was identified and is scheduled to reopen on October 7, 2026.

All ballots must be updated/submitted by 3:00 PM on Wednesday, October 14, 2026. Late submissions cannot be accepted.

VOTING ELIGIBILITY

Only organizations designated as **Tier 1 or Tier 2 Partner Organizations** are eligible to participate in the Provider Representative election. Each eligible organization may submit one official ballot.

1. **Tier 1: CoC-Program Partner Agencies:** Organizations that directly contribute to The Way Home's efforts to end and prevent homelessness through the HUD CoC Program, including agencies that receive HUD CoC or YHDP funding.
2. **Tier 2: Provider Partner Agencies:** Organizations that directly contribute to programmatic efforts and actively participate in the Homeless Management Information System (HMIS) and/or Coordinated Entry (CE) System to address homelessness.

Authorized voting representatives from **eligible organizations have been provided voting instructions and a link to the online ballot submission form via email.**

If your organization has not received these materials via email, or if you have questions regarding your organization's tier designation, voting eligibility, or ballot submission, please contact scquestions@homelesshouston.org for assistance.

CANDIDATE MATERIALS

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ANA RAUSCH

CANDIDATE PROFILE

Organization: The Beacon

Title: CEO

At-Large Seat: Crisis Response Services

Lived Experience With Homelessness: No

County: Harris County

Affiliated with a Partner Organization: No

NARRATIVE

Please describe your personal and/or work experience with the expertise/population/field you would be representing, if elected.

I currently serve as CEO of The Beacon, one of The Way Home's primary crisis response providers and a critical front door to Houston's homeless response system. Each day, The Beacon serves hundreds of people experiencing homelessness through essential services including meals, showers, laundry, mail, and other basic needs, while creating opportunities to connect individuals to the resources and interventions that can help end their homelessness.

Our work goes well beyond meeting immediate needs. Through our integrated Pathways approach, guests can connect with staff for Coordinated Entry assessments, identification and benefits assistance, housing and program referrals, employment resources, and other supports. The Beacon also provides homelessness diversion for families through our Day 1 program, Rapid Resolution for people experiencing unsheltered homelessness, Rapid Rehousing, and civil legal services through Beacon Law. We also co-locate healthcare, behavioral health, recovery, and other community partners so that people can access multiple services in one location.

My experience as a crisis response provider has reinforced how important it is that crisis services are fully integrated into the broader homeless response system. For many people, a day center, outreach worker, shelter, or other crisis response provider is their first point of contact with The Way Home. Those interactions should not simply address the immediate crisis; they should create meaningful pathways toward housing and stability.

As a Provider Representative, I would bring the perspective of an organization working at that intersection every day, while also representing the broader needs and experiences of crisis response providers across the CoC. I understand the operational realities facing frontline organizations and the importance of ensuring that system-level policies and decisions work effectively for the providers responsible for implementing them and, most importantly, for the people we serve.

Please describe your experience working within The Way Home, Continuum of Care (CoC) programs, and/or similar programs focused on ending homelessness.

I have more than 25 years of nonprofit leadership experience and have worked within The Way Home since its early development, including more than a decade at the Coalition for the Homeless helping build and implement many of the strategies and structures that contributed to Houston's nationally recognized homeless response system.

During my tenure at the Coalition, I worked extensively with CoC-funded providers, local governments, housing authorities, funders, and community partners on system planning and implementation. I led the implementation of Coordinated Entry in 2014, modernized the Point-in-Time Count, helped develop Houston's Encampment Response Strategy, and helped design and implement other systemwide initiatives focused on moving people from homelessness into permanent housing. My work also included using data to improve system performance and braiding federal, state, local, and philanthropic resources to address gaps and launch new initiatives.

I also previously led and supported the work of The Way Home Steering Committee from the Coalition side. That experience gave me a strong understanding of CoC governance and the responsibility of the Steering Committee to provide strategic direction while balancing the perspectives of providers, funders, local governments, people with lived experience, and other community stakeholders.

After leaving the Coalition, I served as Director of System Transformation at Clutch Consulting Group, where I worked with communities across the country to strengthen homeless response systems. That experience exposed me to different approaches to CoC governance, Coordinated Entry, crisis response, housing interventions, encampment response, and system performance, and broadened my perspective on both the strengths of The Way Home and opportunities for continued improvement.

Today, I have returned to The Way Home in a different capacity as CEO of The Beacon. That has allowed me to experience the system from the provider side and better understand how policies, funding decisions, and system strategies translate into day-to-day operations.

I have now had the opportunity to see The Way Home from several vantage points—as a system leader, a national technical assistance provider, and the leader of a direct-service organization. I believe that combination of institutional knowledge, outside perspective, and current provider experience would allow me to contribute meaningfully to the Steering Committee while representing the interests and perspectives of the broader provider community.

Please describe your experience, if any, serving on a board of directors, decision-making bodies, including any leadership roles.

I have extensive experience serving on and working with boards, governing bodies, and collaborative decision-making groups throughout my nonprofit career.

In my current role as CEO of The Beacon, I work closely with our Board of Directors and Executive Committee on organizational governance, strategic planning, financial oversight, policy development, risk management, and long-term direction. As CEO, I am responsible for ensuring the Board has the information and context necessary to make informed decisions while also translating those decisions into organizational strategy and operations.

I also recently joined the Board of Directors of the Texas Homeless Network, where I have the opportunity to contribute to statewide conversations about homelessness policy, systems, and effective practices.

Earlier in my career at the Coalition for the Homeless, I led and supported The Way Home Steering Committee and numerous other system-level committees and workgroups. In those roles, I regularly facilitated decision-making among organizations and stakeholders with different priorities, funding sources, responsibilities, and perspectives. Much of that work required building consensus around complex issues while keeping the focus on system performance and outcomes for people experiencing homelessness.

Throughout my career, I have also participated in and led cross-sector planning bodies involving nonprofit providers, local governments, housing authorities, healthcare and behavioral health organizations, funders, and other community partners. These experiences have taught me that effective governance requires more than subject-matter expertise. It requires listening, asking difficult questions, considering perspectives beyond your own organization, using data to inform decisions, and ultimately supporting collective decisions that advance the goals of the broader system.

Please describe your specific skills that can benefit The Way Home.

I bring a combination of systems thinking, operational experience, strategic leadership, and deep knowledge of homeless response systems that I believe can benefit The Way Home as it continues to evolve.

One of my strongest skills is the ability to take complex system-level challenges and translate them into practical strategies that can be implemented. Throughout my career, I have helped design and operationalize large-scale initiatives involving multiple organizations, funding streams, and levels of government. I am comfortable looking across an entire system, identifying gaps or unintended consequences, and working collaboratively to develop solutions that are both strategic and realistic for providers to implement.

I also bring significant experience using data to drive decision-making and improve system performance. I believe strongly in asking not only whether programs are meeting individual performance measures, but whether our collective investments and strategies are producing better outcomes for people experiencing homelessness.

Another strength I bring is the ability to build consensus among people and organizations with different perspectives. Homeless response systems are inherently collaborative, and some of the most important decisions involve competing priorities and limited resources. I am comfortable facilitating difficult conversations, asking challenging questions, listening to differing viewpoints, and helping groups move toward decisions that advance the goals of the overall system.

I also have extensive experience with federal, state, local, and philanthropic funding and with braiding resources to create or expand initiatives when a single funding source is insufficient. At a time when the funding and policy environment surrounding homelessness continues to change, I believe creativity, adaptability, and strong strategic thinking will be increasingly important.

Finally, I bring both institutional knowledge of The Way Home and a willingness to challenge assumptions about how we have always done things. I care deeply about the success of this system, but I also believe strong systems continually evaluate themselves, learn from providers and people with lived experience, and adapt when there is a better way to achieve results. I would bring that combination of history, curiosity, practical experience, and willingness to ask difficult questions to the Steering Committee.

Why do you want to serve on The Way Home Steering Committee?

The Way Home has been an important part of my professional life for many years, and I am incredibly proud of what this community has accomplished. I had the privilege of helping build and implement many of the strategies that shaped our system, and after spending time working with communities across the country, I remain convinced that Houston has something very special in the collaboration, innovation, and shared commitment that exists here.

At the same time, no homeless response system can remain static. The needs of people experiencing homelessness continue to change, resources are increasingly uncertain, and providers are being asked to respond to challenges that look different than they did even a few years ago. I believe The Way Home is at a point where we need to protect what has made our system successful while also being willing to examine what needs to evolve.

I am particularly interested in serving now because my perspective has changed. Earlier in my career, I experienced The Way Home primarily from the system-planning side. Today, as CEO of a direct-service provider, I see much more clearly how system policies, funding decisions, and processes affect frontline staff and the people trying to navigate our system. I also see the tremendous expertise that exists among providers and how important it is that their experience informs system-level decisions.

I want to serve on the Steering Committee because I care deeply about the future of The Way Home and believe I can contribute a perspective that bridges its history with where we need to go next. I would welcome the opportunity to represent crisis response providers, listen to their experiences and concerns, and help ensure that our collective decisions remain focused on creating the most effective pathways out of homelessness for the people we serve.

If you are elected to the Steering Committee, what do you hope to work on and accomplish?

If elected, one of my priorities would be strengthening the connection between crisis response and permanent housing so that every interaction with our system creates a meaningful opportunity to move someone closer to housing. Crisis response providers often see people at the earliest and most vulnerable points in their experience of homelessness, and I want to ensure that the knowledge gained through those interactions is informing how we design access, prioritization, and pathways through The Way Home.

I would also like to help The Way Home continue evaluating how well our system is working as a whole. Houston has accomplished extraordinary things, but past success cannot prevent us from asking whether our current strategies, processes, and investments are producing the outcomes we want today. I would like us to continue using data not simply for compliance or individual program performance, but to identify bottlenecks, inequities, gaps in the system, and opportunities to improve the experience and outcomes of people trying to move out of homelessness.

As a Provider Representative, I would also prioritize creating meaningful opportunities for providers—particularly frontline and crisis response providers—to inform Steering Committee decisions. I would want to actively seek input from the organizations I represent, bring their concerns and ideas to the table, and communicate system decisions back to them. Representation should be a two-way conversation, not simply a seat on a committee.

Finally, I hope to help The Way Home navigate what is likely to remain a changing and uncertain funding and policy environment. That will require us to be strategic about limited resources, strengthen partnerships beyond traditional homeless services, and remain open to new approaches and funding opportunities.

Ultimately, I would hope to help The Way Home preserve the collaboration and focus on permanent housing that have made our system successful while also creating space to ask difficult questions, adapt when necessary, and continue building a system that works better for both the people experiencing homelessness and the providers serving them.

What else would you like the partners of The Way Home to know about you?

The Way Home is more than a professional network to me. I have spent a significant part of my career working alongside many of its partners, and I am deeply invested in the continued success of this community and the people we collectively serve.

If elected, I would take the word “representative” seriously. I would not view this as a seat for The Beacon, but as a responsibility to listen to and represent crisis response providers across The Way Home. I know that organizations experience our system differently depending on their size, resources, populations served, and role within the continuum, and I would make a deliberate effort to hear those perspectives—including from partners whose voices may not always be the loudest in the room.

I also hope partners know that I am collaborative, but I am not afraid to ask difficult questions. Those that know me know I'm direct and honest. I believe we can be proud of what The Way Home has accomplished while still being curious about what we can do better. Some of the best work of my career has come from sitting around a table with people who did not initially agree, digging into the problem together, and finding a path forward.

Most importantly, I care deeply about this work and about this community. It would be a privilege to return to the Steering Committee table from a new perspective and to represent the providers doing the difficult, day-to-day work of helping people move from crisis and homelessness toward housing and stability.



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September 25, 2026

The Way Home Steering Committee
Coalition for the Homeless of Houston/Harris County

Subject: Ana Rausch – Letter of Support

To Whom It May Concern:

I am pleased to offer my strong support for Ana Rausch's application to serve as a Crisis Response Provider Representative on The Way Home Steering Committee. I have had the unique opportunity to work with Ana in two very different capacities: first during our time at the Coalition for the Homeless, and now as Chief Administrative Officer of The Beacon. As a result, I have seen firsthand both her leadership within The Way Home and her commitment to the providers and people who make up our homeless response system.

At the Coalition, I watched Ana help develop and implement many of the strategies that are now foundational to The Way Home. She understands how a Continuum of Care functions at the policy, governance, and operational levels. She has a remarkable ability to see how the different parts of a complex system connect, use data to identify system road blocks, and bring partners together around practical solutions. She is also willing to ask difficult questions and challenge established practices when doing so can lead to better outcomes.

Working with Ana now at The Beacon has given me an entirely different perspective on those same qualities. As CEO, she is deeply engaged in the realities facing crisis response providers and frontline staff. She sees how system policies, funding decisions, Coordinated Entry processes, and resource gaps affect people experiencing homelessness and the organizations serving them. I have watched her bring her operational experience back to broader system conversations while consistently looking beyond The Beacon's interests to what will strengthen The Way Home as a whole.

Further, Ana understands that serving as a Provider Representative is not about representing a single organization. She would actively seek out the perspectives of other crisis response providers and ensure those perspectives are brought into Steering Committee discussions and decisions.

I am confident that should she be elected, she would be an engaged, thoughtful, and collaborative representative who will keep the needs of people experiencing homelessness and the effectiveness of our overall system at the center of her work.

Sincerely,

Sara Martinez

Chief Advancement Officer
The Beacon of Downtown Houston
smartinez@beaconhomeless.org

LAUREN BUTLER

CANDIDATE PROFILE

Organization: Harmony House, Inc

Title: Chief Operating Officer

At-Large Seat: Permanent Housing Services

Lived Experience With Homelessness: Yes

County: Harris County

Affiliated with a Partner Organization: Yes

NARRATIVE

Please describe your personal and/or work experience with the expertise/population/field you would be representing, if elected.

I bring both professional and lived experience to this work. Professionally, I have worked in homeless services at Harmony House since 2018, beginning as a Case Manager in Permanent Supportive Housing, later becoming Program Coordinator, and now serving as Chief Operating Officer. My experience includes Permanent Supportive Housing, rental assistance, emergency shelter, alternative housing, case management, housing navigation, landlord engagement, and supportive services.

