

JULIA PIERSON

4107 ROLAND AVENUE • BALTIMORE, MD 21211
JULIAPIERSON@VERIZON.NET • MOBILE: 410-258-8878

PROFESSIONAL EXPERIENCE

PRESIDENT

JULIA PIERSON CONSULTING, INC.

Empower organizations to achieve their goals through project development, program management, strategic planning and organizational development.

June 2006+

Baltimore, Maryland

Provide capacity building, technical assistance and training to organizations in the fields of human services, affordable housing and community development. Expertise in advocacy, nonprofit operations, program evaluation, resource development, coalition building and problem solving.

DIRECTOR OF SENIOR HOME SERVICES

COMPREHENSIVE HOUSING ASSISTANCE, INC. (CHAI)

Directed programs that provided aging-in-place services to older adults.

2004 to 2006

Baltimore, Maryland

Coordinated Senior Friendly Neighborhoods, which provided supportive services to help 1200 seniors in northwest Baltimore age in place. Supervised Senior Home Repair, which provided subsidized home repairs and modifications for 150 low income seniors each year. Oversight for supportive services in eight subsidized Harry and Jeanette Weinberg senior apartment buildings.

Directed strategic planning, program management, financial management, grant writing and reporting, newsletter editing, and oversight of transportation and outreach staff. Led agency participation in two national demonstration studies concerning developing best practices for Naturally Recurring Retirement Communities (NORCs).

Accomplishments: Conducted three major program evaluations, managed a \$2.2 million, five-year federal grant, improved interagency coordination and cooperation, developed and implemented new transportation system, and established new procedures and policies.

EXECUTIVE DIRECTOR

GOVANS ECUMENICAL DEVELOPMENT CORPORATION

Founding director for a community and faith-based housing development and social services corporation.

1992 to 2004

Baltimore, Maryland

Stadium Place Lead Developer

Stadium Place is an affordable retirement community and YMCA at the site of former Memorial Stadium. When completed, it will consist of 400 units of mixed-income senior housing, an assisted living facility and/or other long-term care options, a commercial building and a gateway front entry plaza. Total development budget is \$45 million from multiple sources.

Led the project through initial research phase and all stages of development.

- Responded to the RFP to develop the site, managed competitive public process to win development rights, navigated the political process to retain the site, and established partnerships and team for the development.
- Directed master site planning, developed site work, and conducted project feasibility analysis.
- Successfully obtained financing for three senior housing projects.

Housing and Social Service Projects

Directed the development and operations of *supportive services* in various settings:

- An affordable, congregate housing program for frail seniors in a historic apartment building.
- Subsidized housing for low income seniors with service coordination in a renovated, historic mansion.
- Three group homes for twenty people with chronic mental illnesses.
- Two single room occupancy residences housing 59 formerly homeless men and women.
- Emergency financial assistance program and food pantry serving more than 3000 people a year.

Managed program and housing *development*:

- Researched models of best practices. Guided staff and volunteers through program implementation.
- Housing development tasks included community needs assessment, acquisition, pro forma development, feasibility analysis, hiring and coordinating consultants and general contractors, zoning, due diligence. Produced applications for financing, managed construction oversight, requisitioned funds and prepared for occupancy.
- Collaborated and coordinated with other local community development corporations, service providers and neighborhood associations.
- Involved the community and GEDCO's membership in the planning process.

Directed *operations*:

- Oversight of program operations and senior staff.
- Developed policies and procedures.
- Resolved problems, handled complaints and reviewed program evaluations.

Management and Growth

Directed GEDCO's growth from inception to a staff of 20 people, membership of 41 organizations and churches, and a volunteer corps of more than 350 people, 70 of whom had board and committee leadership positions.

- Directed growth from two housing projects for 55 people in 1992 to seven projects serving 332 people in 2004.
- Administered annual operating budget of \$1.1 million and oversaw property management budget of \$1.5 million.
- Demonstrated effectiveness in a wide variety of management areas: strategic planning, personnel management, financial administration, office administration, board and leadership development, risk management, employee benefits and personnel matters, systems management.

Fundraising

Responsible for raising charitable funds for operations and capital projects. Initially led all fundraising efforts, and later established a three-person development office.

- Cultivated foundation and corporate sources, wrote grants and managed grant contracts.

- Supervised direct mail campaigns.
- Conducted prospect research.
- Supervised annual fundraising events.
- Contracted for a capital campaign feasibility study.
- Worked to develop volunteer leadership capacity to solicit gifts.
- Raised contributions and working capital loans funds from the faith community.

SOCIAL WORKER, Jewish Family Services, Baltimore, MD, 1991 to 1992

ACTING EXECUTIVE DIRECTOR, Light Street Housing Corporation, Baltimore, MD, 1991

**ASSISTANT DIRECTOR AND TENANT COORDINATOR, Neighborhood Rental Services,
Baltimore, MD, 1985 to 1991**

EDUCATION

**MASTER OF SOCIAL WORK, Community Organization and Social Administration
University of Maryland, Baltimore**

BACHELOR OF ARTS, Major in Geography (Urban Studies), Johns Hopkins University

CURRENT COMMUNITY SERVICE

COMMISSIONER, Baltimore City Commission on Aging and Retirement Education

BOARD MEMBER, Greater Homewood Community Corporation

CO-CHAIR, Maryland Asset Building Community Development Network, Baltimore City

CERTIFICATIONS

Standards for Excellence® Licensed Consultant

Women's Business Enterprise

NeighborWorks America Approved Consultant