



THE HONORABLE SHENG THAO • MAYOR OF OAKLAND

CITY HALL • 1 FRANK H. OGAWA PLAZA • OAKLAND, CALIFORNIA 94612 • (510) 238-3141 • SThao@OaklandCA.Gov

Letter of Appointment

February 16, 2023

Dear President Bas and members of the City Council:

Pursuant to City Charter Section 601, the Mayor has appointed the following persons as members of the following board or commission, subject to City Council confirmation:

Commission on Homelessness

Joey Harrison, to serve a three-year term that began December 2, 2022 and ends December 1, 2025, filling a seat previously held by himself.

Alexis Lozano, to serve a three-year term that began December 2, 2022 and ends December 1, 2025, filling a seat previously held by herself.

Candace Elder, to serve a three-year term that begins December 2, 2022 and ends December 1, 2025, filling a seat previously held by herself.

Beth Stokes, to serve a three-year term that began December 2, 2022 and ends December 1, 2024, filling a seat previously held by herself.

Mark Walker, to serve a three-year term that began December 2, 2022 and ends December 1, 2024, filling a seat previously held by himself.

Thank you for your assistance in this matter.

Sincerely,

A handwritten signature in black ink, reading "Sheng Thao". The signature is fluid and cursive, with the first name "Sheng" and last name "Thao" clearly distinguishable.

Mayor Sheng Thao

Candice P. Elder

EDUCATION

University of Cincinnati – Cincinnati, OH
M.S., Criminal Justice, 2012

University of California, Berkeley – Berkeley, CA
B.A., Political Science, 2006
Minor, African American Studies

WORK EXPERIENCE

The East Oakland Collective *January 2016 – present*
Grassroots membership organization committed to driving impact in racial and economic equity in Deep East Oakland, CA in the areas of civic engagement & leadership, economic empowerment, neighborhood & transportation planning, homeless services and solutions.

> Founder and Executive Director
Manage and build organizational structures. Fulfill mission and strategic vision. Manage development, finances and fundraising. Foster and cultivate member and community engagement. Manage advisory board and board of directors. Manage branding, marketing and communications. Proficient in grant writing and reporting. Oversee programs.

> Partner
East Oakland Black Cultural Zone
East Oakland Neighborhoods Initiative (EONI)
Housing and Dignity Project

> Member
East Oakland Congress of Neighborhoods
Homeless Advocacy Working Group (HAWG) - Steering Committee Member
Oakland Climate Action Coalition

Women's Funding Network – San Francisco, CA *December 2016 – March 2018*
Largest global women's philanthropy network.

> Membership Manager
Cultivate and foster relationships with WFN's existing members comprised of women funds and foundations across the world; solicit and foster new relationships with potential members. Create new and foster existing member benefit relationships with corporate and community organizations. Strategize and curate member marketing and communications. Experience with large scale conference administration, fundraising and partnerships, workshop and keynote address curation of biannual conference Women Funded 2017. Experience with management of a national board of directors-- meeting coordination and setup; maintenance of board documents; maintain and track board fundraising.

Hausfeld LLP – San Francisco, CA *September 2011 – December 2016*
Antitrust and Civil Litigation Global Law Firm

> Paralegal/Legal Administrator
Conduct legal research. Perform cite checking, document editing, proofreading and formatting. Extensive experience in document coding, analysis and discovery production. Manage office administration for an eight attorney office.

Lewis, Feinberg, Lee, Renaker & Jackson, P.C. – Oakland, CA *May 2006 – September 2011*
Labor and Employment Law Firm.

Candice P. Elder

> Paralegal

Interview class members of large class action cases for assessment of claims, as potential witnesses for trial, and to prepare declarations. Analyze depositions and create summaries or charts for attorney use. Conduct web-based investigative research. Experience in database management. Conduct legal research and cite checking. Extensive experience in document coding, analysis and discovery production. Excellent legal writing skills. Conduct small field investigations that involve light travel, photography and report writing. Train and assist legal assistants.

OTHER PROFESSIONAL EXPERIENCE

Annual NBA All-Star Baron Davis and NFL Champion Marshawn Lynch Host Black Santa Visit Oakland *2016-2017*

> Project Coordinator

Event management of large scale celebrity event and community toy drive. Coordinated logistics and managed a team of volunteers. Managed local corporate fundraising and donations.

Breaking the Silence Town Hall on Women and Girls of Color in Oakland *2015-2016*

An annual town hall creating space to amplify, educate, and advocate in support of girls and women of color in Oakland.

> Advisory Committee Member

Strategic planning, visioning and organizing a day-long town hall with 400 plus attendees. Responsible for partnerships and fundraising. Assisted with marketing and communications.

BOARD EXPERIENCE

East Bay Permanente Real Estate Cooperative (EBPREC) *2018 - present*

> Board of Directors, Black East Bay Housing Director

Acta Non Verba Youth Urban Farm Project – Oakland, CA *2018*

> Member, Board of Directors

University of California, Berkeley Black Alumni Club – San Francisco Bay Area *2016 – 2018*

> Member, Board of Directors

Black Women Organized for Political Action (BWOPA) - California *2016 – 2017*

> Member, State Board of Directors

Association of Midnight Basketball League Programs, Inc. *2014 – 2017*

> Secretary, National Board of Directors

Museum of the African Diaspora (MoAD) Vanguard – San Francisco, CA *June 2010 – July 2017* *MoAD's young professional board and auxiliary group.*

> President (2014-2016). Advisor (2016-2017).

Managed a board and advisory committee of 20 people. Instrumental in the direct action of all board activities and committees including marketing/communications, finance/fundraising, event production and management, strategic planning and partnerships and education/programming. Responsible for management and engagement of a 100 plus membership base. Excelled at achieving new records in The Vanguard's 10-year existence: raised the most proceeds, highest event attendance, built increased social media and brand visibility, established new community relationships, and maintaining a consistent membership base and steady stream of new members.

Candice P. Elder

AWARDS AND ACHIEVEMENTS

2020. *Faith and Justice Award* - East Bay Housing Organizations.
2020. *Alameda County Excellence in Human Relations Award* - Alameda County Human Relations Commission.
2019. *Top 100 Most Influential African Americans* - The Root.
2018. *Jefferson Award*.
2018. Runner up, *Rising Star Award* - Rotary Oakland.
- October 2018. *Ron Dellums Award for Social Impact* - Oakland African American Chamber of Commerce.
- October 2018. *Leadership Award* - Sui Generis Foundation.
- October 2017. *Trailblazer Award* – In the Spirit Awards.
- December 2016. *Community Leader Award* - Black Elected Officials and Faith Based Leaders of the East Bay.
- July 2016. *Top 6 Under 40* - Black Women Organized for Political Action (BWOPA) Her Story Empowers Award.