I also bring lived experience with incarceration and reentry. When I was released from incarceration, I experienced firsthand how difficult it can be to obtain employment and rebuild stability with a criminal record. After repeatedly encountering barriers to employment, I ultimately created my own opportunity by starting a carpet-cleaning business, which I operated for two years. That experience gave me a very personal understanding of how policies, systems, and circumstances can create barriers for people who are trying to move forward with their lives. My career in homeless services has since allowed me to see many of those same types of barriers from the provider side as well. I believe the combination of those perspectives is valuable when making decisions about programs and systems intended to help people achieve stability.

Please describe your experience working within The Way Home, Continuum of Care (CoC) programs, and/or similar programs focused on ending homelessness.

I have worked within The Way Home system throughout my career at Harmony House. I began in direct service in Permanent Supportive Housing and have since progressed into program and executive leadership. Through those roles, I have worked with Coordinated Access referrals, HMIS, HUD and CoC-funded programs, Permanent Supportive Housing, rental assistance, emergency shelter, Housing First and harm-reduction practices, grant compliance, performance reporting, and program renewals.

As COO, my involvement now extends across multiple Harmony House programs and includes working with partner agencies, funders, landlords, healthcare providers, outreach teams, and other organizations within the homeless response system. This progression has given me the opportunity to understand The Way Home from several

different perspectives—from working directly with participants to managing programs and now helping oversee the operational and compliance responsibilities of an organization providing multiple types of homeless services.

Please describe your experience, if any, serving on a board of directors, decision-making bodies, including any leadership roles.

I have not yet served on a formal board of directors, and serving on The Way Home Steering Committee would be an opportunity for me to expand my leadership experience into formal system-level governance.

I do, however, have significant experience in organizational leadership and decision-making. As Chief Operating Officer of Harmony House, I participate in executive-level decisions involving program operations, staffing, compliance, budgets, contracts, policies, facilities, technology, and organizational planning. I regularly work across departments and programs to evaluate needs, resolve operational challenges, implement changes, and ensure that decisions are both practical and consistent with funding and program requirements.

I would bring that experience to the Steering Committee while also being willing to learn from members who have more formal board and governance experience.

Please describe your specific skills that can benefit The Way Home.

One of my strongest skills is being able to look at an issue from both the program level and the operational level. I understand what policies and system decisions look like on paper, but I also think about what it will actually take for providers and frontline staff to implement them and how those decisions will ultimately affect participants.

My experience includes program development and operations, HUD and grant compliance, HMIS and data quality, performance measurement, budgeting, staff leadership, housing and landlord partnerships, Coordinated Access, Housing First, harm reduction, and cross-agency collaboration. I am comfortable identifying operational problems, asking difficult questions, reviewing data, developing practical solutions, and working with people who may have very different perspectives.

I also bring the ability to view these issues through the lens of lived experience. That helps me consider not only whether a system is technically working as designed, but also how it is experienced by the person trying to navigate it.

Why do you want to serve on The Way Home Steering Committee?

The Way Home has been a significant part of my professional career, and I have seen firsthand what coordinated homeless response can accomplish. As my role has grown from direct service to organizational leadership, I have become increasingly interested in the decisions being made at the system level and how those decisions ultimately affect providers, frontline staff, and most importantly, the people we serve.

I want to serve on the Steering Committee because I believe I can contribute a perspective that combines lived experience, direct-service experience, program management, and executive leadership. I also see this as an opportunity to learn. I want to better understand how system-wide priorities and decisions are developed and to contribute to those conversations in a meaningful way.

Ultimately, I care deeply about this work. Homeless services became my career after a period in my own life when I was rebuilding, and I want to use what I have learned—personally and professionally—to help strengthen the system for others.

If you are elected to the Steering Committee, what do you hope to work on and accomplish?

I would like to focus on strengthening the connection between system-level decision-making and what is actually happening at the participant and provider levels. Policies, performance expectations, and funding decisions can have unintended operational consequences, and I believe it is important that the experiences of participants, frontline staff, and providers are considered when those decisions are made.

I am particularly interested in improving coordination across programs, reducing unnecessary barriers to accessing and maintaining housing, strengthening communication between system partners, and ensuring that performance measures reflect meaningful outcomes rather than simply compliance.

I would also like to support meaningful inclusion of people with lived experience in system planning. My goal would not be to enter the Steering Committee with a predetermined agenda, but to listen, learn, ask thoughtful questions, and help identify practical opportunities to make The Way Home stronger and more responsive to the people it exists to serve.

What else would you like the partners of The Way Home to know about you?

My path to this work has been deeply personal and is very different from the traditional path into nonprofit leadership. Before beginning my career in homeless services, I experienced substance use, homelessness, incarceration, and the challenges of reentry firsthand. I know what it is like to experience instability, to interact with systems from the other side of the table, and to try to rebuild a life while facing the barriers and stigma that can follow incarceration and substance use.

When I was released from incarceration, one of the most immediate challenges I faced was employment. Despite wanting to work and move forward, my criminal record made finding someone willing to hire me extremely difficult. I eventually created my own opportunity by starting a carpet-cleaning business. That period of my life taught me a great deal about how difficult it can be to achieve stability even when someone is actively trying to change the direction of their life.

In 2018, I was given an opportunity to work at Harmony House as a Case Manager. Since then, I have progressed from working directly with individuals experiencing homelessness, to managing a Permanent Supportive Housing program, to now serving as Chief Operating Officer. That progression has allowed me to experience the homeless response system from several very different perspectives: as someone with lived experience of homelessness and significant barriers to stability, as a frontline service provider, as a program leader, and now as an executive responsible for helping programs operate effectively.

My lived experience is not something I separate from my professional experience. It influences the questions I ask, the way I think about barriers, and my belief that we should continually examine whether the systems we create are truly accessible to the people they are intended to serve. At the same time, my professional experience has taught me the realities providers face related to funding, compliance, staffing, capacity, and accountability. I believe being able to understand both sides of that equation is one of the most valuable perspectives I could bring to The Way Home Steering Committee.

I am proud of how far my life and career have come, but I have not forgotten what it feels like to be the person trying to find a way forward. I would bring that perspective to the

Steering Committee along with a willingness to listen, learn, collaborate, and advocate for solutions that are both practical for providers and meaningful for the people we serve.

LAUREN BUTLER

Chief Operating Officer | Homeless Services Leader | Lived Experience Advocate

Houston, Texas | 713-344-8757 | Lauren_butler@harmonyhouse.org

PROFESSIONAL PROFILE

Nonprofit executive and homeless-services professional with eight years of progressive experience at Harmony House, Inc., advancing from frontline case management to Chief Operating Officer. Brings a distinctive combination of direct-service, program-management, organizational-leadership, and lived experience navigating reentry following incarceration. Experienced in Permanent Supportive Housing, rental assistance, emergency and alternative housing, Coordinated Entry, HMIS, Housing First, harm reduction, HUD/CoC-funded programs, compliance, and cross-sector partnerships. Committed to helping shape a homeless-response systems that is effective, accountable, and informed by the voices and experiences of the people they serve.

AREAS OF FOCUS

Homeless Response System	Permanent Supportive Housing	Coordinated Entry & HMIS
HUD & CoC-Funded Programs	Housing First & Harm Reduction	Program Operations & Compliance
Lived Experience & Reentry Perspective	Cross-Agency Collaboration	Program Performance & Outcomes

PROFESSIONAL EXPERIENCE

HARMONY HOUSE, INC. | Houston, Texas | September 2018–Present

Chief Operating Officer | May 2025–Present

Initially appointed Director of Operations; title transitioned to Chief Operating Officer in 2026.

- Provide organization-wide operational leadership across Permanent Supportive Housing, rental assistance, emergency shelter, alternative housing, and supportive-service programs serving people experiencing homelessness.
- Oversee program operations, compliance, facilities, workforce practices, technology and data systems, contracts, vendor relationships, and cross-department implementation while supporting executive-level planning and organizational decision-making.
- Work across The Way Home homeless response system through Coordinated Entry, HMIS, HUD and CoC-funded programs, grant compliance and renewal activities, performance reporting, and coordination with partner agencies.
- Support rental assistance and housing programs through landlord partnerships, program oversight, and implementation of federal funding requirements and local system standards.
- Develop and maintain partnerships with healthcare providers, outreach teams, public agencies, housing partners, funders, and community-based organizations to strengthen service coordination and participant outcomes.
- Use program data, performance measures, and funding requirements to identify operational needs, improve service delivery, and support organizational and system-level quality improvement.

Program Coordinator, Permanent Supportive Housing | September 2021–May 2025

- Directed a scattered-site Permanent Supportive Housing program serving approximately 200 participants across 28 properties, overseeing an annual budget of approximately \$3.5 million and multidisciplinary service delivery.
- Led a multidisciplinary team of 17 staff and oversaw intensive case management and housing-stability services grounded in Housing First and harm-reduction principles, with a focus on long-term housing retention and participant-centered service planning.
- Maintained partnerships with landlords, service providers, and funding agencies while ensuring adherence to HUD requirements, grant conditions, program policies, and performance expectations.
- Used program data, participant outcomes, and performance measures to identify service gaps, improve operations, and strengthen housing retention and program effectiveness.

Case Manager | September 2018–September 2021

- Provided individualized case management to people experiencing homelessness, including service planning, crisis intervention, benefits and resource connection, and ongoing housing-stability support.
- Advocated with landlords and community partners to resolve tenancy concerns while balancing participant rights, housing retention, and program requirements.

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- Maintained accurate case documentation and grant-compliant records and developed firsthand knowledge of the barriers participants encounter while navigating housing and supportive-service systems.

ADDITIONAL PROFESSIONAL EXPERIENCE

Owner / Operator, Bellco Carpet Cleaners | 2017–2019

- Established and operated a carpet-cleaning business after returning to the community following incarceration, creating a path to employment and financial stability during reentry.
- Managed customer acquisition, scheduling, service delivery, purchasing, invoicing, and day-to-day business operations.
- Developed firsthand understanding of the employment, economic, and social barriers that can affect people rebuilding their lives after incarceration—experience that continues to inform an empathetic, practical approach to service-system leadership.

LEADERSHIP PERSPECTIVE

Experience spanning direct client service, program leadership, and executive operations is complemented by personal experience with reentry and rebuilding economic stability after incarceration. This combined perspective informs an approach to system improvement that values participant voice, practical implementation, equitable access, housing stability, and collaboration across providers.

PROFESSIONAL AFFILIATION

National Alliance to End Homelessness



HARMONY HOUSE, INC.

09/14/2026

Continuum of Care Steering Committee
The Way Home
Houston, Texas
Re: Letter of Support for Lauren Butler
Dear Steering Committee Members:

On behalf of Harmony House, Inc., I am pleased to offer my strong support for Lauren Butler, Chief Operating Officer of Harmony House, to serve on the Continuum of Care Steering Committee.

Lauren provides leadership and oversight across our housing and homeless-services programs, including permanent supportive housing, and alternative housing, emergency shelter services, and programs serving veterans and individuals with complex needs. Her operational experience has given her a practical understanding of the challenges facing people experiencing homelessness, as well as the responsibilities of organizations working within The Way Home.

Lauren would bring a valuable provider perspective to the Steering Committee. She understands the importance of coordinated access, strong community partnerships, responsible use of public resources, data-informed decision-making, and maintaining high-quality services. She is also committed to ensuring that policies and system-level decisions reflect the realities experienced by clients and frontline service providers.

I am confident that Lauren will approach this role with integrity, professionalism, and a genuine commitment to strengthening our community's response to homelessness. Harmony House fully supports her participation and will provide the flexibility necessary for her to fulfill the responsibilities of Steering Committee membership.

I respectfully recommend Lauren Butler for service on the Continuum of Care Steering Committee. Thank you for your consideration.

Sincerely,



Preston Witt
Chief Executive Officer
preston_witt@harmonyhouse.org

ALEXIS LOVING

CANDIDATE PROFILE

Organization: SEARCH

Title: President & CEO

At-Large Seat: Permanent Housing Services

Lived Experience With Homelessness: No

County: Harris County

Affiliated with a Partner Organization: Yes

NARRATIVE

Please describe your personal and/or work experience with the expertise/population/field you would be representing, if elected.

I have spent nearly two decades working in homeless services, beginning as a case manager and growing through roles in volunteer engagement, program management, organizational leadership, and now serving as President and CEO of SEARCH Homeless Services. That progression has given me a deep understanding of both direct service and the operational realities providers navigate every day.

SEARCH serves individuals and families across the continuum, from street outreach, navigation, and housing placement to permanent supportive housing, rapid rehousing, stabilization services, income access, recovery support, and early childhood education. In my role, I am responsible for ensuring that our programs remain effective, financially sustainable, responsive to community needs, and aligned with the broader goals of The Way Home.

I would represent the provider community with an understanding of frontline practice, organizational leadership, funding and compliance, workforce challenges, community partnerships, and the responsibility providers share for advancing system-wide outcomes.

Please describe your experience working within The Way Home, Continuum of Care (CoC) programs, and/or similar programs focused on ending homelessness.

My work at SEARCH has been closely connected to The Way Home since its inception. SEARCH is a longtime Continuum of Care partner and operates multiple programs that contribute directly to our community's coordinated response to homelessness, including street outreach, navigation, rapid rehousing, permanent supportive housing, and housing stabilization services.

Throughout my career, I have worked alongside the Coalition for the Homeless, public funders, housing providers, healthcare and behavioral health partners, local government, and other service organizations to improve coordination and strengthen pathways from homelessness to permanent housing. This has included participating in system planning, responding to changes in public policy and funding, supporting coordinated outreach

and encampment response, and helping translate community-level decisions into effective provider operations.

I currently serve on The Way Home Steering Committee and have valued the opportunity to contribute a provider perspective to its governance and decision-making. I understand both what our system has accomplished and the complexity of sustaining that progress in a rapidly changing environment.

Please describe your experience, if any, serving on a board of directors, decision-making bodies, including any leadership roles.

