

CITY OF OAKLAND



CITY HALL • ONE CITY HALL PLAZA • OAKLAND, CALIFORNIA 94612

Office of the Mayor
Honorable Sheng Thao

(510) 238-3141
FAX (510) 238-4731
TDD (510) 238-3254

Letter of Appointment

October 24, 2024

Dear President Bas and members of the City Council:

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

Housing, Residential Rent and Relocation Board

Martina Cucullu Lim, Undesignated Representative, Term: February 12, 2024 - February 11, 2027. Filling the seat that was previously held by Denard Ingram.

Thank you for your assistance in this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Sheng Thao", written in a cursive style.

Mayor Sheng Thao

Profile

Martina

First Name

Cucullu Lim

Last Name

Pronouns

she/her/ella

[Redacted]

Email Address

[Redacted]

Street Address

Suite or Apt

[Redacted]

City

[Redacted]

State

[Redacted] 6

Postal Code

What City Council district do you live in?

None Selected

[Redacted]

Primary Phone

[Redacted]

Alternate Phone

Employer

Job Title

Which Boards would you like to apply for?

Housing, Residential Rent and Relocation Board: 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 in landlord/tenant law in California, including approximately five years of practicing landlord/tenant law within the City of Oakland. I am, thus, familiar with the Rent Adjustment Program as well as relevant laws (federal, state, county, and city). As someone who practiced law in California for many years, particularly in the landlord/tenant field, I am fully qualified to understand the policies and procedures necessary to conduct the work.

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.

[Martina I Cucullu Lim Resume.docx](#)

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 *



Martina I. Cucullu Lim



PROFESSIONAL SUMMARY

Accomplished Executive Director recognized for leveraging strong leadership, development, and collaboration skills to drive forward progress, create strategic alliances, and design-thinking approaches to deliver mission-critical results. Offering outstanding cross-cultural team management skills with an emphasis on equity, inclusion, diversity, and belonging. Successful leader skilled in directing successful multi-year programmatic strategies and multi-million-dollar budgets, mentoring high-performing teams to develop solutions and solve operational and technical problems, leveraging entrepreneurial attitude for optimal results.

MAJOR ACCOMPLISHMENTS

- Launched agency-wide 18-month Justice, Equity, Diversity, and Inclusion initiative, which supported efforts to diversify staff, leadership, Board, and agency partnerships.
- Designed two Tenant Right to Counsel models for the 7th and 13th largest counties in California, harnessing the skills and resources of county-wide legal services in a scalable and replicable model.
- Brought design-thinking and data-driven analysis to San Francisco's largest provider of tenant legal services.
- Secured a more holistic interpretation of "legal services" as it relates to Qualified Legal Services Providers to the Indigent Population in California so as to include quasi-judicial work and the provision of rental assistance to tenants in eviction-related matters for the benefit of all Qualifying Legal Services Providers in California.
- Exponentially increased access to eviction defense services (including rental assistance) during the Covid-19 pandemic, thereby stabilizing thousands of households during a global pandemic where access to shelter was paramount for survival.

WORK HISTORY

PROGRAM DIRECTOR

02/2024-Current

OneJustice | San Francisco, CA

- Provide expert consulting, training, and coaching services to the staff and boards of California legal services nonprofits on topics.

EXECUTIVE DIRECTOR

7/2018 to 05/2023

Eviction Defense Collaborative, Inc | San Francisco, CA

Equity Initiatives

- Launched agency-wide 18-month Justice, Equity, Diversity, and Inclusion initiative, which supported efforts to diversify staff, leadership, Board, and agency partnerships.
- Eliminated educational requirements for all job requirements at EDC (save educational requirements mandated by federal, state and/or local laws).
- Diversified staff and leadership significantly (race, ethnicity, language, gender identity, educational backgrounds, sexual orientation, and increased female leadership).
- Expanded board and dramatically increased diversity of board membership from a JEDI perspective.
- Encouraged staff to create affinity groups.
- Expanded EDC partnerships to include affinity organizations and community groups (e.g. San Francisco Human Rights Coalition, Latino Task Force, Asian Law Caucus, La Raza Centro Legal).