NOTABLE MEDIA AND PRESS

- Article.** Sentient Media. *Black Food Justice Reading List: 25 Articles, Books, and People to Follow*. 6-10-2020
- Article.** The Bold Italic. *9 Bay Area Organizations Fighting for Racial Justice*. 6-2-2020
- Feature.** Berkeleyside. *The pandemic isn't slowing the East Oakland Collective down*. 5-19-2020
- Feature.** The Mercury News. *Standing in harm's way - essential workers on the front lines of COVID-19*. 4-19-2020
- Feature.** Democracy Now. *"State of Emergency": Special Report on California's Criminalization of Growing Homeless Encampments*. 10-25-2019
- Feature.** San Francisco Chronicle. *Four Bay Area Homeless Outreach Groups That Are Changing Lives*. 6-28-2018
- Feature.** KQED Arts. *In the Field with The East Oakland Collective, a Grassroots Group Aiding the Homeless*. 4-5-2018

NOTABLE SPEAKING ENGAGEMENTS

- Panelist.** *Planting the Seeds for Justice: Black Women Reimagining the Food System*. Hosted by The Student Environmental Resource Center – SERC at UC Berkeley. 8-11-2020
- Panelist.** *Healing The Future: Impact and Infrastructure During COVID-19*. Hosted by RSA US. 6-2-2020
- Keynote Speaker.** Outdoor Afro Leadership Training. 4-25-2020
- Keynote Speaker.** *Community Resilience During COVID-19*. Hosted by Museum of the African Diaspora. 4-21-2020
- Speaker.** *Poetry Prayers & Protest: Grassroots Stand Against Gentrification, Displacement & Homelessness*. Hosted by Oakland City Church. 1-20-2020

Candice P. Elder

Guest speaker. Pod Save America. Live Tour, San Jose. 9-26-2019

Keynote Speaker. 2018 California Association Black Social Workers Symposium. Hosted by Bay Area Association of Black Social Workers. 10-19-2018

Lecture. *Health and Housing for All*. Kaiser Residency Elective in Health Policy Presentation. Hosted by Kaiser Permanente. 10-16-2018

Profile

Joey _____ W _____ Harrison _____
First Name Middle Initial Last Name

Email Address

_____ Suite or Apt _____
Street Address

oakland _____ CA _____
City State Postal Code

Primary Phone Alternate Phone

The Village of Love _____ Executive Director _____
Employer Job Title

Which Boards would you like to apply for?

Commission on Homelessness : Submitted

Interests & Experiences

Please tell us how your qualifications and participation will relate to the requested board and/or commission's mission.

Im the Executive Director of The Village of Love which provide supportive services for the homeless in Oakland's Temescal District, I bring a wealth of knowledge on working with the unsheltered and bridging the gap between relations between the housed and unhoused residents.

Please submit your resume or curriculum vitae. You may upload a document. (A Word format is preferred.) Alternatively, you may paste the text of your resume in the field provided below.

Upload a Resume

Please paste the text of your resume or curriculum vitae below.

Please click the acknowledgement below.

Service on City of Oakland boards, commissions, and committees may require filings of the FPPC's Statements of Economic Interest (Form 700). Upon appointment and determination of filing status, I will comply with all filing obligations.

I Agree *

Profile

Alexis _____ Lozano _____
First Name Middle Initial Last Name

Email Address

_____ Suite or Apt _____
Street Address
 Oakland CA _____
City State Postal Code

Primary Phone Alternate Phone

EveryOne Home _____ Data and Performance Analyst _____
Employer Job Title

Which Boards would you like to apply for?

Commission on Homelessness : Submitted

Interests & Experiences

Please tell us how your qualifications and participation will relate to the requested board and/or commission's mission.

I am a skilled analyst with 7 years of experience in system coordination and planning. During that time, I have worked at EveryOne Home which functions as the backbone organization to the collective impact initiative to end homelessness in Alameda County. Our role is to convene stakeholders across sectors, hold the common agenda and use data to measure success towards the goal. I am passionate about advancing homeless solutions in the City of Oakland and ensuring funds for Measure W and Q are being used for that purpose. I am presently enrolled in a master's program to hone my skills and expand my knowledge. I plan to graduate in 2022 with a joint master's degree in public policy and business administration. My academic training, abilities, and background will help me be successful in this role.

Please submit your resume or curriculum vitae. You may upload a document. (A Word format is preferred.) Alternatively, you may paste the text of your resume in the field provided below.

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I Agree *



EDUCATION

JOINT MASTER'S DEGREE IN PUBLIC POLICY AND BUSINESS ADMINISTRATION (IN PROGRESS)

Mills College, Oakland

BACHELOR OF ARTS IN POLITICAL SCIENCE-PUBLIC SERVICE

University of California, Davis
2012

VOLUNTEER EXPERIENCE

SCREENING PANELIST

2020-21 Redistricting Commission, City of Oakland
January – July 2020

INTERN/VOLUNTEER COORDINATOR

Barbara Lee for Congress
April – October 2013

INTERN

L.A. Mayor's Office of Legislative & Intergovernmental Affairs
April – September 2012

LEAD ASSISTANT DIRECTOR OF OPERATIONS

UC Davis Picnic Day 2012
Date
November 2011 – April 2012

PROFILE

Creative problem solver with a background in policy, data analysis, and non-profit management. Committed to enhancing the opportunity for individuals to prosper and for communities to thrive. Uses data to bring stakeholders together, identify challenges and create transformative change.

PROFESSIONAL EXPERIENCE

DATA AND PERFORMANCE ANALYST

2019 - Present

EveryOne Home, Alameda County

- Monitor homeless system and program performance using quantitative and qualitative data. Advise on opportunities for improvement.
- Extract, compile and track data to generate reports and dashboards. Analyze and interpret trends.
- Communicate data and tailor to different audiences to align around a common vision and drive strategic priorities.
- Collaborate with homeless system partners to produce analysis, policy and strategies to effectively respond to homelessness.
- Use advanced Excel functions and Looker to develop clear data visuals.
- Lead staff to Results Based Accountability Committee and HMIS Oversight Committee. Coordinate and facilitate meetings, maintain communication, and distribute notes.