As President and CEO of SEARCH Homeless Services, I work closely with our Board of Directors to establish organizational strategy, steward public and private resources, assess risk, and ensure accountability for our mission and outcomes. I regularly support board and committee decision-making related to finance, governance, fundraising, programs, public policy, and long-term planning.

I currently serve on The Way Home Steering Committee and have participated in numerous cross-sector planning groups and decision-making bodies related to homelessness, housing, philanthropy, and community leadership. I also serve in leadership and selection roles through organizations such as American Leadership Forum and Impact100 Houston.

Across these roles, I have learned how to listen carefully, consider competing priorities, ask direct questions respectfully, and help groups move from discussion to clear decisions. I understand that effective governance requires both a broad community perspective and a willingness to accept responsibility for difficult choices.

Please describe your specific skills that can benefit The Way Home.

I bring a combination of direct-service experience, executive leadership, systems thinking, and practical knowledge of provider operations. Because I began my career as a case manager and now lead a large, multidisciplinary organization, I can connect high-level strategy and policy decisions to their real impact on staff, programs, and the people we serve.

My specific strengths include strategic planning, organizational leadership, program design and implementation, public and private funding, board governance, partnership development, community engagement, and translating complex issues for different audiences. I am comfortable working with data while also recognizing where numbers alone do not tell the full story.

I also bring a collaborative but candid leadership style. I am willing to ask hard questions, name operational concerns, and challenge assumptions while remaining focused on shared goals. I believe I can help the Steering Committee balance urgency with thoughtfulness, innovation with accountability, and organizational interests with what is best for the system as a whole.

Why do you want to serve on The Way Home Steering Committee?

I want to continue serving because I believe deeply in what The Way Home has accomplished and in our shared responsibility to protect, strengthen, and evolve that work.

Houston's homeless response system is recognized nationally because organizations have chosen to work collectively rather than independently. That collaboration requires ongoing trust, honest conversation, strong provider engagement, and leaders who are willing to make decisions for the good of the full system, not only their own organizations.

This is also a critical moment for our community. We are navigating changing federal policy, funding uncertainty, increasing pressure on local resources, and evolving needs among people experiencing homelessness. I want to help ensure that provider expertise informs how we respond to these challenges and that our decisions remain grounded in the realities of implementation and the experiences of the people we serve.

After nearly two decades in this work, I remain hopeful about what is possible. Serving on the Steering Committee allows me to contribute that experience, optimism, and sense of responsibility to our collective effort.

If you are elected to the Steering Committee, what do you hope to work on and accomplish?

If elected, I hope to help The Way Home move from protecting past success to defining the next chapter of our community's response to homelessness.

I would like to support the development of a clear, actionable community strategy that addresses not only housing placements and reductions in homelessness, but also inflow into homelessness, returns to homelessness, long-term housing stability, and the changing needs of our community. This includes strengthening the connections among outreach, housing, behavioral health, income, recovery, prevention, and stabilization services.

I also want to strengthen meaningful provider engagement. Providers are responsible for translating system decisions into daily practice, and their operational knowledge should consistently inform planning, funding, implementation, and evaluation. At the same time, providers must remain accountable to shared standards and outcomes.

Finally, I hope to help our system communicate more clearly about what it takes to end homelessness. Our community needs an honest understanding of what works, where gaps remain, and why coordinated, housing-focused solutions create greater impact than fragmented responses. My goal would be to help The Way Home establish bold but achievable priorities and maintain the collaboration necessary to deliver on them.

What else would you like the partners of The Way Home to know about you?

This work is deeply personal to me. I did not enter homeless services expecting it to become my career, but I found purpose in the opportunity to walk alongside people during some of the hardest moments of their lives. Beginning as a case manager continues to shape how I lead today.

I care deeply about outcomes, but I also care about how we achieve them—with integrity, compassion, transparency, and respect for the dignity of every person. I believe we can celebrate Houston's progress without becoming complacent or defensive about the challenges that remain. I am committed to listening, learning, and changing my perspective when the evidence or lived experience calls for it.

I will bring preparation, candor, curiosity, and a system-first mindset to this role. I do not believe any one organization can end homelessness alone, and I am committed to working across differences to help our community make meaningful and lasting progress.

ALEXIS LOVING, MBA

Houston, Texas | 267.261.0783 | ALoving@SEARCHhomeless.org

EXECUTIVE PROFILE

President and CEO with 16 years of experience in homeless services, progressing from direct service to executive leadership. Leads SEARCH Homeless Services, a Houston nonprofit with approximately 133 employees and a \$15M-\$16M annual budget, providing street outreach, housing, stabilization, recovery, income, and early childhood services. Brings practical knowledge of provider operations, Continuum of Care programs, public and private funding, board governance, and cross-sector collaboration.

AREAS OF EXPERTISE

Homeless Response Systems | Organizational Strategy | CoC Programs and Governance | Public and Private Partnerships | Program and Financial Oversight | Board Leadership | Policy and Advocacy | Culture and Talent Development

PROFESSIONAL EXPERIENCE

SEARCH Homeless Services | Houston, Texas

President and CEO

January 2023-Present

Provide strategic, financial, and organizational leadership for one of Houston's longest-serving homeless response organizations. Partner with the Board of Directors and senior leadership team to set direction, steward resources, strengthen performance, and advance SEARCH's role within The Way Home.

- Lead approximately 133 employees and a \$15M-\$16M annual budget supporting a continuum of services that includes street outreach, navigation, rapid rehousing, permanent supportive housing, recovery support, income access, stabilization, and early childhood education.
- Oversee programs that served 4,676 people in FY2026, including 434 people housed and 1,213 residents receiving ongoing support; 94% of residents remained stably housed after one year.
- Represent SEARCH in The Way Home and with local government, philanthropy, healthcare, housing, business, and community partners to shape coordinated responses to homelessness.
- Guide organizational strategy in a changing policy and funding environment, balancing service quality, compliance, financial sustainability, workforce needs, and community demand.
- Led the development and opening of SEARCH's new headquarters, strengthening capacity for integrated services, collaboration, and community engagement.
- Serve as a public spokesperson on homelessness and housing, translating system data, policy, and frontline experience for civic leaders, funders, media, and community audiences.

SEARCH Homeless Services | Houston, Texas

Vice President of Programs

March 2017-December 2022

Provided executive leadership for agency-wide service delivery, program operations, performance, and culture during a period of organizational growth. Oversaw multidisciplinary teams and complex public and private funding while helping align SEARCH's programs with Houston's coordinated homeless response system.

- Directed a \$12M+ program portfolio and supervised 70+ case management, clinical, and operational staff across more than 20 programs.
- Strengthened SEARCH's integrated service model by aligning departments, performance expectations, and quality-improvement practices around housing stability and client outcomes.
- Partnered with citywide leaders and providers to design and implement collaborative strategies related to coordinated access, housing, outreach, income, and stabilization services.
- Developed program evaluation frameworks and key performance indicators and led staff development, leadership pipeline, and change-management efforts.

SEARCH Homeless Services | Houston, Texas

Program Manager, Engagement and Stabilization Services

September 2013-March 2017

- Managed 22 staff, volunteers, and interns across eight programs and oversaw more than \$1M in federal, state, local, and private grants.
- Represented SEARCH in community initiatives related to Coordinated Access, The Way Home, and Income Now and helped translate system changes into program practice.
- Reduced cost per client by more than 25% through budgeting, forecasting, and operational improvements while maintaining grant compliance and service quality.
- Led agency-wide projects in hiring, onboarding, collaboration, and continuous quality improvement; selected for SEARCH's yearlong Emerging Leadership Initiative.

SEARCH Homeless Services | Houston, Texas**Volunteer Coordinator****September 2011-September 2013**

- Managed relationships with individual, corporate, and congregational supporters and designed volunteer experiences that deepened engagement with SEARCH's mission.
- Coordinated large-scale volunteer projects, strengthened in-kind giving, and helped program leaders use volunteer skills effectively.

SEARCH Homeless Services | Houston, Texas**Case Manager, Housing Plus Program****October 2010-September 2011**

- Provided intensive case management to adults experiencing chronic homelessness, including clinical assessment, housing stabilization, benefits access, and coordination of mental health and substance use treatment.
- Collaborated with property management to prevent lease violations and support long-term housing stability; created the program's operations manual and documentation tools.

St. Francis House | Boston, Massachusetts**Intern, Moving Ahead Program****January 2010-June 2010**

- Supported adults affected by homelessness, addiction, mental illness, and incarceration through life-skills instruction, employment preparation, advocacy, and individual tutoring.

LEADERSHIP AND COMMUNITY ENGAGEMENT

- **The Way Home Continuum of Care Steering Committee | Provider Representative** — Contribute provider and executive perspectives to governance, system planning, funding strategy, and coordinated efforts to make homelessness rare, brief, and non-recurring across Harris, Fort Bend, and Montgomery counties.
- **American Leadership Forum | Senior Fellow** — Participate in cross-sector civic leadership and collaborative problem-solving across the Houston region.
- **University of Houston-Downtown College of Public Service | Advisory Board Member** — Provide community and employer perspective to support public-service education and leadership development.
- **Rice University Board Fellows Program | Executive Mentor** — Mentor graduate students serving with nonprofit boards and support their understanding of governance and executive-board partnership.
- **Young Presidents' Organization Texas Gulf Coast | Member** — Engage with peer chief executives in leadership learning, professional development, and community connection.

EDUCATION AND EXECUTIVE DEVELOPMENT

- **Harvard Business School Executive Education** — Strategic Perspectives in Nonprofit Management, 2026; Goldman Sachs DAF Executive Education Fellow.
- **University of Houston-Downtown** — Master of Business Administration, Leadership Concentration, 2018.
- **Northeastern University** — Bachelor of Science in Criminal Justice and Human Services, 2010.

DELESHA JONES

CANDIDATE PROFILE

Organization: Covenant House Texas

Title: Chief Program Officer

At-Large Seat: Crisis Response Services

Lived Experience With Homelessness: No

County: Harris County

Affiliated with a Partner Organization: Yes

NARRATIVE

Please describe your personal and/or work experience with the expertise/population/field you would be representing, if elected.

I bring more than 20 years of experience working in youth and human services, with the last eight years focused specifically on youth experiencing homelessness and housing instability through my work with Covenant House Texas. As Chief Program Officer, I provide executive oversight of the quality, effectiveness, strategic direction, and continuous improvement of CHTX's programs and services.

My experience includes oversight of emergency shelter, transitional housing, rapid rehousing, street outreach, homelessness prevention, housing navigation, supportive services, education and workforce development, behavioral health, medical services, life skills, and other wraparound services. I work closely with program teams to ensure that services are youth-centered, trauma-informed, data-informed, and focused on helping young people move from crisis toward long-term housing stability and independence.

A significant part of my work is ensuring that programs are not operating in isolation. I focus on how housing, supportive services, employment, education, health, prevention, and community partnerships work together to create better outcomes for young people.

Through my current role, I also oversee agency-wide data collection, continuous quality improvement, program performance, strategic planning, grant compliance, and the use of data to identify trends and inform executive decision-making. This has given me a broad understanding of both the day-to-day realities of serving youth experiencing homelessness and the systems-level decisions necessary to strengthen a community's response.

Please describe your experience working within The Way Home, Continuum of Care (CoC) programs, and/or similar programs focused on ending homelessness.

My experience with The Way Home is both direct and operational. Through Covenant House Texas, I work within the Houston/Harris County homelessness response system and oversee programs that participate in the broader Continuum of Care system.

CHTX operates a range of programs serving young people experiencing or at risk of homelessness, including emergency shelter, transitional housing, rapid rehousing, street outreach, homelessness prevention, and Youth Homelessness Demonstration Program (YHDP) services. My responsibilities include ensuring program quality, monitoring outcomes, strengthening data practices, supporting grant compliance, and identifying opportunities to improve how our programs connect youth to permanent housing and long-term stability.

I have experience working with Coordinated Access, housing navigation, HMIS-related data and quality processes, housing placement and retention, permanent housing exits, and supportive services. I also work across program areas to understand where young people may experience barriers within the system and where we can improve coordination.

In addition to my organizational role, I currently participate in The Way Home CoC Public Affairs Workgroup and Steering Committee meetings. This has provided me with another perspective on the importance of coordinated community advocacy and the connection between policy, funding, systems change, and the direct services being provided to people experiencing homelessness.

I believe my perspective is particularly valuable because I understand the homelessness response system from both the provider and systems perspectives. I see the daily impact of community decisions on young people and frontline teams, while also understanding the importance of data, funding, accountability, policy, and coordinated system planning.

Please describe your experience, if any, serving on a board of directors, decision-making bodies, including any leadership roles.

I currently serve as a board member of the Texas Network of Youth Services (TNOYS), where I contribute to statewide discussions affecting youth-serving organizations, youth homelessness, systems change, and public policy.

I also serve on the TNOYS Systems Change/Legislative Committee, where I participate in discussions around policy priorities and legislative issues affecting young people and the organizations that serve them.

In addition, I serve on The Way Home CoC Public Affairs Workgroup. This experience has strengthened my understanding of the importance of bringing provider perspectives into broader community planning, public policy, and systems-level conversations.

Within Covenant House Texas, I serve as a member of the executive leadership team and provide agency-wide leadership across program strategy, quality improvement, data, operations, strategic planning, grant compliance, and leadership development. My role requires me to participate on CHTX Board to bring together information from multiple departments, identify system-level challenges, develop recommendations, and work collaboratively with executive leadership and other stakeholders to move initiatives forward.

These experiences have taught me that effective governance requires more than understanding an individual organization. It requires the ability to listen to multiple

perspectives, understand the broader system, ask difficult but constructive questions, use information to inform decisions, and remain focused on the outcomes we are collectively trying to achieve.

Please describe your specific skills that can benefit The Way Home.

I believe I can bring several specific skills to The Way Home Steering Committee:

Systems thinking and strategic planning. I have extensive experience looking beyond individual programs to understand how policies, processes, funding, staffing, data, and partnerships affect the larger system and youth outcomes.