Managing Successful Program Strategy

- Built out infrastructure by creating Development, Finance, HR, and Operations departments, securing and designing custom, cloud-based case management systems enabling data-driven programs evaluation, expanding equitable access in response to Covid-19 homelessness prevention needs, and ensuring provision of culturally-competent services.
- Redesigned programs and departments to align their vision, goals and objectives with agency strategy to achieve consistently high results.
- Drove strategic improvements and evaluation, enhancing operational and organizational efficiencies.

Team Management

- Increased staffing from approximately 25 FTE to approximately 100 FTE over five years (from FY 18/19 to FY 22/23); successfully managing team of cross-functional reports, which grew from 5 to 9 FTE.
- Diversified staff and leadership significantly (race, country of origin, ethnicity, language, gender identity, educational backgrounds - with removing degree requirement, sexual orientation, and more females in leadership).
- Increased and re-imagined staff professional development and wellness initiatives, expanding benefits and removing silos.
- Fostered culture of coaching, collaboration and inclusion as well as modeled identifying and mentoring future leaders to increase staff morale and reduce turnover.

Collaborative Leadership

- Partnered with City and County of San Francisco and other, varied stakeholders in designing, building, implementing, and overseeing San Francisco Tenant Right to Counsel (SFTRC)'s groundbreaking, replicable and complex programmatic homelessness prevention

strategy. SFTRC proved crucial during Covid-19, by ensuring city-wide collaboration and response to Covid-19 related eviction protection needs and tenant access to dynamic Covid-19 resources.

- Established Senior Leadership Team and mid-level Managers Team, working together to run day-to-day operations in alignment with agency mission and strategies.

Budget Management

- Increased operating budget from approximately \$4.5M to approximately \$30M over five years (from FY18/19 to FY 22/23), with over \$10M in pass-through rental assistance funds.
- Exercised appropriate cost control to meet budget restrictions and maximize resources.
- Prioritized and allocated valuable resources to meet agency targets.
- Shouldered agency fiscal responsibility.

VOLUNTEER COMMITTEE MEMBER

01/2018 to 01/2022

The Judicial Council of California | San Francisco, CA

- Appointed as member of Civil & Small Claims Advisory Committee for Judicial Council of California charged with making recommendations to Judicial Council for improving administration of justice in civil and small claims proceedings.
- Collaborated with Committee Members in amending unlawful-detainer related forms impacted by Covid-19 regulations (e.g. complaint, answer, declarations, etc.).
- Advised Committee Members on access to justice issues as it pertained to pro per litigants.

TENANTS' RIGHTS PROGRAM DIRECTOR

01/2013 to 07/2018

Centro Legal de la Raza | Oakland, CA

Managing Successful Program Strategy

- 200% program growth in under three years pending final contract execution.
- Successfully lobbied for over \$5M in new funding from Alameda County and City of Oakland for anti-displacement services.
- Established Tenants' Rights Program as county leader in anti-displacement efforts.
- Identified and secured program funding.
- Established and nurtured relationships with existing program funders.
- Designed, developed, and implemented program policies, procedures, initiatives, and documents while integrating impact and evaluation data to ensure program success.
- Managed independent caseload.
- In collaboration with consultant, prepared and managed program budget.

Team Management

- Supervised staff of approximately 6 FTE (and approximately 4 volunteer law students per quarter) in provision of legal services to tenants.
- Fostered coaching and mentorship approach to management.