OPERATIONS MANAGER

2016 - 2019

EveryOne Home, Alameda County

- Supervised the Administrative Assistant to ensure smooth office operations (supply and database management, meeting and event logistics, and external communications).
- Contract drafting, evaluation, negotiation and reporting for service and revenue agreements.
- Lead on human resource needs including developing personnel policies and managing recruitment and hiring processes.
- Drafted and revised annual and project budgets. Extracted and monitored financial reports to maintain fiscal health of the organization.
- Developed communication plans for the organization; created and finalized content for external communications including reports, press releases, website and social media and electronic newsletters.
- Generated grant proposals and supporting documents in response to solicitations.
- Led the Advocacy Committee to develop advocacy strategies and policy positions on housing and homelessness.
- Collaborated with the management team to determine plans for organizational and project improvement.



TECHNICAL SKILLS

Asana

Looker

ArcGIS

Salesforce

R

Constant Contact

MS Office Suite (Word, Excel, PowerPoint, Project)

SKILLS

Strategic Planning

Project Management

Clear Communication

Data Visualization

Adaptability

Process Improvement

Contracts & Negotiations

Reducing Costs

Time Management

Leadership

Performance Evaluation

Dependability

Fiscal Management

PROFESSIONAL EXPERIENCE *continued*

OPERATIONS AND COMMUNICATIONS COORDINATOR

2014 - 2016

EveryOne Home, Alameda County

- Onboarded new staff: ensured employment agreements and documents were complete.
- Implemented and managed new donor management system; tracked donors and distributed letters.
- Developed external communications to keep stakeholders informed.
- Maintained contracts with all vendors. Liaised with office equipment vendors.
- Led development of new website; maintained website content to ensure it is relevant and up to date.
- Oversaw annual appeals process to increase donor base.
- Served as main point of contact for Leadership Board and Advisory Board.
- Coordinated site operations and logistics for all meetings and events.

ADMINISTRATIVE ASSISTANT

2013 - 2014

EveryOne Home, Alameda County

- Coordinated day-to-day site operations, including office management, technology, meetings and travel, event logistics and oversaw inventory of supplies.
- Facilitated communications; managed meetings, and follow up between Leadership Board, Advisory Board, and the Executive Director.
- Supported the Executive Director with financials, tracking, and producing invoices/payments.
- Produced and sent electronic materials and newsletter through email and social media.

Barista/Trainer

2007 - 2014

Starbucks

- Trained and developed new team members.
- Delivered first-rate customer service and specialized in resolution of complaints.
- Retained flexibility, positivity and adaptability in a fast-paced environment.
- Practiced excellent time management and multitasking skills to deliver quality product and ensure cleanliness.

Profile

Beth

First Name

Stokes

Middle Initial
Last Name

Email Address

Street Address

Suite or Apt

Oakland

City

CA

State

Postal Code

Primary Phone

Alternate Phone

Episcopal Community Services

Employer

Executive Director

Job Title

Which Boards would you like to apply for?

Commission on Homelessness : Submitted

Interests & Experiences

Please tell us how your qualifications and participation will relate to the requested board and/or commission's mission.

To Whom It May Concern: Thank you for this opportunity to serve our Oakland community as a member of the Homeless Advisory Commission. I respectfully submit this application as a resident of the Jingtletown neighborhood of Oakland, with over 20 years of professional experience in housing and homeless services. I am the Executive Director of Episcopal Community Services (ECS), San Francisco's most impactful provider of essential services for individuals experiencing homelessness or extreme poverty. Under my leadership, ECS is taking bold actions to acquire new units of permanent supportive housing, a proven solution to ending chronic homelessness. To this end, we are currently partnering with the City and County of San Francisco in two applications for Project Homekey funding. One application has been awarded funding to purchase the 232 unit Granada Hotel. ECS is a seasoned provider of both permanent supportive housing and interim housing, including operating eight Project Roomkey hotels. In our role as the lead agency for Adult Coordinated Entry in San Francisco, we work closely with our public partners in creating permanent exits from homelessness for our clients. ECS is expanding its continuum of services to support housing stability, including workforce development and employment training for homeless job seekers, healthy aging programming, and behavioral health services. I seek the opportunity to contribute my expertise as the Executive Director of a comprehensive homeless services provider as we develop strategies to resolve homelessness in our Oakland community. My previous roles over the past two decades include Western Region Managing Director for the Corporation for Supportive Housing, Director of Programs for the Los Angeles Homeless Services Authority, and Executive Director of Hamilton Families. I am trained as a social worker, having graduated from San Francisco State University with a Masters of Social Work in Social Welfare, Administration and Planning. As a commissioner, I would bring my experience and leadership of non-profit and intergovernmental agencies both here and throughout the western United States. I hope to work closely with the Mayor and City Council to sustain and grow Oakland's network of services for people experiencing homelessness in our community, with a focus on permanent exits to housing. Thank you for your consideration of my application. Sincerely, Beth Stokes

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I Agree *

SUMMARY OF QUALIFICATIONS

- Over twenty years of visionary, collaborative, and committed leadership in non-profit and government agencies focused on supportive housing and homeless service systems, family and youth development, and prevention and intervention services for vulnerable populations.
- Demonstrated ability as a skilled non-profit and public service administrator in both the crisis and supportive housing sector, implementing large-scale, community wide system change; managing high volume operations in complex non-profit and public sector organizations focused on ending and preventing homelessness.
- Demonstrated success in the principles and practices of public and non-profit administration, including the collaborative development and oversight of strategic plans, annual budgets, audits, human resources, staff development, fund development, procurement, contract management, communications, performance quality and analysis, and data system design and implementation.
- Highly skilled in designing and implementing innovative, large scale, multi-site, evidence based programs and initiatives focused on Housing First principles for a range of populations, including: chronically homeless, frequent users of public systems, child welfare involved families, homeless families, justice involved, transition age youth, and the elderly.
- Proven ability to inspire, lead, manage, build, and retain high-performing, multi-disciplinary teams in fast-paced, demanding work environments.
- Experience designing and implementing personnel policies and procedures, employee performance processes, and staff development plans.
- Proven success in leading and managing organizational change in practice and culture, in both the non-profit and public sectors.
- Working knowledge of federal/state policy and funding for a range of crisis services, housing stabilization, and supportive housing interventions.
- Experience partnering with non-profit Boards of Directors and publicly appointed commissions; responsible for agenda setting, document preparation, and the facilitation of monthly meetings.
- Ability to develop highly positive and collaborative relationships with state, county and federal oversight agencies, advocacy organizations, and other critical community stakeholders.