Data-informed decision-making. A significant part of my role at Covenant House Texas is using data to understand program performance, identify trends, strengthen accountability, and support continuous quality improvement. I believe data should inform decisions while still being grounded in the lived realities of the people we serve.

Youth homelessness expertise. My direct experience spans emergency shelter, transitional housing, rapid rehousing, street outreach, prevention, housing stability, supportive services, and youth-focused programming.

Program quality and continuous improvement. I have experience developing systems that help organizations move from simply delivering services to understanding whether those services are producing meaningful outcomes.

Cross-sector collaboration. My work requires collaboration across programs, executive leadership, community partners, funders, government entities, advocacy organizations, and other youth-serving systems. I understand the importance of building relationships while also being willing to have honest conversations about what is and is not working.

Advocacy and policy. Through my work with TNOYS, I have developed greater experience connecting direct service experience with policy and systems-change conversations.

Leadership development and implementation. I bring experience translating strategy into action, developing leadership capacity, establishing accountability, and helping teams move from ideas to measurable implementation.

Most importantly, I bring the ability to connect the strategic conversation to what happens on the ground. I understand that decisions made at the system level ultimately affect whether a young person gets connected to shelter, housing, healthcare, employment, education, and the support necessary to remain housed.

Why do you want to serve on The Way Home Steering Committee?

I want to serve on The Way Home Steering Committee because I believe ending homelessness requires more than strong individual programs it requires a coordinated, accountable, and responsive system.

My work at Covenant House Texas has given me a close view of both the strengths of our community's homelessness response and the challenges that young people and providers continue to experience. I want to bring that perspective to a broader

community table where decisions about planning, coordination, resources, and system improvement are made.

If you are elected to the Steering Committee, what do you hope to work on and accomplish?

If elected, I would hope to contribute to work that strengthens the system's ability to prevent homelessness, quickly connect people to appropriate housing, improve housing stability, and ensure that resources are producing meaningful outcomes.

I am particularly interested in strengthening the youth homelessness response. Young people often require a different approach than adults, particularly around prevention, family relationships, education, employment, behavioral health, life skills, and the transition to independent housing. I would like to help ensure that the unique needs of youth are consistently represented in community planning and decision-making.

I would also hope to contribute to stronger use of data and continuous quality improvement across the system. I believe we need to continually ask not only how many people we serve, but whether our system is reaching the right people, connecting them to the right interventions, reducing barriers, improving housing outcomes, and using resources as effectively as possible.

Ultimately, I would want my service to help strengthen collaboration among providers, government, philanthropy, people with lived experience, and other community partners. My goal would be to help move conversations from individual organizational priorities toward shared community outcomes.

What else would you like the partners of The Way Home to know about you?

I would want The Way Home partners to know that I bring both professional expertise and personal lived experience to this work.

While I have not personally experienced homelessness, I am a survivor of domestic violence. That experience has given me a personal understanding of what it means to navigate difficult circumstances, seek safety, make decisions during times of uncertainty, and rely on systems and people for support. It has also reinforced for me the importance of creating services and systems where people feel respected, heard, safe, and empowered to make decisions about their own lives. I understand that a person's circumstances are often much more complex than what may be visible on the surface, and that effective support requires meeting people where they are without judgment.

My lived experience, combined with more than 20 years of professional experience in human services, allows me to bring both empathy and a systems perspective to this work. I understand the importance of listening to people with lived experience and ensuring that their voices are reflected in the decisions that shape services and systems.

My commitment to young people also extends beyond my professional responsibilities at Covenant House Texas. I actively engage in community service and volunteer work, including my involvement with the Continental Societies Houston Metropolitan Chapter, where I have the opportunity to support initiatives that benefit children and youth. Working with young people in both professional and community settings has reinforced my belief that youth need more than programs they need safe relationships, consistent support, opportunities to develop their strengths, and adults who are willing to advocate for them.

I would also want partners to know that I approach this work with both urgency and humility. After more than 20 years in human services, I have learned that there are rarely simple solutions to complex social problems. Meaningful systems change requires people

who are willing to listen, challenge assumptions, use data, learn from people with lived experience, and work collaboratively even when there are different perspectives around the table.

I am someone who believes strongly in accountability. Compassion and accountability do not have to be opposites. We can care deeply about the people we serve while also being honest about whether our programs, policies, and systems are producing the outcomes we intend.

My leadership at Covenant House Texas has taught me to think strategically while remaining connected to the experiences of frontline staff and the young people we serve. I value practical solutions, measurable outcomes, strong partnerships, and creating systems that are easier for both providers and young people to navigate.

If elected, I would bring my professional experience, community involvement, lived experience as a survivor, and commitment to youth to The Way Home. I would approach the work by listening first, understanding the data and lived experience, asking thoughtful questions, collaborating across differences, and remaining focused on our shared goal of creating a stronger, more responsive system for people experiencing or at risk of homelessness.

DELESHA JONES

CHIEF PROGRAM OFFICER | NONPROFIT EXECUTIVE | YOUTH SERVICES & ORGANIZATIONAL PERFORMANCE

504-333-5202 | dj_j_edwards@yahoo.com

EXECUTIVE PROFILE

Mission-driven nonprofit executive with 20+ expertise in strategic leadership, program innovation, and organizational growth. Leads complex, multidisciplinary portfolios spanning residential and transitional living, youth engagement, case management, behavioral health, medical services, street outreach, workforce development, housing, prevention, human trafficking services, data, and grant performance. Brings deep expertise in trauma-informed care, performance management, program infrastructure, staff development, cross-sector partnerships, and translating data into stronger quality, accountability, and youth outcomes. Experienced in strategic planning, program operations, cross-functional leadership, performance management, and building high-impact partnerships that advance organizational mission and measurable community impact. Recognized for developing high-performing teams, driving continuous improvement, and implementing data-informed strategies that strengthen programs, increase capacity, and foster sustainable growth. Passionate about creating equitable systems of care, removing barriers to opportunity, and empowering individuals and communities to thrive through collaborative leadership, innovation, and lasting social impact.

CORE EXECUTIVE CAPABILITIES

Executive & Program Leadership • Strategic Planning & Execution • Trauma-Informed Care • Performance Management & CQI • Data Integrity, HMIS & ETO • Grant & Regulatory Compliance • Residential & Housing Services • Behavioral Health & Crisis Response • Human Trafficking Services • Workforce Development • Leadership Development • Community & Government Partnerships

PROFESSIONAL EXPERIENCE

COVENANT HOUSE TEXAS | Texas

Chief Program Officer | Sep 2022–Present

- Serve as the senior executive responsible for the strategic direction, operational performance, quality, and continuous improvement of Covenant House Texas' comprehensive program portfolio. Provide organization-wide leadership to ensure programs have the infrastructure, staffing, resources, technology, policies, and systems necessary to deliver high-quality services while supporting organizational growth and sustainability.
- Lead operational strategic planning and translate organizational priorities into measurable program goals, performance expectations, and accountability structures. Direct the organization's program performance framework, including KPI oversight, operational dashboards, supplemental reporting, data analysis, trend identification, and recommendations to the CEO, Senior Leadership Team, and Covenant House International. Champion the use of data as a management tool to strengthen service quality, organizational decision-making, and youth outcomes.
- Provide executive oversight of program budgets, grant and contract performance, regulatory compliance, and accreditation requirements in partnership with Program Directors, Finance, Human Resources, Grants and Contracts, and other organizational leaders. Recruit, develop, supervise, and coach program directors and departmental leaders while establishing the expectations, resources, and leadership infrastructure necessary for teams to perform successfully.

COVENANT HOUSE TEXAS | Texas

Director of Support Services / Interim Director of Transitional Living | Apr 2019–Sep 2022

- Provided senior program leadership across a diverse portfolio that included the Young Parents Program, Youth Engagement Center, Career Service Center, Prevention & Outreach, Human Trafficking Program, Transitional Living Program, and LGBTQ Pride Coalition. Directed program operations, staff leadership, budget oversight, grant compliance, service coordination, and performance management across multiple service areas.
- Built and strengthened systems for measuring program outcomes, maintaining data integrity, monitoring performance, and translating program information into specialized reports for government, foundation, and private funders. Collaborated closely with Development on grant proposals and with program leadership to ensure funded initiatives were implemented in alignment with contractual requirements, organizational priorities, and intended outcomes.
- Established departmental goals, policies, procedures, and operating expectations while supervising and developing multidisciplinary teams across youth engagement, outreach, prevention, career services, case management, and transitional living. Led the development of Covenant House Texas' Human Trafficking Program and strengthened organizational capacity through staff training on human trafficking and LGBTQ awareness.
- Oversaw HMIS and ETO data practices and helped establish a stronger connection between frontline service delivery, program performance, compliance, and organizational decision-making.

COVENANT HOUSE TEXAS | Greater Houston

Case Management Manager | Jan 2018–Apr 2019

- Led the case management function and supervised a seven-member case management team responsible for coordinating comprehensive services for youth. Strengthened the consistency and quality of assessment, service planning, documentation, referrals, advocacy, crisis response, and interagency coordination while maintaining a strengths-based approach centered on youth-defined goals.
- Provided management oversight of HMIS and ETO documentation, case records, service plans, progress notes, intake documentation, and incident reporting to promote data integrity and adherence to organizational standards. Cultivated relationships with community programs and service providers to expand referral pathways and strengthen access to resources.
- Served as a key operational leader during complex and emergency situations, balancing youth safety, regulatory requirements, organizational standards, and trauma-informed decision-making.

COVENANT HOUSE TEXAS | Greater Houston

Overnight Program Service Coordinator | Jun 2017–Jan 2018

- Entered Covenant House Texas in frontline residential leadership, overseeing overnight program operations, supervising regular, and substitute youth-service staff. Provided leadership during high-risk and crisis situations while ensuring youth received safe, respectful, and responsive services in alignment with program standards.
- Oversaw intake and assessment, crisis intervention, case management, advocacy, mentorship, and daily residential support while maintaining strong relationships with youth, staff, and community members. Supported staff performance through formal and informal supervision and helped create an environment in which young people's basic needs, safety, engagement, and individual development remained central to program operations.

EARLIER LEADERSHIP & YOUTH-SERVICES EXPERIENCE

Catholic Community Services — Shelter Site Manager – Seasonal | Oct 2016–Mar 2017 Supervised safe overnight shelter operations, staff and volunteers; completed intake, case management, group support, and culturally responsive client services.

Girl Scouts of Western Washington — Program Manager | Sep 2015–Mar 2017 Supervised and supported 200+ volunteers across Pierce County; led recruitment, onboarding, training, and ongoing volunteer performance support.

Kent Youth and Family Services — Site Supervisor | Jun 2014–Jun 2016 Supervised 15 staff and 10–20 partner/volunteer personnel; built school and community partnerships and supported Common Core-aligned afterschool programming.

Girl Scouts of Western Washington — Outreach Program Coordinator | Aug 2012–Jul 2014 Developed YPQA/Common Core-aligned curriculum, built community partnerships, and recruited, trained, supervised, and mentored volunteers and practicum students.

Associated Recreation Council — Childcare Counselor | Aug 2012–Jul 2015 Delivered youth enrichment programming and supported safe, engaging childcare operations.

Therapeutic Health Services — Childcare Coordinator – Summer Intern | Jun 2012–Aug 2012 Supported age-appropriate enrichment programming and positive relationships with children, families, staff, and the public.

Lafourche Parish Juvenile Justice Facility — Childcare Counselor | May 2010–Jun 2012 Provided direct supervision, service-plan support, crisis management, behavior intervention, conflict resolution, and structured programming for residents.

BOARD & COMMUNITY LEADERSHIP

Texas Network of Youth Services (TNOYS) — Board Member, Governance Committee | Aug 2024–Present Contribute to governance policy, legal and ethical compliance, executive leadership evaluation and succession planning, board recruitment and development, and annual review of bylaws and governance practices.

Selected Sector Engagement: Allies Against Slavery; Coalition for Juvenile Justice; Freedom Network Training Institute; Houston Rescue & Restore Coalition; National Network for Youth; TNOYS; United Against Human Trafficking; Covenant House Texas Pride Coalition.

EDUCATION

M.A., Human Services Counseling — Liberty University

B.A., Criminal Justice and Corrections — University of Louisiana at Lafayette

Family Engagement Summer Institute — Harvard University

SELECTED CERTIFICATIONS & TRAINING

Mental Health First Aid Trainer • Train the Trainer – Human Trafficking • Train the Trainer – CSE-IT • Train the Trainer – QYIT • IPS Model Facilitator • Housing Assessor • Circle of Security Parenting Program Facilitator • CPI Nonviolent Crisis Intervention • Trauma-Informed Care • Servant Leadership Management • YPQA • Cultural Competency • Compassionate Listening • CPR/AED



BOARD MEMBERS

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Young Professionals
President

LEADERSHIP TEAM

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Chief Philanthropy Officer

Sonia Cacique
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Daniel Fain
Chief Financial Officer

Anthony Flynn
Chief Executive Officer

Delesha Jones
Chief Program Officer

John Romaka
Chief Revenue Officer

David Sandberg
Chief Workforce Officer

The Way Home Continuum of Care Steering Committee

Houston, Texas

Re: Letter of Support for Delesha Jones – The Way Home CC Steering Committee

Dear Members of The Way Home Steering Committee,
I am pleased to provide my full support for ` and her application to serve on The Way Home Continuum of Care Steering Committee.

As Chief Executive Officer of Covenant House Texas, I have had the opportunity to work closely with Delesha and witness her leadership, expertise, commitment to young people, and ability to think strategically about complex issues affecting our organization and the broader community. I have tremendous confidence in her ability to represent Covenant House Texas thoughtfully and effectively in a community-wide decision-making capacity.

Delesha currently serves as our Chief Program Officer, providing leadership and strategic oversight for the quality, effectiveness, and direction of our programs and services. Her work encompasses a broad continuum of services for young people experiencing or at risk of homelessness, including emergency shelter, transitional housing, rapid rehousing, street outreach, homelessness prevention, supportive services, education, workforce development, and other wraparound services.