Collaborative Leadership

- Recipient of Letter of Intent to Award \$3.5M to establish and administer Alameda County Housing Secure by spearheading collaborative of all of Alameda County's tenant legal services providers and designing program that would ensure access to legal representation regardless of tenants' access point (ie every door works to secure legal representation in eviction matter in Alameda County).
- Managed, planned, coordinated, and integrated agency-wide policies and procedures as part of Senior Management team.
- Designed, developed, and implemented multi-agency, multi-practice-area collaboration ensuring survivors of sexual assault received necessary legal (employment, family, housing, immigration) and counseling services.
- Represented Centro Legal de la Raza in the Coalition for Cultural Equity and Inclusion in Law (CCEIL).

Previous Positions at Centro

- Tenants' Rights Program Supervising Attorney.
- Tenants' Rights Attorney - Survivors of Sexual Assault.

FELLOW

09/2017 to 06/2018

OneJustice | San Francisco, CA

- OneJustice's Executive Fellowship Program, 10-month mini-MBA certificate program.
- Networked and built strong presence with peers to facilitate professional relationships.
- Established open and professional relationships with team members, which facilitated communication, quickly resolving issues and conflicts.

SITE DIRECTOR

08/2011 to 11/2012

Boys & Girls Clubs of San Leandro | San Leandro, CA

- Developed and implemented policies and procedures to ensure compliance with federal and private grant requirements.
- Tracked compliance with various grants for reporting purposes.
- Hired, trained, and supervised 5 program staff.
- Coordinated academic efforts with multiple stakeholders to provide individualized support and counseling to students.

LITIGATION ASSOCIATE

04/2008 to 03/2011

Glynn, Mortl, Hanlon & Friedenberg, LLP | Walnut Creek, CA

- Managed variety of federal and state civil cases from inception to settlement.
- Drafted and argued motions in state court.
- Maintained litigation database and document organization for average caseload of 10-15 cases.

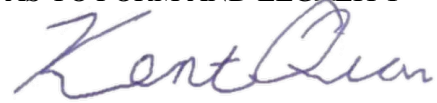
LITIGATION ASSOCIATE

06/2005 to 09/2007

Freeman, Nooter & Ginsberg | New York, NY

- Researched and drafted legal memoranda and motions on criminal and immigration-related matters, including death-penalty-eligible cases.
- Prepared citizenship and visa applications, and drafted letters of appeal to Department of State.

APPROVED AS TO FORM AND LEGALITY



CITY ATTORNEY'S OFFICE

OAKLAND CITY COUNCIL

RESOLUTION NO. _____ C.M.S.

INTRODUCED BY MAYOR SHENG THAO

**A RESOLUTION CONFIRMING THE MAYOR'S APPOINTMENT OF
MARTINA CUCULLU LIM AS AN UNDESIGNATED REPRESENTATIVE
TO THE HOUSING, RESIDENTIAL RENT AND RELOCATION BOARD**

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, Ordinance No. 11954 C.M.S., adopted December 17, 1996, and amended by Ordinance No. 12030 C.M.S., adopted December 16, 1997, and further amended by Ordinance 12273 C.M.S., adopted July 25, 2000, Ordinance No. 12399 C.M.S., adopted January 23, 2003, and Ordinance No. 13373 C.M.S., adopted June 7, 2016, creates the Housing, Residential Rent and Relocation Board ("Board") to assume all duties and functions heretofore exercised by the Housing Advisory and Appeals Board, Relocation Appeals Board, and the Housing Advisory and Appeals Board; and

WHEREAS, the Board consists of seven (7) members, two tenants, two landlords, and three undesignated members, serving not more than two consecutive three-year staggered terms and two alternates for each of the three classes of members; and

WHEREAS, the Honorable Mayor Sheng Thao has appointed Martina Cucullu Lim to serve a three-year term subject to confirmation by the City Council; now, therefore, be

RESOLVED: That pursuant to City Charter Section 601, the City Council hereby confirms the Mayor's appointments to the Housing, Residential Rent and Relocation Board:

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Martina Cucullu Lim, Undesignated Representative, Term: February 12, 2024 - February 11, 2027. Filling the seat that was previously held by Denard Ingram.

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