RELEVANT PROFESSIONAL EXPERIENCE

Episcopal Community Services, San Francisco, CA

10/17-Present

Executive Director

Website: ecs-sf.org / Twitter: @ECS_SF / Facebook: @ECSofSF

- Responsible for leading a complex non-profit, with 500+ employees, an operating budget of over \$70M, with a mission to end homelessness in the following core competencies: Interim Housing, Rapid Re-housing, Supportive Housing Development and Services, Systems Leadership for unhoused adults, Workforce Development, Healthy Aging, and Behavioral Health services.
- Experienced leader in organizational growth, having more than doubled our organizational budget within three years; including building the capacity of finance, operations, fund development, and community service teams.
- Contributed to the organizations renewed focus on housing as the solution to ending homelessness, and our expansion into rapid re-housing for those system impacted by criminal justice, and positioned the organization to more than double our Supportive Housing Portfolio from 1200 units in 2020, to an estimated 2200 in 2021.
- Co-developing with our close partners Mercy Housing, the largest Supportive Housing site in San Francisco, with 256 units for the most vulnerable adults experiencing homelessness, including 105 units designated for unhoused aging adults 55 and over.
- Lead agency, launching the City of San Francisco's initial iteration of the adult coordinated entry system for single adults in November 2018.
- Experienced in fund development, cultivating and soliciting new donor partnerships with foundations, and major donors; including the launching of a successful Capital Campaign in my second year to build out 6,000 sq. ft of workforce development and social enterprise space.

- Contribute to Board Relations and cultivation as a member of ECS' Board of Directors, and the President of ECS' Housing Corporation Board.

CSH (Corporation for Supportive Housing), Los Angeles, CA

04/14 – 09/17

Western Region Managing Director

Website: csh.org; twitter: [@CSHinfo](https://twitter.com/CSHinfo)

- Responsible for setting vision and leading the implementation of CSH's national strategic initiatives in the Western United States, which includes: 25 high impact staff located in field offices in SF, LA and San Diego; regional staff overseeing initiatives in the Pacific NW (including Hawaii), Colorado, and the Southwest; and CA Policy. This includes CSH's vision to create and maximize the impact supportive housing (SH) can have across multiple public systems (CoC's, housing authorities, healthcare, criminal justice, child welfare, workforce development) as a solution to the complex, and costly problems that face vulnerable populations and communities.
- Supervise the regions six directors, including the CA Policy Director; preparation, presentation, and implementation of the Western Regions annual budget; cultivation of new public and private business development partnerships; staff recruitment, deployment, development, and evaluation.
- Responsible for the implementation of CSH's core strategic initiatives including: sustained efforts to create more SH for individuals and families across the Western US; engaging communities in wide-scale "Systems Transformation" initiatives; pursuing healthcare partnerships, frequent user programs and scaled leveraging of Medical/Medicaid funded services in supportive housing; creating and implementing initiatives in community re-entry programs, including a "Pay for Success", Social Innovation Financing project in Los Angeles that is designed to break the cycle of homelessness and incarceration through the integration of supportive housing; creating innovative peer employment training initiatives for people with lived experience of homelessness; providing "promising practice" technical assistance to SH organizations; supporting communities redesign and realign their public systems for greater efficiency and impact; educating communities on the benefits of "Moving On" initiatives in SH; designing tools for SH Developers to evaluate their capacity; and supporting affordable housing policy and ballot initiatives at the federal, state and local levels to increase both capital and service funding to create more quality SH in communities.
- Participate in the organizations weekly Executive Team meetings, which includes national finance reports, loan portfolio progress, fund development, and updates on federal/state policy, social innovation, national HUD TA, and field operations.
- Within the Western Region, I lead and participate in monthly finance, and fund development meetings with each of my direct reports; and host monthly housing pipeline, and Leadership calls with the WR Directors and Associate Directors.

Volunteers of America, Los Angeles, CA

08/13 - 04/14

Director of Homeless Services

- Provided strategic vision and administrative leadership to VOA Los Angeles, a \$70M non-profit that provides a full continuum of crisis and affordable housing, including crisis and interim beds, rapid re-housing, and supportive, and affordable housing interventions.
- Operational oversight of Crisis Housing and Stabilization Services, including: 450 bed crisis shelter program for women and men in South Los Angeles; the largest Skid Row Resource Center for single adults; a 75 bed Skid Row shelter for men and women; a Skid Row "Just in Reach" Re-entry, and Mentoring Program; multi-site (2) Adult and Family Access Centers in East Los Angeles; an interim housing center for female Transition Age Youth; seasonal winter shelter programs in S. Los Angeles and Pomona; Family Crisis Housing Program in South Los Angeles; and a Recovery Program for Women in Long Beach.
- Supportive Housing oversight included: County Shelter + Care PSH program; over 500 affordable housing units; Rapid Re-housing Rental Assistance Program for Families; and a First Five Rental Assistance Program for Families.

- Responsibilities included budget planning, oversight, and external audit preparation; public and private fund development; quality assurance protocols; performance management; database development; and relationship management with community stakeholders.
- Provided leadership, staff development and coaching of Director level staff with a direct service team of 70+.
- Policy review and strategic planning for CA Health Reform initiatives.

Los Angeles Homeless Services Authority, Los Angeles, CA

12/10 - 08/13

A Joint Authority of the City and County of Los Angeles

Director of Programs

Website: LAHSA.org

- Responsible for the program administration and performance evaluation for the largest Continuum of Care (CoC) in the US. This included oversight of 300+ publicly funded service contracts, connected to over 100 non-profit organizations for *Los Angeles' Homeless Services Authority*, the designated Continuum of Care (CoC) lead for LA.
- Directly oversaw the agencies design of homeless and housing programs through procurement processes, this included establishing community performance metrics and the evaluation of projects.
- Responsible for implementing federal and local policy changes, funding priorities, and promising practices.
- Recruited, managed, and mentored 35+ directors, managers, and program analysts to achieve annual strategic priorities, team goals and individual performance metrics
- Oversaw the re-design and implementation of the City of LA's \$30 million HUD funded Homelessness Prevention and Rapid Re-housing program.
- Created, designed, and co-led with public partners and community stakeholders, the design and implementation of the Los Angeles County "Family Solutions System"; the first coordinated entry system in Los Angeles.
- Oversaw the design, implementation, and data analysis of the annual City and County "Winter Shelter" Program.
- Lead the design and launch of a new initiative to evaluate all HUD McKinney, SHP renewal projects in the CoC.
- Designed the first HMIS generated "High Impact", system-level performance report and program level performance reports for the LA Continuum of Care (CoC).
- Implemented the first "Performance Advisory Committee" for all HUD and City/County funded contracts through the agency.
- Reported monthly to the LAHSA Commission, who were appointed by the Mayor of LA, and the five County Supervisors.