What distinguishes Delesha is her ability to connect the day-to-day realities of serving young people with the larger systems, policies, data, and partnerships necessary to create meaningful change. She brings a strong understanding of program operations while also thinking beyond the individual organization and considering how systems can work better together.

I trust Delesha's leadership and judgment. She is thoughtful, collaborative, solutions-oriented, and willing to ask the difficult questions necessary to improve outcomes. She has a strong ability to listen to different perspectives, identify common ground, and translate complex information into practical strategies. I have confidence that she will approach her service on the Steering Committee with professionalism, integrity, and a genuine commitment to the collective work of our community.

I believe Delesha would be an excellent fit for The Way Home Steering Committee because she brings a combination of executive leadership, youth homelessness expertise, program knowledge, data and quality improvement experience, community engagement, advocacy experience, and a genuine commitment to collaboration.

Most importantly, I trust her to represent Covenant House Texas with the same level of integrity, professionalism, and commitment that she demonstrates in her work every day. I am confident that she will contribute meaningfully to the Steering Committee while also bringing the perspective of a youth-serving organization to the broader conversation about ending homelessness in our community.

I strongly support Delesha's application and would be pleased to have her represent Covenant House Texas in this important leadership capacity.

Please feel free to contact me if additional information would be helpful.

Sincerely,

Anthony Flynn
Chief Executive Officer
Covenant House Texas

LILIANA RAMBO

CANDIDATE PROFILE

Organization: SERJobs

Title: Chief Executive Officer

At-Large Seat: Permanent Housing Services

Lived Experience With Homelessness: No

County: Harris County

Affiliated with a Partner Organization:No

NARRATIVE

Please describe your personal and/or work experience with the expertise/population/field you would be representing, if elected.

While I have not personally received services through The Way Home, my professional work closely connects with the population it serves. As CEO of SERJobs, I work with individuals facing housing insecurity, unemployment, and other barriers to stability. Throughout my career, I have also worked across nonprofit, government, and community organizations, giving me a strong understanding of how partnerships, workforce development, and supportive services can help individuals move toward long-term stability and self-sufficiency.

Please describe your experience working within The Way Home, Continuum of Care (CoC) programs, and/or similar programs focused on ending homelessness.

While I do not have direct experience with The Way Home Continuum of Care, as CEO of SERJobs, I work with individuals who may be experiencing housing insecurity and other barriers to stability. SERJobs provides wraparound services, job readiness, career coaching, and skilled-trades training that help individuals gain employment and move toward greater economic and housing stability.

Please describe your experience, if any, serving on a board of directors, decision-making bodies, including any leadership roles.

Throughout my career, I have held numerous board leadership positions, serving as a board member, executive committee member, president, and board chair. Organizations include the International Parking & Mobility Institute, Texas Parking & Transportation Association, Florida Parking & Transportation Association, USO, Wings of Compassion–Houston Airports, COMTO, and Women Professionals in Government. These roles have provided extensive experience in governance, strategic leadership, collaboration, and community engagement.

Please describe your specific skills that can benefit The Way Home.

I would bring strong leadership, governance, strategic planning, and community partnership experience to The Way Home. As CEO of SERJobs, I also bring expertise in workforce development, skilled-trades training, employer engagement, and connecting individuals facing barriers to employment with opportunities for economic stability. Most importantly, I bring a collaborative approach and a commitment to creating practical pathways that help individuals move toward greater stability and self-sufficiency.

Why do you want to serve on The Way Home Steering Committee?

I want to serve on The Way Home Steering Committee because I believe housing stability and economic opportunity are deeply connected. Through my work at SERJobs, I see how employment, skills training, and supportive services can change the trajectory of someone's life. I want to contribute that workforce perspective while learning from others and helping create stronger pathways to long-term stability for people in our community.

If you are elected to the Steering Committee, what do you hope to work on and accomplish?

If selected, I hope to strengthen the connection between housing stability, workforce development, and economic opportunity. I would like to help create stronger pathways to employment, skills training, and supportive services so individuals can not only obtain stable housing but also build the financial independence needed to sustain it long term.

What else would you like the partners of The Way Home to know about you?

I am passionate about creating opportunities for people who may simply need someone to open a door. As an immigrant who came to this country at a young age, I understand personally the difference opportunity, education, and support can make. Throughout my career, I have focused on bringing people and organizations together to solve challenges and strengthen our community. I would bring that same passion, collaboration, and commitment to The Way Home.

LILIANA L. RAMBO, IAP, CM, CAPP

TRANSFORMATIONAL CHIEF EXECUTIVE | ORGANIZATIONAL BUILDER | COMMUNITY CONVENER

Organizational Transformation • Strategic Growth • Financial Stewardship • Workforce Innovation • Public-Private Partnerships

Humble, Texas | (713) 292-3590 | Liliana.rambo@yahoo.com

EXECUTIVE PROFILE

Transformational chief executive with more than three decades of progressive leadership across nonprofit, aviation, municipal government, and private enterprise. Proven record of strengthening organizations through strategic repositioning, financial stewardship, culture change, operational modernization, governance, workforce development, customer experience, and high-impact partnerships. Combines large-scale operating leadership with a community-centered approach to building sustainable institutions, developing leaders, and creating opportunity.

As Chief Executive Officer of SERJobs, has led a major organizational transformation centered on construction and skilled trades workforce development, stronger governance, enterprise performance management, diversified revenue, and measurable employment outcomes. Previously served as Chief Terminal Management & Administration Officer for the Houston Airport System, with responsibility for more than 500 service-delivery team members and an annual budget exceeding \$120 million, including operating resources and terminal capital projects.

CAREER-DEFINING EXECUTIVE IMPACT

\$857K Positive operating variance at SERJobs	\$5.053M Grant funding secured	+139% Employment placement growth	\$120M+ Airport operating/capital budget leadership
500+ Airport service-delivery team members	\$1.5B+ Airline investments negotiated	5-Star Skytrax rating achieved at Hobby	4-Star Skytrax rating achieved at Bush Intercontinental

PROFESSIONAL EXPERIENCE

SERJobs | Chief Executive Officer 2025–Present

Houston, Texas

Recruited to lead the transformation of a 60-year-old workforce development organization serving the Texas Gulf Coast. Provides enterprise leadership for strategy, financial sustainability, governance, fundraising, workforce programming, employer engagement, operations, partnerships, and organizational performance.

Strategic Transformation & Governance

- Developed and implemented the Board-approved 2026–2030 Strategic Plan, repositioning SERJobs around construction and skilled trades and establishing a focused long-term growth strategy.
- Strengthened Board governance through updated bylaws, enhanced committee engagement, clearer executive reporting, and stronger alignment between oversight, strategy, and organizational performance.
- Implemented executive dashboards, weekly KPI reporting, and cross-functional accountability systems to improve transparency, decision-making, and execution.
- Built an integrated workforce model connecting recruitment, navigation, training, coaching, employer engagement, placement, financial services, and wraparound support.

Financial Stewardship & Revenue Diversification

- Converted a projected \$175,000 operating deficit into a \$682,000 operating surplus, delivering an \$857,000 positive operating variance during the first year of leadership.
- Improved cash liquidity from \$195,000 to \$551,000 and strengthened operating stability, eliminating reliance on the line of credit for routine cash flow.
- Secured \$5.053 million in grant funding while advancing an additional \$3.2 million in proposals to support workforce innovation, construction training, financial empowerment, and organizational sustainability.
- Expanded earned-income strategies through employer partnerships, training services, facility utilization, and the SERJobs Construction Collaborative, including approximately \$400,000 associated with the collaborative and additional earned revenue.

Workforce Innovation, Employer Engagement & Community Impact

- Increased employment placements from 108 to 258 within ten months, a 139% increase in successful employment outcomes.
- Established and expanded in-house construction training capacity, including full-time instruction in Carpentry/Drywall and HVAC, reducing reliance on external providers and strengthening quality and sustainability.
- Launched the SERJobs Construction Collaborative to convene employers, contractors, educators, workforce partners, and industry leaders around regional skilled-trades workforce needs.
- Expanded employer-driven career pathways and partnerships across construction, skilled trades, logistics, education, government, philanthropy, and community organizations.

- Modernized the organization's brand and communications platform, including a redesigned website and stronger digital engagement, increasing visibility with employers, funders, partners, and the community.

HOUSTON AIRPORT SYSTEM

Houston Airport System | Chief Terminal Management & Administration Officer Feb 2020–May 2025

Houston, Texas

Executive responsible for terminal management and administration across George Bush Intercontinental Airport (IAH) and William P. Hobby Airport (HOU), providing strategic direction to deliver world-class passenger service. Led more than 500 service-delivery team members and an annual budget exceeding \$120 million, including operating resources and terminal capital projects. Executive portfolio also included Workforce, Innovation & Development; Supply Chain Management; Office of Business Opportunities; Operational Readiness and Airport Transfer (ORAT); employee training, certification, relations and engagement; systemwide emergency communications; and representation of Houston Airports at local, state, federal and international forums.

Global Service Excellence & Organizational Transformation

- Provided executive leadership for William P. Hobby Airport's achievement of the prestigious Skytrax 5-Star Airport Rating, a career-defining milestone in passenger experience and operational excellence; also led executive initiatives supporting George Bush Intercontinental Airport's Skytrax 4-Star rating.
- Partnered with the Executive Director to design and implement a department-wide culture transformation, moving from a hierarchical command-and-control structure to a flatter, functional organization that empowered employees to participate in delivering exceptional customer service.
- Delivered double-digit improvement at both IAH and HOU in the 2020 J.D. Power North America Airport Satisfaction Study compared with 2019.
- Designed and executed Houston Airports' first Employee Engagement Program across approximately 1,300 employees, improving morale, participation, and engagement as reflected in employee survey results.

Capital Programs, Commercial Strategy & Operational Readiness

- Spearheaded terminal renovations and multimillion-dollar infrastructure improvements while maintaining a seamless passenger experience, including Terminal D renovation and the D West Pier, restroom and flooring renovations, passenger boarding bridge replacements, TSA screening-lane upgrades, information counters, and new mothers', sensory, and prayer rooms.
- Served as a key executive in negotiating airline leases and development agreements representing more than \$1.5 billion in investments across Houston's two commercial airports.
- Provided executive oversight for Operational Readiness and Airport Transfer (ORAT), helping prepare newly constructed facilities for successful turnover to operating teams.
- Directed administrative and operational functions spanning supply chain, business opportunities, workforce development, terminal management, and systemwide communications.

Crisis Leadership & Safety

- Led front-line terminal teams through the COVID-19 pandemic while sustaining strong employee engagement and continuity of critical airport operations.
- Led FLYSAFEHOUSTON, an internationally accredited passenger- and employee-focused health and safety initiative; both Houston commercial airports received Airports Council International health accreditation and were the first airports in Texas to do so in 2020.

Houston Airport System | General Manager – William P. Hobby Airport Dec 2017–Feb 2020

Houston, Texas

Directed day-to-day management of William P. Hobby Airport, establishing policies, procedures, project schedules, stakeholder relationships, and service standards for a safe, secure, efficient, and customer-focused operation. Managed a \$48 million annual budget and led more than 250 staff and team members.

- Successfully implemented more than 10 major projects in FY2018 with direct positive impact on the passenger experience.
- Helped position Hobby among the nation's leading customer-service airports, with recognition from J.D. Power and Airports Council International in 2018 and 2019.
- Led more than 250 staff and team members and achieved the highest overall employee engagement scores within the airport system.
- Built collaborative relationships with air carriers, tenants, business partners, employees, and community stakeholders to advance operational and customer-experience priorities.

PRIVATE-SECTOR EXECUTIVE LEADERSHIP

Winpark | President Sep 2015–Dec 2017

Houston, Texas

Led operations, finance, strategic planning, marketing, business development, organizational culture, and growth for a Houston-based parking operating company serving Class A office towers, hospitals, universities, and restaurants in Houston, San Francisco, Dallas, Sacramento, Phoenix, and Austin.

- Expanded the portfolio of managed and/or leased facilities by 30% within one year.

- Increased net company revenue by more than \$500,000 within two years.
- Led companywide reorganization, refreshed policies and procedures, modernized the website, and strengthened organizational culture and operating discipline.

CITY OF HOUSTON LEADERSHIP

City of Houston | Parking Director – Houston Airports Jul 2011–Sep 2015

Houston, Texas

Directed parking operations for George Bush Intercontinental and William P. Hobby airports, with more than \$95 million in annual parking revenue, over 35,000 spaces, and a 24/7/365 operation supported by more than 250 operator-managed employees. Oversaw parking facilities, shuttle operations, marketing, advertising, new products, and capital projects.

- Served as a lead team member in planning, design, and construction of the Hobby International Parking Structure and Bush Airport's ecopark Lot 2.
- Implemented a high-revenue-yield valet parking program at both Hobby and Bush Intercontinental airports.
- Exceeded annual revenue budget by 13% while advancing new customer-service and parking initiatives.
- Implemented a golf-cart ambassador program to enhance passenger assistance and the parking customer experience.

City of Houston | Parking Director – On-Street Parking Apr 2005–Jul 2011

Houston, Texas

- Procured, negotiated, and implemented a new parking management system integrating 46 handheld devices, an eBusiness portfolio, seven interfaces, and six business modules.
- Negotiated and implemented a 1,500-space multi-space parking meter program incorporating a 1.9-mile Wi-Fi network, curb striping, and signage for Houston's central business district - the first program of its kind in the country.
- Raised meter operational availability to 97% and established stronger financial controls and audit procedures across meter collections, enforcement, and customer service.
- Led an organization recognized as the International Parking Institute's 2007 Parking Organization of the Year and received the Texas Parking Association's 2008 Distinguished Service Award.

EARLIER CAREER

City of Hollywood | Municipal Leadership 2001–2005

Hollywood, Florida

Continued progressive municipal leadership in parking, transportation, and public-service operations.

Miami Parking Authority | Progressive Leadership Roles 1987–2001

Miami, Florida

Advanced through increasingly responsible roles over a 14-year career: Accounting Clerk; Accounts Payable/Data Entry Clerk; Purchasing Specialist; Sales & Marketing Coordinator; Manager of Off-Street Facilities; and Director of Off-Street Facilities. Built the operational, financial, procurement, marketing, and facility-management foundation for later executive leadership.

