

Director of Operations & Sustainability for multi-site food service programs at Stanford Healthcare and Gap Inc., driving growth and transformation while achieving unprecedented triple-bottom-line wins.

Business Strategy | P&L Management | Budget Development | Cross-Functional Leadership | Change Management | Startup Operations
Financial Analysis & Forecasting | Vendor Management | Strategic Partnerships | New Program Development

- **Metric-Driven Operations.** Excellence in injecting rigor and accountability across teams to maximize annual budgets of over \$35M and exceed departmental and organizational goals consistently. Experience launching new operations from scratch as well as scaling mature programs to new heights.
- **Team Leadership.** Outstanding ability to assemble, train, and motivate mid-level managers and leadership teams tasked with governing hundreds of personnel in a high-volume environment.
- **Champion of Sustainability.** Long-standing success establishing green operations across Procurement, Production, and Partnerships. Co-authored white paper on creating profitable business practices that underscore the values of sustainability, wellness, and social justice, at scale.
- **Award-Winning Innovation.** Strong proponent of continuous improvement and industry-leading transformation, earning awards for sustainability, environmental impact, and commitment to greater health and wellness.

PROFESSIONAL EXPERIENCE

Stanford Health Care Palo Alto

Senior Manager, Food Service Operations : 2020-Present

Recruited to insource and scale Sustainable Food Production and Procurement operations at the onset of COVID-19 in order to serve 3,500 employees and 500-800 patients/day. Took ownership of \$35M P&L and 400 FTEs (the largest non-clinical workforce in the organization), ultimately exceeding division objectives for cost savings, efficiency, and sustainability.

BUSINESS MANAGEMENT

- Developed annual budget and facilitated budget meetings to track financials across all departments and multiple food service lines, incrementally increasing Average Retail Transaction (ART) 48% (from \$6.80 to \$10.12).
- Drove a series of cost-cutting initiatives amidst supply chain challenges, reducing retail food cost expenses from 39% of spend to 29% in 2 years.
- Tightened accounting, demand planning, and inventory tracking to reduce waste by 35% in first year, as part of Stanford's 2050 Zero Waste Initiative.
- Led custom implementation of CBORD ERP to track real-time cost, ordering, storage, and portioning of 30,000 ingredients, against margin threshold.
- Delivered quarterly reports to executive team on sustainability, production, and procurement, and staged QBRs with senior leadership to evaluate performance in Dining and Events across 3 medical centers and 16 clinics.

SUSTAINABLE OPERATIONS

- Co-launched trailblazing "Healthy Food for Healthcare" coalition alongside MSK, UC Hospitals, and Boston Medical centered on "Food as Medicine" wellness doctrine and long-term commitment to sustainability and waste prevention.
- Reduced carbon emissions 26% in 2 years by pivoting to local sourcing of plant-based foods within 250-mile radius, thereby shortening time-to-consumption and reducing GHG-heavy transportation time.
- Increased procurement of local produce by 50% and boosted use of hormone- and antibiotic-free products to account for 80% of all meats (up from 20%).
- Reshuffled vendor network to focus on supporting the rapid growth of 45 local, women/minority-owned, and emerging food producers.
- Eliminated single-use plastic in 30+ food-service lines and replaced compostables with reusables in Dining, Retail, and Catering.

LEADING THE CHARGE

Reinvigorating the Team

- Rebuilt and restaffed leadership team of 8 managers/supervisors and 200+ personnel committed to cost-effective sustainability.
- Reduced headcount by 10 FTEs while increasing throughput and productivity.

Changing the Culture

- Won full executive support and 20% more budget for sustainable food service operations.

Earning Industry Acclaim

- Received Practice Green Health Circle of Excellence 2 years.
- Won HCWH national recognition award 2 out of 4 years for plant-forward, health-conscious menu.
- Created the first-ever Environmental Purchase Policy (EPP).

PROFESSIONAL EXPERIENCE

Gap Inc. San Francisco & New York

Senior Manager, Corporate Services Operations : 2012-2019

Promoted to helm Food Service Operations planning and management for 3 San Francisco corporate offices as well as New York HQ, totaling 3,200 employees that represented vastly different demographics, value sets, and food palates.

BUSINESS MANAGEMENT

- Co-designed annual budget, conducted monthly product and pricing benchmarking against local businesses, and oversaw monthly reporting for all 4 locations.
- Designed airtight bookkeeping to ensure breakeven in spite of competitive pricing models required to be 5%-15% below market rates.
- Established vendor-management infrastructure, tools, and RFP protocols to both forge long-term alliances and secure high-quality, affordable ingredients.

SUSTAINABLE OPERATIONS

- Continuously reinvented menu, transitioning 1-2 food environments at least quarterly, recruiting sought-after chefs from Michelin-starred restaurants, and featuring plant-forward, locally sourced dishes.
- Intentionally sought out cutting-edge, high-potential vendors, playing a part in their explosive growth, such as with Tcho Chocolates, Pressed Juicery, Equator Coffee, and Square who took on Gap as their first multi-location account.
- Supervised Operations and Events firsthand, including onsite attendance to gauge food quality, service delivery, and customer sentiment.
- Spearheaded all-hands training for HQ employees on recycling best practices.

Food Service Manager, Old Navy : 2006-2012

Hired to launch employee café for new Old Navy HQ while running café operations for existing Old Navy and Gap cafés, serving 1,700 employees daily. Oversaw vendor relations, contract, and pricing, financial reporting, marketing, and operations.

- Selected to join launch team as Food Service lead for new HQ, handling equipment installation, staffing, and sustainable operations policy development.
- Co-founded CSR group focused on eliminating to-go packaging, increasing composting 200% and recycling 150%, and capturing \$120,000 in annualized savings.
- Collaborated with Partner Management and Corporate Events as well as Property Management and Facility Planning, as needed.

Rockridge Market Hall Oakland

Director of Catering : 2005-2006

Launched and ran catering division, including staffing, fleet, menu, reporting, and account onboarding. Reaching \$500,000 sales in year 1 through lunch deliveries, plated VIP dinners, and large events of up to 1,000 people.

EDUCATION & BACKGROUND

STANFORD UNIVERSITY School of Sustainability

Focus on integrating sustainability into core business strategy to mitigate risk and capture new opportunities.

EXECUTIVE CHEF: 1409 Sutter Mansion

Private Chef for weekly VIP dinners of the San Francisco Medical Society, as well as large banquets and weddings of 25-300 people in this historical San Francisco property, since turned into a hotel.

SOUS CHEF & COOK: The Off Center Café

Received food-service mentorship from the former Executive Pastry Chef of Le Cirque as an apprentice cook at her own beloved farm-to-table eatery in Nantucket, linked to Bartlett Farms.

DRIVING GROWTH

Staying Competitive

- Retained a paying customer base in the face of myriad food options in San Francisco, ranging from low-fare delis to high-end artisanal restaurants.

Keeping the Team Happy

- Supervised 7 front-line managers, leading weekly group huddles and quarterly 1:1's as well as annual reviews and ongoing coaching.
- Established a trusting, transparent culture through cross-training and communication.

Pushing for Sustainability

- Partnered with Sustainability Lead to create a green food-service operations from the ground up.
- Minimized waste removal to record-low levels, earning accolades from CEO.