Hamilton Family Center, San Francisco, CA

10/07 – 12/10

Executive Director

Website: HamiltonFamilyCenter.org

- Provided visionary leadership and strategic direction to this local non-profit that provided crisis care, behavioral healthcare, and housing and services to families and adults experiencing homelessness.
- In collaboration with the Board of Directors, responsible for creating and implementing the Strategic Operating Plan; the development of the organizations operating budget; fiscal controls; and the coordination of the organizations independent annual audit.
- Led multi-faceted fund development effort with a focus on both the maintenance and cultivation of new relationships with foundations, corporations, and major/individual donors.
- Oversaw human resources for a team of 85+, including the development of personnel policies and procedures, employee development, and the evaluation and retention of personnel.
- Jump-started the "Housing First" movement for homeless families in San Francisco; designing, and implementing one of the first Rapid Re-housing, shallow rental subsidy programs for homeless families in 2005.
- Oversaw Hamilton Family Center's sizable volunteer force.
- Led the design and implementation of the first iteration of a customized Salesforce data collection platform.
- Created "First Avenues", Hamilton Family Center's first housing navigation and support service program.
- Led the redesign of the organization's website.

- Associate Director of Hamilton Family Center** **07/01 - 09/07**
- Responsibilities included administration, operations, and programming of HFC’s family shelter, transitional housing, behavioral health contracts, rapid re-housing, and supportive housing programs. Supervision of all non-executive leadership staff, including clinical and non-clinical staff; fiscal and programmatic contract coordination of social and physical/behavioral health services
- Program Director** **11/99 - 07/01**
- Responsibilities included operational oversight and programming of a 24-hour emergency shelter for families; supervision of 20 staff; oversight of shelter operations and programming; fiscal and programmatic contract coordination of social and health services for 88 homeless older adult residents; supervision of MSW field students.
- Compass Community Services, San Francisco, CA** **08/97 - 11/99**
Connecting Point
Case Manager
- Coalition on Homelessness, San Francisco, CA** **09/96-06/97**
Intern, Homeless Advocate
- Revival Inc., Santa Barbara, CA** **01/92-12/94**
Owner/Operator Live Music Venue
- Northwestern Psychiatric Institute, Fort Washington, PA** **11/90 - 06/91**
Psychiatric Technician
- Portsmouth Psychiatric Center, Portsmouth, VA** **10/89 - 09/90**
Psychiatric Technician

EDUCATION

- MSW San Francisco State University, San Francisco, CA**
Master’s in social Welfare, May 2003
Concentration: Administration and Planning
Focus: Organizational Efficacy of Non-profits
- BSW San Francisco State University, San Francisco, CA**
Bachelor’s in social work, May 1997
- Pennsylvania State University, University Park, PA**
Major: Social Welfare 1984-1988

MEMBERSHIPS & AWARDS

- **Amity Foundation**, Board Chair, Los Angeles, CA **July 2016-Present**
- **SOMAWest Community Benefit District**, Board of Directors, San Francisco **June 2018-Present**
- Board of Directors, **Community Housing Partnership (CHP)**, San Francisco, CA **March 2015-Sept 2107**
- Inducted into High School Hall of Fame, Upper Darby High School, PA **November 2013**
- Los Angeles Countywide HOPWA, Advisory Committee **2011**
- Full Circle Fund, San Francisco, Community Fellow, Housing Circle **2008**
- Penn State Division I Women’s National Championship Lacrosse Team **1987**

PRESENTATIONS AND CREDITS

Affordable Housing Panelist, Ross Minority Program in Real Estate, USC, January 2017

Panelist, Symposium, *Homelessness and Business: Finding Common Ground for Engagement*, Salesforce Corp., San Francisco, November, 2015

Presenter, *Blueprint to End Family Homelessness: The Road Ahead*, NAEH Conference, and July 2012

Presenter, *Strategic and Systematic Planning for Serving Unaccompanied Youth*, 2012 National Conference on Family and Youth Homelessness, Los Angeles, CA February 2012

Panelist, *What Does Improving Shelter Look Like? A Discussion for Organizational Change*
National Alliance to End Homelessness, Washington, D.C., July 13th, 2010

Co-Host/Presenter with Beyond Shelter (Los Angeles, CA), and the National Center on Housing & Child Welfare (Washington, DC), *National Training Institute on HPRP and Housing First*, Los Angeles, CA May 26th-27th, 2010

Panelist, *Re-Tooling and Enhancing Family Support Services*, National Alliance to End Homelessness, Los Angeles, CA, February 2010

Panelist, *Assessment & Targeting*, National Alliance to End Homelessness, Washington, DC, July 2009

Presenter, *Homelessness Prevention: Community Perspectives*, HUD HPRP Technical Assistance Workshop, Los Angeles, CA, May, 2009

Panelist, *Prevention: Building a Coordinated Response*, National Alliance to End Homelessness, San Diego, CA, February 2009

Panelist, *Targeting Interventions: Homeless Families and Individuals*, National Alliance to End Homelessness Conference, Washington, D.C., July 2008

Presenter, *Housing Strategies; Strengthening at Risk and Homeless Young Mothers and Children*, Hilton Foundation Grantee Conference, Los Angeles, CA, April 2008

Panelist, *Designing and Implementing Housing Subsidy Programs*, National Alliance to End Homelessness, Seattle, WA, February 2008

Panelist, *Basics of Housing First for Families and Children*, National Alliance to End Homelessness, Washington, D.C., July 2007.