EDUCATION & EXECUTIVE DEVELOPMENT

- B.B.A., Marketing and International Business - Florida International University, Miami, Florida (1995)
- American Leadership Forum - Senior Fellow, Class VXII
- University of Houston Leadership Management Program - Graduate (2023)
- Airport Management Professional Accreditation Program - Graduate (2020)
- American Association of Airport Executives - Certified Member (2019)

PROFESSIONAL CREDENTIALS

- International Airport Professional (IAP)
- Certified Manager (CM)
- Certified Administrator of Public Parking (CAPP)

BOARD & PROFESSIONAL LEADERSHIP

- Texas Commercial Airports Association - Board Member (2019–2024)
- Texas USO - Board Member (2019–Present)
- Houston Airport System Wings of Compassion - Board Member (2019–Present)
- Hobby Management District - Board Member (2018–Present)
- Texas Women in Transportation - Board Member (2017)
- COMTO Houston - Board Leadership

SELECTED HONORS & RECOGNITION

- Extraordinary Woman Making History - She Said Foundation (2026)

- Recognition - Construction Management Association of America (2024)
- National Association of Minority Contractors, Houston Chapter - Diversity Award (2023)
- Top 25 Supplier Diversity Champion Honoree (2022 and 2023)
- Houston Women's Chamber of Commerce - Breakthrough Woman (2023)
- Houston Women's Chamber of Commerce - Trailblazer Award (2022)
- Women in the Fast Lane of STEAM Honoree (2020)
- Texas Parking Association - Distinguished Service Award (2008)
- International Parking Institute - Parking Organization of the Year (2007)

EXECUTIVE LEADERSHIP STRENGTHS

Organizational Transformation • Strategic Planning • Financial Stewardship • Board Governance • Culture Change • Operational Excellence • Workforce & Economic Development • Customer Experience • Capital Programs • Public-Private Partnerships • Employer Engagement • Crisis Leadership

LANGUAGES

Spanish - Full Professional Proficiency

LEADERSHIP PHILOSOPHY

“Leadership is stewardship. I strengthen organizations, develop leaders, and create opportunities that endure long after my leadership has ended.”

SHUN JOHNSON

CANDIDATE PROFILE

Organization: TLC Health & Wellness

Title: Chief Executive Officer

At-Large Seat: Permanent Housing Services

Lived Experience With Homelessness: No

County: Harris County

Affiliated with a Partner Organization: Yes

NARRATIVE

Please describe your personal and/or work experience with the expertise/population/field you would be representing, if elected.

As CEO of TLC Health & Wellness, I am responsible for operating four housing assistance programs, two of which are Permanent Supportive Housing programs. I have worked in the nonprofit sector for almost thirty years, primarily providing housing and supportive services to vulnerable populations, many of whom were experiencing or at risk of homelessness.

My career began in direct services as a Case Manager serving youth and young adults ages 18–24 experiencing homelessness. At that time, I was close in age to many of the young people I served, which gave me an early and lasting appreciation for the importance of meeting people where they are and recognizing the circumstances and barriers that can contribute to housing instability. Over the course of my career, I have served as a Program and Development Director, Chief Operating Officer, and in other leadership roles, gaining experience in direct service, program development, grant writing, program management, compliance, organizational operations, and executive leadership.

Through nearly three decades of work, I have gained experience at multiple levels of the homeless response system, from direct service to program development, organizational leadership, system planning, and governance. I understand both the realities providers face in implementing programs and the broader systems and partnerships required to create meaningful and sustainable outcomes.

I believe this combination of direct service experience, housing program leadership, community planning, stakeholder engagement, and executive leadership allows me to bring a knowledgeable, practical, and informed provider perspective to The Way Home Steering Committee.

Please describe your experience working within The Way Home, Continuum of Care (CoC) programs, and/or similar programs focused on ending homelessness.

As CEO of TLC Health & Wellness, I have worked closely with The Way Home Continuum of Care as a community partner for the last four years. During that time, I have worked

with the Youth Advisory Board, participated in various committees and workgroups, and served as a Provider Representative on the Steering Committee.

My involvement has allowed me to experience The Way Home from multiple perspectives, including as a service provider, community partner, and member of the CoC's governance structure. Through this work, I have participated in conversations and processes related to homelessness response, system planning, provider needs, youth homelessness, and efforts to strengthen coordination across the Continuum of Care. I have also had the opportunity to provide feedback and input regarding the direction of the current three-year plan being developed by The Way Home, allowing me to contribute a provider perspective to the priorities and strategies that will guide the CoC's work moving forward.

My experience with The Way Home extends beyond operating programs. I previously volunteered and participated on committees supporting the development of Houston's Coordinated Community Plan for ending youth homelessness. I also served on the writing team responsible for developing the plan for submission to HUD and participated in stakeholder engagement with the Youth Advisory Board, including young people with lived experience of homelessness. For me, this experience reinforced the importance of ensuring that system planning is informed by both providers and the people directly affected by the systems we are trying to improve.

As a provider, I have also gained practical experience navigating the requirements, partnerships, funding structures, and service expectations associated with CoC programs. This has given me an understanding of both the opportunities and challenges that providers encounter when implementing programs within a larger homeless response system.

My four years of engagement with The Way Home, combined with nearly thirty years of work in housing and supportive services, have given me a strong understanding of the importance of collaboration, communication, accountability, and shared responsibility in addressing homelessness. I value the opportunity to contribute not only as a provider, but as a partner committed to strengthening the CoC as a whole.

Please describe your experience, if any, serving on a board of directors, decision-making bodies, including any leadership roles.

My experience serving on boards of directors and decision-making bodies spans nearly 20 years and includes nonprofit governance, committee leadership, fundraising, scholarship selection, and organizational decision-making.

My most directly relevant experience is my service as a Provider Representative on The Way Home Steering Committee from 2024 to present. During my tenure, I participated in the governance of the Continuum of Care and served on subcommittees, including the Nominations Committee and Charter Committee. This experience has given me a deeper understanding of the responsibility that comes with participating in decisions that affect the broader homeless response system and the providers and communities within it.

From 2022–2024, I served as a board member of the Gamma Pi Lambda Community Foundation, which serves the Gulf Coast and Galveston communities. From 2018–2023, I

served as an officer and board member of Expecting Life Foundation, an organization providing counseling and other social services to families.

I have also been a volunteer with the Houston Livestock Show and Rodeo for the last 15 years, during which time I have held various leadership roles within committees responsible for activities that include fundraising and the selection of Texas youth as recipients of educational scholarships. This experience has provided opportunities to participate in collaborative decision-making, evaluate needs and qualifications, and help steward resources intended to benefit young people and the broader community.

Across these experiences, I have learned that effective governance requires more than simply making decisions. It requires listening to diverse perspectives, understanding the implications of decisions, asking thoughtful questions, balancing competing priorities, maintaining accountability, and keeping the mission and the people being served at the center of the work.

These experiences have prepared me to contribute thoughtfully to a governing body and to understand the distinction between organizational leadership, governance, and the responsibility to consider the broader interests of the community.

Please describe your specific skills that can benefit The Way Home.

I bring a combination of nonprofit executive leadership, systems thinking, program design, research, funding expertise, stakeholder engagement, and practical implementation knowledge that allows me to examine homelessness not only as a social problem, but as a complex system that requires coordinated and sustainable solutions.

My experience as a nonprofit executive has given me a strong understanding of organizational leadership, program operations, resource allocation, partnerships, and the realities providers face when translating system-level goals into effective services. I also bring experience in developing programs, identifying funding opportunities, writing grants, evaluating needs, and connecting strategy to practical implementation.

I believe one of my greatest strengths is my ability to look at an issue from both the individual and systems perspectives. I can consider the immediate needs of people experiencing or at risk of homelessness while also examining the policies, processes, resources, partnerships, and structural barriers that influence outcomes.

Lastly, I am committed, available, and willing to ask uncomfortable questions. I believe that effective governance requires the willingness to respectfully challenge assumptions, examine difficult circumstances, and have honest conversations when doing so can lead to stronger decisions and better outcomes for the people and communities we serve.

Why do you want to serve on The Way Home Steering Committee?

I would like to continue to serve on The Way Home Steering Committee in a final term as one of the Provider Representatives because I have thoroughly enjoyed the work and processes involved in supporting our CoC's homeless response system and the partner agencies that comprise

The Way Home CoC. I believe that the Steering Committee is a place where the voices of providers can be amplified and respected, and I value the opportunity to bring the perspective of a provider who is actively engaged in the work.

Over the past several years, I have developed a deeper understanding of the responsibilities and opportunities that come with serving on the Steering Committee. I value the relationships I have built with other providers, community partners, and system leaders, as well as the opportunity to participate in conversations that shape our collective approach to addressing homelessness.

I would like to serve one final term because I believe there is still meaningful work to be done, and I want to continue contributing my experience, perspective, and commitment to that work. I am particularly interested in supporting continued collaboration, accountability, and communication among providers and in helping ensure that the system remains responsive to the people and communities we collectively serve. I believe my service has strengthened our CoC and provided an important perspective from the provider community, and I would be honored to have the opportunity to continue that contribution.

If you are elected to the Steering Committee, what do you hope to work on and accomplish?

If re-elected to the Steering Committee, I hope to focus on strengthening the connection between system-level strategy and the realities experienced by providers and the people we serve. I would like to help ensure that our work remains grounded in the community plan and that the priorities identified as most pressing by providers and community partners continue to guide where we focus our collective attention and resources.

One area I would particularly like to explore is identifying and addressing gaps within our current systems and processes that may prevent people from accessing the resources and support they need. I believe we should be willing to examine what is working, where gaps remain, and where opportunities exist to improve coordination and outcomes.

I would also like to contribute to conversations around sustainable solutions to homelessness, including prevention, rapid resolution, employment and income stability, and strategies that reduce the likelihood of people returning to homelessness. I am particularly interested in identifying opportunities to intervene earlier and address the barriers that contribute to housing instability.

Ultimately, I hope to help strengthen a system that is responsive, accountable, and practical. I would like my final term on the Steering Committee to result in meaningful progress toward the priorities identified by our community and to contribute thoughtful questions, practical solutions, and a provider perspective that helps connect strategy to implementation.

What else would you like the partners of The Way Home to know about you?

Outside of my professional work, I am a wife, a mother, the daughter of aging parents, and a member of this community. I am also a writer and a lifelong learner, and I value the time I am able to spend with my family, explore new places, and pursue the creative interests that allow me to step outside of my professional role.

These roles and interests continually remind me that behind every program, policy, and system are people, families, and communities whose lives are affected by the decisions we make. I hope partners know that while I take the work seriously, I never lose sight of the people behind the work.

SHUN C. JOHNSON

SUMMARY of QUALIFICATIONS

Nonprofit executive with nearly 30 years of experience in housing, supportive services, homelessness response, and community-based organizations. Extensive experience in organizational leadership, program development and management, resource development, government contracts, grants management, regulatory compliance, staff leadership, and community collaboration. Proven experience building organizational capacity, developing partnerships, and connecting people to services and resources. Experienced in working across organizational and community systems to strengthen programs, improve coordination, and support effective service delivery.

Areas of Expertise:

- | | | |
|---|--------------------------|---------------------------|
| ▪ Executive & Organizational Leadership | ▪ Program Management | ▪ Community Collaboration |
| ▪ Government Contracts & Grant Management | ▪ Strategic Planning | ▪ Resource Development |
| ▪ Regulatory Compliance | ▪ Staff Leadership | ▪ Research & Analysis |
| ▪ Technical & Creative Writing | ▪ Stakeholder Engagement | ▪ Contract Negotiations |

RELVANT PROFESSIONAL EXPERIENCE

TLC Health & Wellness, Houston, TX

2020 – Present

Chief Executive Officer

Responsible for the vision, mission, growth, and development of the organization as a member of the founding team. Transitioned the agency from a volunteer service organization to a funded community service provider, growing the organization to a staff of 20 and expanding its capacity through government contracts and other funding. Builds and maintains community partnerships and collaborative relationships that expand available services and resources for program participants. Provides executive leadership, program management, staff supervision, and developmental training. Responsible for fundraising, organizational development, contract procurement, and management. Serves as liaison to community stakeholders, Board of Directors, funders, collaborating agencies, and governmental agencies. Ensures fiscal and programmatic compliance while advancing the organization's mission and strategic priorities.

A Caring Safe Place, Inc., Houston, TX

1999 – 2023

Chief Operating Officer

Responsible for providing program leadership and management for community-based social service agency, in addition to facilitating all internal and external corporate communications, including media and print. Served as liaison to board of directors, government entities, community partners, collaborating agencies, and various funding sources. Managed multi-million dollar federal and local grants for housing and supportive services programs, as well as Community Housing Development Organization (CHDO) specific development of affordable single-family housing in underserved communities. Ensured fiscal and programmatic compliance for all programs and agency operations. Responsible for all fundraising, grant writing, research, and development. Created and implemented program growth and development strategies. Recruited and managed all employees and volunteers. Coordinated benefits and ensured quality assurance.

LifeOptions, Inc., Houston, TX

2001 – 2005

Program Director

Responsible for providing program management, strategic planning, and resource development. Ensured the delivery of high-quality services to clients. Maintained fiscal viability of programs. Served as liaison to various internal and external bodies, including the board of directors, funding entities, contributors, and collaborators. Provided direct client services, in addition to staff and volunteer supervision.

Houston Area Community Services, Houston, TX

1999 – 2001

Director of Youth and Housing Services

Responsible for program development, funding, compliance reporting, staff supervision, and program management. Maintained ongoing quality assurance, provided direct client care, and ensured program compliance. Served as liaison to grantors, government entities, and community partners.

