

TRACEY L. SCOTT

SUMMARY PROFILE

Accomplished, inventive affordable housing executive and strategist with 25+ years progressive leadership in business planning, new product development, and strategic intelligence in domestic and international markets. Creative thinker who thrives on problem-solving and hands-on execution of better solutions and new businesses. Diverse integrative experience in the public housing, mobile and data communications, financial services, consulting, and publishing industries.

- Established Supportive Housing Program that assists 1,500+ formerly homeless families and youth.
- Re-vamped planning approach and improved design of annual plans/reports resulting in 75% lower production costs, greater visibility and doubling of distribution.
- Designed and implemented multiple initiatives with state and local partners to create 300+ new permanent supportive housing units.
- Spearheaded multi-functional teams in concept design, business planning, development, third-party partner agreements and trials of new programs.

Areas of expertise include:

- Affordable & Supportive Housing
- Competitive Intelligence
- Business Formation
- Partner Relations
- New Product Development
- Branding & Market Strategy
- Policy & Board Governance
- Communications & Multimedia

PROFESSIONAL EXPERIENCE

Atlanta Housing Authority, Atlanta, GA

2010 – Present

Vice President – Innovation, Office of Policy & Strategy

Hired to leverage deregulatory flexibilities by introducing for-profit business standards and efficiencies. Advise President/CEO and staff on interpretation of policies and regulations, Moving to Work (MTW) initiatives and process re-engineering. Cultivate third-party strategic partnerships. Maintain primary relationships with federal regulator and industry associations. Head the agency-wide supportive housing program.

- Represent agency on the Governing Council for the Homelessness Continuum of Care (Vice Chair), Youth/HIV Committee (Chair), Partners for Home (501(c)3 board), various MTW industry committees.

Director – Voucher Administration

2008 – 2010

- Supervised 40-person admissions, recertification and customer service department. Streamlined and standardized processes for assisting 10,000 low-income families.

Patelco Credit Union, San Francisco, CA

2000 – Present

Board Director and Secretary

Sixth term on board of \$5.5 billion credit union. Chair of IT and Marketing committees. Previously served as Chair of Finance Committee and of the \$350 million investment services subsidiary.

Visa International, San Francisco, CA

2004 – 2008

Director – Global Strategic Intelligence & Research

Led the competitive intelligence team in developing strategic intelligence assessments supporting global executives. Specialized in mobile and emerging payments systems in the US, China and Europe.

- Improved productivity by 82% in first year of managing research team which handled 1,200+ research inquiries annually.
- Awarded two *Star* awards for excellence in teamwork.
- Recognized with *Innovation Award* for designing new mobile payment product concepts.

The MindWorx Group, Orinda, CA

1998 – 2004

Founding Partner & Principal

Established consulting firm which specialized in advising telecommunications and software executives on new business development, mergers and acquisitions, and marketing strategies. Multiple, long-term engagements with Unisys, Centigram, ADC, Intellicom, AT&T, Visa.

- Created successful re-branding and competitive pricing strategy for \$100 million merged software companies which led to 25% increase in core product sales in the first year.
- Directed client's multi-departmental team in implementing a \$50 million product end-of-life strategy.
- Produced national sales kick-off conference for 200+ salespeople to launch new brand.
- Designed and produced five websites and computer-based training intranet sites.

VIVAGY, Inc., San Francisco, CA

1997 – 1998

Managing Consultant – New Business Development

Recruited to establish telecommunications practice, resulting in \$2 million in new consulting engagements within 10 months. Led consulting projects in competitive intelligence, strategy, and process reengineering.

Pacific Bell Information Services (Now AT&T), San Ramon, CA

1996 – 1997

Director – New Business Development

Led 15-member team from planning to software development to market trial for two new consumer and small business products.

BellSouth Corporation (Now AT&T), Atlanta, GA

1987 – 1996

Multiple positions in strategy, international market planning, wireless and multimedia

- Developed pioneering forecasting model and market strategies for wireless data networks resulting in \$50 million nationwide licenses awarded by governments in the Netherlands, Belgium, Germany, France, Australia, Singapore and the U.S.
- Spearheaded 12-person team from concept development to trial of new wireless data service.
- Built and managed a \$1 million, 25,000 square-foot multimedia production facility with 3-person staff.
- Awarded BellSouth's highest award for excellence.

EDUCATION

Goizueta Business School, EMORY UNIVERSITY, Atlanta, GA

Master of Business Administration - Executive Program.

The Wharton School, UNIVERSITY OF PENNSYLVANIA, Philadelphia, PA

Bachelor of Science in Economics. Major: Entrepreneurial Management. Honors Program.

Coursework completed at **University of Edinburgh, Scotland.**

CIVIC & PROFESSIONAL ORGANIZATIONS

- **Leadership Atlanta**, Class of 2011
- **Library Advisory Commission, City of Oakland, CA**, 2001–2007
Chairperson (mayoral appointment) and co-chair of \$100 million bond campaign.
- **Strategic & Competitive Intelligence Professionals (SCIP)**, Alexandria, VA, 1993–Present
President 1996/97, Secretary/Treasurer 1995/96, Honorary Lifetime Member.

PUBLICATIONS & APPEARANCES

- Co-founder of publishing and seminar company. 1998 – .
- Speaker, Nan McKay Housing Conference, 2016.
- "Breaking the Cycle: AHA's Innovative Strategies," **Affordable Housing News**, 2014.
- "Making Your CI Voice Heard," Keynote speech, SCIP Conference, May, 2007.
- "Smart Sisters Are Cash Positive," **Black Enterprise** magazine, December, 2002.
- "Using Competitive Intelligence for Tactical Sales," Frost& Sullivan, Conference Board (1996,1998,1999).
- "Competitive Intelligence: Get Smart," **Fast Company** Magazine, April/May, 1998.