Award, *Non-profit Sector Achievement Award*, National Alliance to End Homelessness: Annual Awards Ceremony, Award Recipient: Hamilton Family Center

Panelist, *System-wide Housing First*, National Alliance on Homelessness, Oakland, CA, February 2007

Panelist, *Role of Transitional Housing in Ending Homelessness*, National Alliance to End Homelessness, Annual Conference, Washington, D.C., July 2006

Panelist, *Housing First for Individuals & Families*, Closer to Home, Housing California Annual Conference, Sacramento, CA, May 2006

Co-Chair, *Homeless Family Services Re-design*, Department of Human Services, Co-Chair: Eviction Prevention & Shallow Subsidy Sub-Committee, San Francisco, January-June 2006

Panelist, *Housing First Overview & Evolving Role of Transitional Housing*, National Conference on Ending Family Homelessness, National Alliance to End Homelessness, Oakland, CA, January 2006

Podcast Presenter, *Responding to Substance Abuse in Homeless Families*, National Alliance to End Homelessness, Presenter, November 2005

Profile

Mark Walker
First Name Middle Initial Last Name

Email Address

Street Address Suite or Apt
 Oakland CA
City State Postal Code

Primary Phone Alternate Phone

Swords to Plowshares Associate Director
Employer Job Title

Which Boards would you like to apply for?

Commission on Homelessness : Submitted

Interests & Experiences

Please tell us how your qualifications and participation will relate to the requested board and/or commission's mission.

I have extensive experience implementing and managing systems and programs for U.S. veterans, including employment, education, housing and assistance for homeless veterans. As a United States Air Force veteran, I've spent the last 15 years advocating and providing programs/services for transitioning service members and veterans to include their families. During this time, I've been intimately involved at the local, state and national levels dealing with the issues surrounding homelessness. Based upon my current role at Swords to Plowshares (Oakland office), I'm able to provide needed perspective on homelessness, particularly from the military veterans perspective. At-risk and homeless veterans deal with many similar problems that non-veteran homeless persons deal with. However, due to military culture, deployments, combat/war and other related military issues; there's real differences in engaging and ultimately serving this demographic. My overall experience in the homeless space to include military/veteran culture presents a value add for the Commission.

Please submit your resume or curriculum vitae. You may upload a document. (A Word format is preferred.) Alternatively, you may paste the text of your resume in the field provided below.

Upload a Resume

Please paste the text of your resume or curriculum vitae below.

Mark Walker ██████████ Program Implementation & Administration ► Budget Management ► Advocacy & Outreach Program Director with extensive experience implementing and

managing systems and programs for U.S. veterans, including employment, education, housing and assistance for homeless veterans. Engaging and effective advocate for legislation and increased resources for transitioning military servicemembers and veterans. Talent for building consensus across diverse stakeholders to drive change. Executive-level experience in strategic planning, budget management, and staff leadership. Value-added professional experience in finance, education, and non-profit administration. Highlights: Accomplishments, Affiliation Leadership & Awards Catalyst for enhanced legislation that increased support for programs and services for transitioning military servicemembers and veterans. Built relationship with corporate foundation that resulted in \$1.3M to renovate veterans' homes and Legion Posts. Recognized expert on homelessness issues. Appointed Chair of U.S.VETS Advisory Committee. Affiliations: U.S. Department of Labor (DOL), Advisory Committee on Homeless Veterans U.S.VETS Awards: Outstanding Board Leadership, U.S.VETS Unsung Hero, National Coalition for Homeless Veterans PROFESSIONAL EXPERIENCE SWORDS TO PLOWSHARES, Oakland, CA November 2019 - Present Associate Director of East Bay Programs • Provides input to Executive Director, Chief Operating Officer, Chief Financial Officer, and senior management regarding agency operations and strategic planning, with emphasis on the East Bay Programs. • Provides leadership in developing programmatic, organizational, and financial plans, while also expanding and enhancing the organization's presence and operations. • Engages and maintains strategic relationships with key organizations and individuals to further the agency's mission. • Network with local, state, and federal government agencies and officials, as well as elected officials, to identify potential funding and partnership opportunities to meet organizational objectives. • Ensure East Bay Programs achieve or exceed contractual goals and outcomes. • Communicate with key personnel and board committees to develop and carry out short-term and long-range strategies in the East Bay to accomplish proposed expectations. • Responds to requests from the Board of Directors as directed by the Executive Director. • Other duties as required by the Chief Operating Officer or Executive Director. DEVRY UNIVERSITY, San Jose, CA February 2019 to November 2019 Military and Veterans Affairs Representative Established and cultivated quality relationships with military, veteran, government, and business organizations to assist servicemembers, veterans, and their families in achieving specific educational goals through DeVry University. In addition, grow relationships across existing accounts, and organically source and grow new accounts throughout assigned territory, while sourcing and attending sanctioned events to conduct inquiry generation in full compliance with all DOD and VA policies and applicable government regulations. Maintain relationships, and work in coordination with, internal stakeholders, to include business development, marketing, and local campus teams. THE AMERICAN LEGION, Washington, DC November 2006 to December 2018 -- Nonprofit, nonpartisan Veterans Service Organization. Deputy Director, Veterans Employment & Education Division (Promotion, 2008-2018); Assistant Director, Economics Division (Promotion, 2007-2008); National Appeals Representative (2006-2007) Deputy Director, Veterans Employment & Education Division Provided strategic, financial, operational, and policy leadership and direction for an American Legion division that provides an array of programs and outreach services for transitioning servicemembers and veterans nationwide including, education, housing, employment, skills training, and business development. Direct report to the Division Director. Program Leadership: Administered division's budget. Oversee three Assistant Directors. Lead strategic outreach and legislative advocacy, nationwide. Provide vision and leadership for evaluating and implementing policies and strategies to improve services to veterans and resolve issues ranging from joblessness to homelessness. External Liaison Affairs: Interfaced daily with diverse constituencies on veterans' issues and challenges. Primary liaison with federal agencies, including the Departments of Labor (DOL), Veterans Affairs (VA), Housing and Urban Development (HUD), Health and Human Services (HHS) and the Office of Personnel Management (OPM). Agency spokesperson on veterans' economic issues. Prepare and defend testimony to Congress. Selected Achievements: Instrumental in revitalizing and transforming an underperforming division into one of the most productive and effective American Legion divisions. Strengthened program management and fostered team-based culture. Expanded visibility of the division and its mission through effective networking and stakeholder engagement. Leveraged strategic partnerships across government and private sector to strengthen collaboration on resolving gaps in services for veterans, including employment, job training, credentialing and other key issues. Instrumental in securing \$1.3M in grant funding; the largest in the division's history. Cultivated relationship with the Home Depot Foundation that resulted in \$1.3M in grants to renovate Legion Posts and veteran's homes. Successful in reestablishing the Homeless Veteran Program as a legislative priority, organization-wide. Expanded focus on increasing transitional and permanent housing for homeless veterans. Assistant Director, Economics Division (2007-2008) Driving force behind new legislation for homeless programs. Member of National Veterans Homeless Working Group that