Trinity Life Center, Inc., Houston, TX

1997 - 1999

Executive Administrator (July 1998 - June 1999)

Responsible for management, evaluation, and compliance enforcement of programs serving youth experiencing homelessness. Provided grant writing and management, program and resource development, and staff supervision. Ensured appropriate program implementation and operations. Coordinated various fundraising events. Created and distributed employee and client newsletters, press releases, and media announcements. Developed and implemented tracking procedures. Prepared monthly, quarterly, and annual performance reports.

Case Manager, (June 1997 - July 1998)

Encouraged and facilitated independent living skills by assisting youth and young adults experiencing homelessness in the areas of continuing education, employment, life skills training, physical and mental health care improvement, intensive behavior modification skills, and HIV prevention/intervention education and counseling. Completed intake assessments, implemented service plans, provided referral and linkage services, and assisted with permanency and discharge planning.

EDUCATION

Ph.D. Candidate: Educational Policy, Leadership, and Management, Walden University	Expected 2026
Master of Philosophy, Education, Walden University	2025
Master of Arts, Behavioral Science: Psychology, University of Houston – Clear Lake	1998
Bachelor of Science: Psychology, Xavier University of Louisiana	1996

RESEARCH EXPERIENCE

Neuroscience Laboratory - University of Houston-Clear Lake	1996 – 1998
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PUBLICATIONS

Malin, D.H., Lake, J.R., Sheno, M., Upchurch, T.P., Johnson, S.C., Schweinle, W.E., & Cadle, C.D. (1998). The nitric oxide synthesis inhibitor nitro-L-arginine (L-NNA) attenuates nicotine abstinence syndrome in the rat. *Psychopharmacology*, 40(3), 371-377.

CHANICA BROWN

CANDIDATE PROFILE

Organization: Houston Area Women's Center

Title: Chief Client Services Officer

At-Large Seat: Crisis Response Services

Lived Experience With Homelessness: No

County: Harris County

Affiliated with a Partner Organization: Yes

NARRATIVE

Please describe your personal and/or work experience with the expertise/population/field you would be representing, if elected.

As Chief Client Services Officer at the Houston Area Women's Center (HAWC), I lead one of the region's most comprehensive housing and crisis response systems serving survivors of domestic violence, sexual assault, sex trafficking, and homelessness. In this executive role, I oversee a continuum of programs that includes Emergency Housing, Transitional Housing, Rapid Rehousing, Behavioral Health and Wellbeing Services, Legal Advocacy, Economic Empowerment, and HAWC's 24-hour Crisis Hotline. Collectively, these programs support individuals and families as they move from crisis to safety, stability, and long-term self-sufficiency.

Under my leadership, HAWC's Emergency Housing Services provide immediate shelter and trauma-informed support for survivors and their children, while our Transitional Housing and Rapid Rehousing programs help families successfully transition into permanent housing. I oversee programs that combine housing assistance with intensive case management, financial coaching, employment supports, and community resource connections, creating pathways to long-term housing stability.

I also lead our 24-hour Hotline and crisis response services, which often serve as the first point of contact for individuals experiencing violence, housing insecurity, or both. Through strong partnerships with law enforcement, healthcare providers, housing organizations, and community agencies, we coordinate rapid interventions and connect survivors to the broader housing response system.

I also provide executive oversight of Behavioral Health and Wellbeing Services, Legal Advocacy, and Economic Empowerment programs, which address many of the underlying factors that contribute to housing instability and homelessness. These services help survivors heal from trauma, navigate complex legal challenges, increase financial independence, secure employment, and remove barriers to long-term housing stability. Together, they create a comprehensive pathway from crisis to recovery, ensuring survivors have the resources, support, and opportunities needed to achieve safety, self-sufficiency, and permanent housing.

Please describe your experience working within The Way Home, Continuum of Care (CoC) programs, and/or similar programs focused on ending homelessness.

My experience with The Way Home and Continuum of Care (CoC) programs is rooted in both direct program leadership and system-level collaboration. Through HAWC's DV Bonus-funded Transitional Housing and Rapid Rehousing programs, I have worked closely with partners across the homeless response system to ensure survivors of domestic violence have meaningful access to safe and stable housing.

When HAWC reestablished Transitional Housing in 2025, I led the program's development and implementation, including designing policies, procedures, assessment tools, and service models aligned with housing stabilization goals and best practices. I collaborated with community partners to ensure the program complemented existing resources and strengthened the connection between domestic violence services and the broader homelessness response system.

I work closely with regional housing and homelessness partners, including those engaged in Coordinated Access, Continuum of Care initiatives, and system planning efforts led by the Coalition for the Homeless. Through these partnerships, I help ensure that domestic violence housing programs are effectively integrated into the broader homeless response system while advancing coordinated, survivor-centered solutions. I bring a strong understanding of how to balance system alignment with the unique safety, confidentiality, and trauma-informed practices required to successfully serve survivors experiencing housing instability and homelessness.

Beyond my work at HAWC, my career has centered on serving populations at greatest risk of housing instability and homelessness, including survivors of violence, children in foster care, and refugee families. This work has given me a deep understanding of how crisis intervention, housing stabilization, and supportive services must be strategically aligned to create lasting outcomes to prevent and end homelessness. Across these systems, I have built strong community partnerships, navigated complex service networks, and led initiatives that address both immediate needs and long-term stability. As a result, I bring a collaborative, systems-focused perspective grounded in improving housing, safety, and overall well-being for individuals and families facing significant barriers.

Please describe your experience, if any, serving on a board of directors, decision-making bodies, including any leadership roles.

I have extensive experience serving on advisory groups, steering committees, and leadership bodies responsible for shaping policy, strategy, and programmatic decision-making. These experiences have strengthened my ability to evaluate complex issues, build consensus among diverse stakeholders, and contribute to effective governance.

My service includes participation on Harris County's Ending the HIV Epidemic Community Advisory Board and Catholic Charities USA's Children and Families Steering Committee, where I helped inform system-level strategies, strengthen service coordination, and advance outcomes for vulnerable populations.

In my current role as Chief Client Services Officer at the Houston Area Women's Center, and previously as Vice President of Children and Family Services and Director of the Immigrant and Refugee Foster Care Program at Catholic Charities, I have served in senior leadership positions responsible for strategy, program oversight, performance management, and stakeholder engagement. These roles have required me to make data-informed decisions, build consensus among diverse partners, manage complex funding and compliance requirements – including reporting to funders and stakeholders, and lead initiatives that improve outcomes for vulnerable populations. This experience has prepared me to contribute effectively to the collaborative governance and system-level decision-making responsibilities of The Way Home Steering Committee.

Additionally, I serve as Strategic Planning Chair for a nationally recognized community service organization. In this leadership role, I guide strategic planning efforts, facilitate stakeholder input, monitor organizational progress, and help ensure alignment between long-term goals and operational execution.

Outside of my professional role with HAWC, I serve as Strategic Planning Chair for a well-known national community service organization focused on leadership development, civic engagement, and enrichment for children and families. I lead the development, measurement, and tracking of the organization's strategic plan, facilitate feedback processes, and support alignment across committees. This experience has strengthened my ability to evaluate complex issues, build consensus among diverse stakeholders, and contribute to effective system-level planning and governance.

Please describe your specific skills that can benefit The Way Home.

I offer a unique combination of frontline experience, executive leadership, and systems-level expertise that can help strengthen The Way Home's efforts to address homelessness across our region.

My professional strengths include strategic planning, housing program development, cross-sector collaboration, systems integration, policy development, performance management, and data-driven decision-making. Throughout my career, I have successfully led complex programs serving vulnerable populations while balancing operational realities, client needs, funding requirements, and community priorities.

One of my greatest strengths is the ability to translate frontline challenges into actionable system improvements. Having worked both directly with clients and in executive leadership roles, I understand how policy decisions impact service delivery and outcomes. This perspective allows me to bridge gaps between strategy and implementation while ensuring the voices of providers and participants remain part of the conversation.

I also bring deep expertise in trauma-informed care, housing stabilization, crisis response, and collaborative problem-solving. I am known for building strong partnerships, fostering accountability, and bringing stakeholders together around shared goals. These skills will allow me to contribute constructively to Steering Committee discussions and support efforts to strengthen the effectiveness, accessibility, and impact of The Way Home system.

Why do you want to serve on The Way Home Steering Committee?

I am seeking to serve on The Way Home Steering Committee because I believe meaningful solutions to homelessness require diverse perspectives, strong partnerships, and leadership that reflects the realities of the populations being served.

Survivors of domestic violence represent a significant portion of individuals and families experiencing housing instability, yet their experiences often involve unique challenges related to safety, confidentiality, trauma, legal issues, and economic vulnerability. As a leader overseeing housing and crisis response services for survivors, I have firsthand knowledge of these challenges and understand how closely they intersect with homelessness.

As Chief Client Services Officer at the Houston Area Women's Center, I see firsthand how closely domestic violence and homelessness are intertwined. Many survivors experiencing homelessness are not reflected in traditional homelessness counts because they are staying in hotels, living temporarily with family or friends, couch surfing, or moving between unsafe situations to avoid returning to an abusive environment. While they may not always be visible within formal homelessness reporting, they are nonetheless experiencing housing instability and are at significant risk of chronic homelessness.

In overseeing emergency shelter, transitional housing, and rapid rehousing programs, I have also seen that many survivors entering our services have experienced prolonged housing instability and homelessness prior to seeking help for violence. Their needs often extend beyond immediate safety and require coordinated housing, behavioral health, legal, and economic supports to achieve long-term stability.

Serving on the Steering Committee would provide an opportunity to bring this perspective to system-level discussions, strengthen collaboration between domestic violence and homeless service providers, and support solutions that improve access, safety, and long-term stability for all individuals experiencing homelessness.

Most importantly, I want to help advance a coordinated and responsive system that leverages collective expertise, removes barriers to housing, and creates lasting pathways to stability. I believe my experience, relationships, and commitment to collaboration would allow me to make a meaningful contribution to this work.

If you are elected to the Steering Committee, what do you hope to work on and accomplish?

If selected, I hope to strengthen communication and collaboration between service providers, elevate the voices of frontline practitioners, and ensure that system planning reflects the diverse experiences of individuals and families navigating homelessness.

Given HAWC's role in the region and my oversight of domestic violence housing and crisis response services, one of my primary goals would be to further integrate domestic violence and gender-based violence perspectives into housing and homelessness initiatives. Survivors often face barriers that differ from other populations experiencing homelessness, and I believe there are opportunities to strengthen coordination, improve access to services, and increase awareness of survivor-specific needs throughout the system.

I would also like to support efforts that improve communication, increase transparency, and strengthen feedback loops between providers and system leadership. Effective systems are built on strong partnerships, shared accountability, and continuous learning, and I am committed to contributing to initiatives that enhance those areas.

Ultimately, I hope to help advance practical, data-informed solutions that improve housing stability, promote equitable access to resources, and strengthen outcomes for individuals and families experiencing homelessness throughout our community.

What else would you like the partners of The Way Home to know about you?

I am a collaborative leader who is passionate about building partnerships that create meaningful and measurable impact for the people we serve. Throughout my career, I have worked across multiple systems, including domestic violence, foster care, refugee services, housing, and crisis response, which has given me a broad understanding of the complex factors that contribute to instability and vulnerability.

I believe that lasting change happens when organizations work together, share expertise, and remain focused on common goals. My approach is grounded in listening, relationship-building, accountability, and a willingness to tackle complex challenges through collaboration and innovation.

Colleagues often describe me as strategic, solutions-oriented, and committed to turning ideas into action. I bring both an executive perspective and a deep understanding of frontline service delivery, allowing me to see challenges from multiple angles and identify opportunities for improvement. If elected, I would bring that same commitment, energy, and collaborative spirit to the work of The Way Home Steering Committee.

CHANICA M. BROWN, M.Ed.

Pearland, Texas | cmbrown120@gmail.com | (281) 794-6018 | LinkedIn: linkedin.com/in/chanica-brown-900902120

EXECUTIVE SUMMARY

Strategic, systems-focused nonprofit executive with deep expertise in crisis response, domestic violence housing, trauma-informed services, and cross-sector collaboration. Experienced in leading large-scale client service operations, integrating domestic violence programs within the regional homelessness response system, and advancing data-driven strategies that strengthen safety, stability, and long-term housing outcomes. Skilled in governance, strategic planning, and multi-agency partnerships that improve coordination across the Continuum of Care. Committed to elevating provider perspectives, strengthening system alignment, and advancing equitable, survivor-centered solutions.

CORE COMPETENCIES

Crisis Response & Housing Systems	Trauma-Informed Leadership	Continuum of Care Alignment
Strategic Planning & Systems Integration	Cross-Sector Partnerships	Policy Development & Governance
Program Design & Implementation	Performance Metrics & Data-Driven Decisions	Executive Leadership & Organizational Strategy

PROFESSIONAL EXPERIENCE

Houston Area Women's Center | Houston, TX

Chief Client Services Officer | 2023-Present

Lead one of the region's most comprehensive crisis response and domestic violence housing systems, serving survivors of domestic violence, sexual assault, sex trafficking, and homelessness. Oversee Emergency Housing, Transitional Housing, Rapid Rehousing, Behavioral Health and Wellbeing Services, Legal Advocacy, Economic Empowerment, and the 24-hour Crisis Hotline.

- Provide executive leadership for programs directly intersecting with The Way Home, including DV Bonus-funded Transitional Housing and Rapid Rehousing.
- Strengthen system alignment through collaboration with Coordinated Access, CoC partners, and the Coalition for the Homeless.
- Guide trauma-informed, survivor-centered practices that support safety, stabilization, and long-term housing outcomes.
- Lead policy development, program design, and performance management across multidisciplinary teams.
- Advance data-driven strategies that improve service quality, reduce barriers, and enhance housing stability for highly vulnerable populations.
- Serve on the Executive Leadership Team, shaping organizational strategy, governance, and cross-departmental alignment.

Catholic Charities of the Archdiocese of Galveston-Houston | Houston, TX

Vice President of Programs, Youth & Counseling Services | 2022-2023

Oversaw mental health, youth development, domestic violence support, and family stabilization programs serving populations at high risk of homelessness.