successfully lobbied for effective legislation and mechanisms to fund homeless programs. Nominated by the VA to serve on the Secretary's Advisory Committee on Homeless Veterans. Provided advice to the Secretary of Veterans Affairs for supportive housing and other services for homeless veterans. Selected for subject matter expertise in homelessness issues to support implementation of "System Worth Saving" – a collaborative program with the VA to resolve a national crisis in veterans' healthcare and benefits. National Appeals Representative (2006-2007) Represented veterans at disability claim appeal hearings. Presented verbal arguments on behalf of claimants. Interfaced with service officers, congressional representatives, VA liaisons, appellants and other constituencies. ADDITIONAL CAREER EXPERIENCE Senior Administrative Manager, Earl Paulk Institute, Decatur, GA Stockbroker, Chatfield Dean & Company, Atlanta, GA U.S. Air Force, Philippines & Germany AFFILIATIONS U.S.VETS, Washington, DC; 2013 to December 2018 / Chairperson from 2016 - 2018 Provided advice and support while identifying partnership opportunities and potential local funding sources and support from individuals, corporations, foundations and other stakeholders. U.S. Department of Veterans Affairs (VA) Advisory Committee on Homeless Veterans, Washington, DC; 2012-2016 Nominated by the Secretary of the Department of Veterans Affairs (VA) to serve on this high profile committee. Made recommendations to the VA Secretary and Congress on issues affecting homeless veterans. Assessed the needs of homeless veterans to determine whether VA and other programs/services are meeting those needs. EDUCATION Master of Organizational Leadership (MOL) University of Saint Francis, Fort Wayne, IN Bachelor of Theology (BTh), Earl Paulk Institute, Decatur, GA ADDITIONAL INFORMATION Panelist and Guest Speaker at over 20 conferences and meetings held by national organizations and advocacy groups, including the U.S. Department of Labor, U.S. Department of Veterans Affairs, National League of Cities, National Coalition for Homeless Veterans, National Alliance to End Homelessness, and Feeding America. LinkedIn Profile: www.linkedin.com/in/mwalker8888

Please click the acknowledgement below.

Service on City of Oakland boards, commissions, and committees may require filings of the FPPC's Statements of Economic Interest (Form 700). Upon appointment and determination of filing status, I will comply with all filing obligations.

I Agree *

Mark Walker

Program Implementation & Administration ► Budget Management ► Advocacy & Outreach

Program Director with extensive experience implementing and managing systems and programs for U.S. veterans, including employment, education, housing and assistance for homeless veterans. Engaging and effective advocate for legislation and increased resources for transitioning military servicemembers and veterans. Talent for building consensus across diverse stakeholders to drive change. Executive-level experience in strategic planning, budget management, and staff leadership. Value-added professional experience in finance, education, and non-profit administration.

Highlights: Accomplishments, Affiliation Leadership & Awards

- Catalyst for enhanced legislation that increased support for programs and services for transitioning military servicemembers and veterans.
- Built relationship with corporate foundation that resulted in \$1.3M to renovate veterans' homes and Legion Posts.
- Recognized expert on homelessness issues. Appointed Chair of U.S.VETS Advisory Committee.

Affiliations: U.S. Department of Labor (DOL), Advisory Committee on Homeless Veterans | U.S.VETS

Awards: Outstanding Board Leadership, U.S.VETS | Unsung Hero, National Coalition for Homeless Veterans

PROFESSIONAL EXPERIENCE

SWORDS TO PLOWSHARES, Oakland, CA

November 2019 - Present

Associate Director of East Bay Programs

- Provides input to Executive Director, Chief Operating Officer, Chief Financial Officer, and senior management regarding agency operations and strategic planning, with emphasis on the East Bay Programs.
- Provides leadership in developing programmatic, organizational, and financial plans, while also expanding and enhancing the organization's presence and operations.
- Engages and maintains strategic relationships with key organizations and individuals to further the agency's mission.
- Network with local, state, and federal government agencies and officials, as well as elected officials, to identify potential funding and partnership opportunities to meet organizational objectives.
- Ensure East Bay Programs achieve or exceed contractual goals and outcomes.
- Communicate with key personnel and board committees to develop and carry out short-term and long-range strategies in the East Bay to accomplish proposed expectations.
- Responds to requests from the Board of Directors as directed by the Executive Director.
- Other duties as required by the Chief Operating Officer or Executive Director.

DEVRY UNIVERSITY, San Jose, CA

February 2019 to November 2019

Military and Veterans Affairs Representative

Established and cultivated quality relationships with military, veteran, government, and business organizations to assist servicemembers, veterans, and their families in achieving specific educational goals through DeVry University. In addition, grow relationships across existing accounts, and organically source and grow new accounts throughout assigned territory, while sourcing and attending sanctioned events to conduct inquiry generation in full compliance with all DOD and VA policies and applicable government regulations. Maintain relationships, and work in coordination with, internal stakeholders, to include business development, marketing, and local campus teams.

THE AMERICAN LEGION, Washington, DC
-- *Nonprofit, nonpartisan Veterans Service Organization.*

November 2006 to December 2018

Deputy Director, Veterans Employment & Education Division (Promotion, 2008-2018); **Assistant Director, Economics Division** (Promotion, 2007-2008); **National Appeals Representative** (2006-2007)

Deputy Director, Veterans Employment & Education Division

Provided strategic, financial, operational, and policy leadership and direction for an American Legion division that provides an array of programs and outreach services for transitioning servicemembers and veterans nationwide including, education, housing, employment, skills training, and business development. Direct report to the Division Director.

- **Program Leadership:** Administered division's budget. Oversee three Assistant Directors. Lead strategic outreach and legislative advocacy, nationwide. Provide vision and leadership for evaluating and implementing policies and strategies to improve services to veterans and resolve issues ranging from joblessness to homelessness.
- **External Liaison Affairs:** Interfaced daily with diverse constituencies on veterans' issues and challenges. Primary liaison with federal agencies, including the Departments of Labor (DOL), Veterans Affairs (VA), Housing and Urban Development (HUD), Health and Human Services (HHS) and the Office of Personnel Management (OPM).
- **Agency spokesperson** on veterans' economic issues. Prepare and defend testimony to Congress.

Selected Achievements:

- **Instrumental in revitalizing and transforming an underperforming division** into one of the most productive and effective American Legion divisions. Strengthened program management and fostered team-based culture. Expanded visibility of the division and its mission through effective networking and stakeholder engagement.
- **Leveraged strategic partnerships across government and private sector** to strengthen collaboration on resolving gaps in services for veterans, including employment, job training, credentialing and other key issues.
- **Instrumental in securing \$1.3M in grant funding; the largest in the division's history.** Cultivated relationship with the Home Depot Foundation that resulted in \$1.3M in grants to renovate Legion Posts and veteran's homes.
- **Successful in reestablishing the Homeless Veteran Program as a legislative priority, organization-wide.** Expanded focus on increasing transitional and permanent housing for homeless veterans.

Assistant Director, Economics Division (2007-2008)

- **Driving force behind new legislation for homeless programs.** Member of National Veterans Homeless Working Group that successfully lobbied for effective legislation and mechanisms to fund homeless programs.
- **Nominated by the VA to serve on the Secretary's Advisory Committee on Homeless Veterans.** Provided advice to the Secretary of Veterans Affairs for supportive housing and other services for homeless veterans.
- **Selected for subject matter expertise in homelessness issues** to support implementation of "System Worth Saving" – a collaborative program with the VA to resolve a national crisis in veterans' healthcare and benefits.

National Appeals Representative (2006-2007)

- Represented veterans at disability claim appeal hearings. Presented verbal arguments on behalf of claimants. Interfaced with service officers, congressional representatives, VA liaisons, appellants and other constituencies.
-

ADDITIONAL CAREER EXPERIENCE

Senior Administrative Manager, Earl Paulk Institute, Decatur, GA
Stockbroker, Chatfield Dean & Company, Atlanta, GA
U.S. Air Force, Philippines & Germany

AFFILIATIONS

U.S.VETS, Washington, DC; 2013 to December 2018 / **Chairperson** from 2016 - 2018

- Provided advice and support while identifying partnership opportunities and potential local funding sources and support from individuals, corporations, foundations and other stakeholders.

U.S. Department of Veterans Affairs (VA) Advisory Committee on Homeless Veterans, Washington, DC; 2012-2016

- Nominated by the Secretary of the Department of Veterans Affairs (VA) to serve on this high profile committee. Made recommendations to the VA Secretary and Congress on issues affecting homeless veterans. Assessed the needs of homeless veterans to determine whether VA and other programs/services are meeting those needs.

EDUCATION

Master of Organizational Leadership (MOL)
University of Saint Francis, Fort Wayne, IN
Bachelor of Theology (BTh), Earl Paulk Institute, Decatur, GA

ADDITIONAL INFORMATION

Panelist and Guest Speaker at over 20 conferences and meetings held by national organizations and advocacy groups, including the U.S. Department of Labor, U.S. Department of Veterans Affairs, National League of Cities, National Coalition for Homeless Veterans, National Alliance to End Homelessness, and Feeding America.

LinkedIn Profile: www.linkedin.com/in/mwalker8888



CITY ATTORNEY'S OFFICE

OAKLAND CITY COUNCIL

RESOLUTION NO. _____ C.M.S.

INTRODUCED BY MAYOR SHENG THAO

RESOLUTION CONFIRMING THE MAYOR'S REAPPOINTMENT OF JOEY HARRISON, ALEXIS LOZANO, CANDACE ELDER, BETH STOKES, AND MARK WALKER AS MEMBERS OF THE COMMISSION ON HOMELESSNESS

WHEREAS, Section 601 of the City Charter provides that members of City boards and commissions shall be appointed by the Mayor subject to confirmation by the affirmative vote of five members of the City Council; and

WHEREAS, Oakland Municipal Code Section 4.56.060 established the Commission on Homelessness to advise the Mayor and City Council and make recommendations on Measure W and Measure Q homelessness funds received by the City of Oakland for homelessness programs and services; and

WHEREAS, the Commission on Homelessness consists of nine (9) members appointed by the Mayor and confirmed by the Council, the composition of which must include no less than half of the commissioners being residents of heavily impacted neighborhoods, no fewer than two (2) commissioners being currently or formerly homeless, no fewer than three (3) commissioners having professional expertise with housing or homeless services, and no fewer than one (1) commissioner having financial expertise; and

WHEREAS, the appointed commissioners listed herein meet the aforementioned requirements; and

WHEREAS, members serving initial appointments shall serve staggered terms of one (1), two (2) or three (3) years, all appointments for subsequent terms shall be for three-year terms; and all member terms shall begin on the date of the first six (6) appointments and future terms shall begin and end on that date; and

WHEREAS, the Honorable Mayor Sheng Thao has reappointed Joey Harrison, Alexis Lozano, Candice Elder, Beth Stokes, and Mark Walker, to the Commission on Homelessness, to the terms listed below; now, therefore, be it

RESOLVED: That pursuant to City Charter section 601, the City Council hereby confirms the Mayor's appointment to the Commission on Homelessness, as follows:

Joey Harrison, to serve a three-year term that began December 2, 2022 and ends December 1, 2025, filling a seat previously held by himself.

Alexis Lozano, to serve a three-year term that began December 2, 2022 and ends December 1, 2025, filling a seat previously held by herself.

Candace Elder, to serve a three-year term that began December 2, 2022 and ends December 1, 2025, filling a seat previously held by herself.

Beth Stokes, to serve a three-year term that began December 2, 2021 and ends December 1, 2024, filling a seat previously held by herself.

Mark Walker, to serve a three-year term that began December 2, 2021 and ends December 1, 2024, filling a seat previously held by himself.

IN COUNCIL, OAKLAND, CALIFORNIA,

PASSED BY THE FOLLOWING VOTE:

AYES - FIFE, GALLO, JENKINS, KALB, KAPLAN, RAMACHANDRAN, REID, AND
PRESIDENT FORTUNATO BAS

NOES –

ABSENT –

ABSTENTION –

ATTEST: _____

ASHA REED
City Clerk and Clerk of the Council of the
City of Oakland, California