- Strengthened partnerships with housing, mental health, and crisis response providers.
- Directed program budgets, grant compliance, and outcome-based performance strategies.
- Led multidisciplinary teams serving vulnerable families, survivors, and youth experiencing instability.

Program Director | 2017-2022

Led the Unaccompanied Refugee Minors and Unaccompanied Children programs, serving immigrant and refugee youth with complex trauma and housing instability.

- Developed policies and systems aligned with federal, state, and licensing requirements.
- Built cross-sector partnerships with school districts, vocational programs, and community agencies.
- Oversaw quality assurance, case documentation, and program evaluation.
- Directed volunteer engagement and educational support services for youth.

Devereux Advanced Behavioral Health | League City, TX**Foster Care Program Manager | 2016-2017**

Managed foster care operations serving youth with complex needs, ensuring compliance, safety, and trauma-responsive care.

Catholic Charities of the Archdiocese of Galveston-Houston | Houston, TX**Case Management Supervisor | 2012-2016**

Supervised case managers serving unaccompanied refugee minors in foster and group home settings.

- Led recruitment, hiring, training, and performance evaluation.
- Strengthened education and career pathways through community partnerships.
- Ensured compliance with HHSC and federal standards.
- Served on multidisciplinary committees evaluating foster family home studies.

The MENTOR Network | Atlanta, GA**Clinical Supervisor | 2011-2012**

Provided leadership for services supporting adults and children under state conservatorship.

Mentor Recruiter & Recertification Coordinator | 2009-2011

Assessed and certified foster providers; developed training on trauma-responsive care and developmental disability support.

Houston Achievement Place | Houston, TX

Case Manager | 2005-2009

Provided crisis intervention, case management, and behavioral support for children in foster and adoptive placements.

BOARD & LEADERSHIP SERVICE

- **Ending the HIV Epidemic Community Advisory Board (Harris County)** – Contributed to system-level strategy and coordination.
- **Catholic Charities USA Children & Families Steering Committee** – Supported national policy and program alignment.
- **Strategic Planning Chair, National Community Service Organization** – Lead strategic planning, measurement, and governance processes.

EDUCATION

Master of Education in Counselor Education, Texas Southern University

Bachelor of Arts in Psychology, Sam Houston State University

TECHNICAL SKILLS

Microsoft Office Suite | ETO | Salesforce | Zoom | Microsoft Teams

September 25, 2026

Coalition for the Homeless of Houston/Harris County
The Way Home Steering Committee Selection Committee
2000 Crawford Street, Suite 700
Houston, Texas 77002

Dear Selection Committee Members:

I am pleased to offer my strongest recommendation in support of **Chanica Brown's application to serve as a Provider Representative on The Way Home Steering Committee.**

As President and CEO of the Houston Area Women's Center (HAWC), I have had the privilege of working closely with Chanica and witnessing firsthand her exceptional leadership, strategic vision, and unwavering commitment to individuals and families facing some of our community's most complex challenges. As HAWC's Chief Client Services Officer, Chanica oversees one of the region's most comprehensive continuums of housing, crisis response, behavioral health, legal advocacy, economic empowerment, and victim services. Her leadership directly impacts survivors of domestic violence, sexual assault, sex trafficking, housing instability, and homelessness every day.

Chanica brings a perspective that is critically important to The Way Home's work. Through her leadership of emergency shelter, transitional housing, rapid rehousing, and supportive service programs, she understands that homelessness is often intertwined with violence, trauma, economic instability, and systemic barriers. She has been instrumental in strengthening HAWC's housing continuum and ensuring that survivors have pathways not only to safety, but also to long-term housing stability and self-sufficiency.

Beyond her impressive professional qualifications, Chanica is an exceptional leader and an extraordinary person. She is deeply grounded, thoughtful, and highly respected by those who work alongside her. One of her greatest strengths is her ability to listen carefully, consider multiple perspectives, and bring people together around a common goal. She approaches even the most complex challenges with a calm, steady presence and is methodical and intentional in both her decision-making and her interactions with others. In environments where there are competing priorities and diverse viewpoints, Chanica creates trust, facilitates meaningful dialogue, and helps groups move from discussion to action. She leads with humility, integrity, empathy, and professionalism, making her both an effective leader and a valued partner.

One of Chanica's greatest strengths is her ability to bridge systems and build authentic partnerships. She is a natural collaborator who values relationships and respects the expertise that each stakeholder brings to the table. Whether working with housing providers, healthcare systems, law enforcement, behavioral health partners, funders, or community organizations, she consistently builds alignment around challenging issues. Her ability to listen, synthesize diverse perspectives, and thoughtfully navigate complex conversations enables her to develop practical,

effective solutions that improve outcomes for both providers and the individuals and families they serve.

Chanica also brings extensive experience in strategic planning, performance management, policy development, and collaborative decision-making. Throughout her career, she has successfully led multidisciplinary teams, managed complex programs serving vulnerable populations, and contributed to advisory and steering committees focused on improving community outcomes. She is thoughtful, data-informed, and highly respected by colleagues and community partners alike.

Importantly, Chanica understands an often-overlooked aspect of homelessness: many survivors of domestic violence experience what is often referred to as "hidden homelessness." These individuals and families may be living in hotels, temporarily staying with family or friends, couch surfing, or moving between unsafe situations to avoid returning to an abusive environment. As a result, their housing instability is not always reflected in traditional homelessness counts. Through her leadership at HAWC, Chanica has developed a deep understanding of the intersection between violence, trauma, housing instability, and homelessness. Her insight into these realities would bring tremendous value to Steering Committee discussions and help ensure that planning efforts reflect the full spectrum of housing challenges experienced within our community.

I can think of few leaders better suited to serve on The Way Home Steering Committee. Chanica brings not only deep expertise in housing, crisis response, and systems leadership, but also the character, judgment, and collaborative spirit necessary to be an effective steward of this important work. She is a trusted leader, a thoughtful strategist, and a passionate advocate for vulnerable populations. Most importantly, she is someone who consistently puts mission before self and works tirelessly to improve outcomes for the people and communities she serves.

I am confident that Chanica will make meaningful contributions to the Steering Committee and help advance a more coordinated, responsive, and equitable homeless response system for our region. I enthusiastically support her application and encourage you to give her your strongest consideration.

Please do not hesitate to contact me should you have any questions or require additional information.

With Gratitude –



Susan Bailey-Newell

President & Chief Executive Officer

Houston Area Women's Center

sbailey-newell@hawc.org

VALENCIA LEWIS

CANDIDATE PROFILE

Organization: Angela House

Title: Executive Director

At-Large Seat: Crisis Response Services

Lived Experience With Homelessness: No

County: Harris County

Affiliated with a Partner Organization: No

NARRATIVE

Please describe your personal and/or work experience with the expertise/population/field you would be representing, if elected.

Since 1995, I have worked with individuals directly or indirectly impacted by incarceration. My current role at Angela House has allowed me to have an even greater appreciation of how incarceration can lead to chronic issues when they are not addressed appropriately.

Please describe your experience working within The Way Home, Continuum of Care (CoC) programs, and/or similar programs focused on ending homelessness.

The work can be challenging. There are far too many barriers that this population faces that can keep them in a cycle of lack. That includes housing, legal assistance, parole/probation support, physical and mental health awareness, education enhancement, and second chance employment opportunities.

Please describe your experience, if any, serving on a board of directors, decision-making bodies, including any leadership roles.

I have served on a board that supported HIV/AIDS.

I have served on a board that supported education for marginalized children.

I have served as VP of Residential Services for a domestic violence shelter.

Director of Partnerships services to over 150 K-12 campuses and 5 Lone Star College campuses.

Please describe your specific skills that can benefit The Way Home.

I have keen organizational and strategic planning skills.

Why do you want to serve on The Way Home Steering Committee?

I believe in "We Are Better Together ". With committed individuals working towards a common goal, a long lasting impact can be made to help people in transition.

If you are elected to the Steering Committee, what do you hope to work on and accomplish?

First and foremost I want to serve where I am most needed. I believe collectively, I along with the committee: We can change how people are served. We can change the actual

service they are given. By changing certain policies at agencies, we can also change our community.

What else would you like the partners of The Way Home to know about you?

One of my favorite quotes is, To whom much is given, much is required. I know I have been privileged with certain opportunities, and because of that I should help someone that might not have access in a room to voice their concerns. That's what I want to do and how I believe in serving. I would be a dedicated and committed servant leader.

Valencia Y. Lewis

832.971.1113

valenciaylewis@yahoo.com LinkedIn: Valencia Lewis

Extremely motivated leader seeking an opportunity to utilize my passion, education and experience. I desire to serve on a team that is enthusiastic to make an impact on the community by strengthening families. I am known for growing, developing, and improving departments.

EXPERIENCE

2023- Present

EXECUTIVE DIRECTOR, ANGELA HOUSE

- **Management and oversight:**
 - Supervises and manages all staff, including hiring, training, and performance evaluations.
 - Oversees daily residential operations to ensure quality services are provided.
 - Manages the budget and financial health of the organization.
 - Ensures compliance with all local, state, and federal laws and regulations.
- **Strategic leadership and planning:**
 - Works with the board of directors to develop and implement the organization's strategic goals.
 - Formulates policies and establishes practices that provide control and a plan of operation.
 - Fosters a positive and productive organizational culture.
- **Fundraising and financial management:**
 - Leads fundraising efforts to secure funding for the shelter.
 - Manages grant writing and compliance.
 - Maintains an effective financial management system.

- **Community engagement and public relations:**
 - Serves as the primary spokesperson for the organization.
 - Builds strong relationships with community partners, donors, and other agencies.
 - Engages in community education and public relations to promote the organization's mission and raise awareness.
- **Risk management:**
 - Identifies and evaluate risks to the organization's people, property, and reputation.
 - Ensures strong risk management practices are in place to safeguard staff, facilities, and the organization.

2011-2022

DIRECTOR OF STRATEGIC PARTNERSHIPS, COMMUNITIES IN SCHOOLS OF HOUSTON

- Provides and enables support to 167 campus-based staff through partnership development and emergency support.
- Directs the operational, financial, and staff management of the department.
- Strategically maintains and expands partnerships with corporations, community agencies, and districts.
- Develops and maintains all community Memorandums of Understandings and Contracts.
- Collaborates and oversees all Strategic Partnership reports to funders, community partners, CIS leadership and CIS Board of Directors.
- Works closely with the CIS Board of Directors to develop and maintain a strategic plan for the department.
- Increases and develops volunteers, interns and externship programs.
- Develops systems to train and support campus staff on department policies and guidelines.
- Provides a component of CIS training to all new staff.
- Provides initial orientation and ongoing training for volunteers and interns.
- Oversees and provides support to financial assistance. (special funding & CIS monies)
- Works closely with community partners to develop co-branding opportunities.
- Oversees and serves as editor for the SPD Monthly Newsletter.
- Oversees all department special programming:

- Dental Assistance Programming
- Six Externship Programs
- Foster Grandparents
- Houston Food Bank
- MAMS
- AVANCE
- Dress for Success
- Legacy
- JUST
- Docum Tutoring
- CareerSprings
- Metro
- Momentum Education
- WorkFaith
- Houston Furniture Bank
- Houston Volunteer Lawyers

PARTNERSHIP PROGRAM MANAGER, COMMUNITIES IN SCHOOL OF HOUSTON

- Coordinated and supervised CIS partnerships to provide direct supportive services to the 159 CIS campuses.
- Spearheaded and provided Hurricane Harvey Relief efforts & all emergency assistance.
- Coordinated Nursing Externships: St. Luke's and Methodist Hospitals in conjunction with Smithwood Medical Institute to provide selected high school graduate students an externship.
- Coordinated the Society Petroleum of Engineer Scholarship Program.
- Supported school staff with all aspects of emergency resource assistance.
- Created proposals for promoting efficient program operations.
- Assisted with vetting community volunteers and college interns before placement on selected campuses and the CIS Administrative Office.
- Provided a component of training to all new staff, volunteers, and college interns.
- Coordinated special events within the agency and for the community.

HEALTH SERVICES PROGRAM MANAGER, COMMUNITIES IN SCHOOLS OF HOUSTON

- Worked closely with the University of Texas, We Can Do More Project, to provide resources and health education to a selected group of 55 students and their families. Additionally, providing campus-wide support to all students through appropriate referrals to community resources, social service agencies, and emergency providers.
- Assisted in the development and implementation of programs to prevent pregnancies, subsequent pregnancies, and decrease infant mortality.
- Provided students and their families support through the facilitation and monitoring of individual and group sessions. (Parental Involvement, Supportive Guidance, Academic Support, Career Awareness, Social Service and Cultural Enrichment)
- Facilitated groups to develop social skills, increase self-awareness, and parenting skills.

2007-2010

VICE PRESIDENT OF RESIDENTIAL SERVICES, HOUSTON AREA WOMEN'S CENTER

- Responsible for the daily operations of a 125-bed shelter, along with all aspect of 3 department (Shelter Programs, Children's Services & Operations)
- Responsible for developing and maintaining an annual budget of \$1.9 million dollars.
- Develop strategic plans for the shelter (annual and 5-year projections)
- Grant Manager for all grants and private funds for the shelter. This involved reporting statistical information and updating all changes concerning the grant. (SHP, CCC, HCCSD, Jr. League, TDHCA and HHCA)
- Assist in the development of Policies and Procedures for the shelter.
- Coupled with training staff on techniques and the implementation of systems to provide the most efficient service to the clients.
- Facilitate weekly Financial Empowerment Groups to assist participants in gaining skills to become financially independent and recognize the signs of financial abuse.

SKILLS

- | | |
|----------------------------------|---------------------|
| • Program Developer | • Event Organizer |
| • Systems Implementer | • Strategic Thinker |
| • Servant Leader | • Client Focused |
| • Independent Worker | • Trainer |
| • Coach and Mentor | • Grant Manager |
| • Emergency Resource Implementer | • Heart for Service |

EDUCATION

August 1998

Master of Arts in Guidance and Counseling, Prairie View A&M

May 1995

Bachelor of Arts and Sciences, Texas Southern University

ACTIVITIES

May 2020 – December 2023

Board of Directors, One Collegiate Charter School