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OFFICE OF THE CITY CLERK
OAKLAND

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INTEROFFICE MEMORANDUM

DATE: March 4, 2008

TO: LaTonda Simmons
Boards and Commissions Management
Office of the City-Clerk

FROM: Councilmember Jean Quan

SUBJECT: APPOINTMENT TO THE BUDGET ADVISORY COMMITTEE

I would like to appoint Margaret Salazar to serve on the Budget Advisory Committee as my 2nd appointee as Chairperson of the Finance and Management Committee. I would also like to request that this appointment be placed on the next City Council agenda for approval.

Please contact my staff with any questions regarding this matter at x7004.

Thank you for your attention to this matter.

A handwritten signature in black ink, appearing to read "Jean Quan".

Jean Quan
City Council President Pro Tem

Attachment: Ms. Salazar's Resume

Margaret Solle Salazar

Councilmember Jean Quan
One Frank Ogawa Plaza, 2nd Floor
Oakland, CA 94612

February 5, 2008

Dear Councilmember Quan:

I am writing to apply for a seat on the Council Budget Advisory Committee. I spoke briefly with Richard Cowan about the opportunity, and believe it could be a good match for my financial and policy analysis skills as well as my commitment to public service.

As a member of the Budget Advisory Committee, I would offer my experience with policy analysis and finance, as well as reviews of organizational budgets. I currently work as a program and policy analyst at the Department of Housing and Urban Development, where I have the opportunity to finance large multifamily housing developments in multiple states, and to improve the performance of federal affordable housing programs. I came to HUD after completing graduate studies in public policy at UC Berkeley, where I worked with local government agencies in San Francisco and San Jose, as well as at the state level, to assess the effectiveness of housing, smart growth and economic development programs.

Prior to graduate school, I worked for six years as a foundation program officer directing grants from family foundations to grassroots organizations working for social change across the Western states. My work involved reviewing grantee budgets and management plans.

Throughout my professional experiences, I have maintained a consistent commitment to the Oakland community – a commitment that I believe would also be an asset to the Budget Advisory Committee. Ten years ago, I moved to Oakland as it was reeling from the “dot com” boom and its related housing crisis. Moved by the spike in evictions and the city’s soaring housing costs, I joined up with campaigns working to find solutions to Oakland’s housing and economic struggles. Over the years I have continued to volunteer with a number of community organizations, including EBASE, EBHO and Just Cause Oakland, to develop strategies for inclusionary zoning, community benefits, workforce development and a host of other issues.

I hope to have the opportunity to serve on the Budget Advisory Committee as a way to continue learning about the choices Oakland faces, to serve our community on a broader range of issues (beyond housing and economic development), and to help shape discussions on our city’s future. I also hope that my service can provide useful analytical and financial expertise that will help Oakland make the best budgetary choices.

Thank you for your time and consideration. My resume is enclosed. I look forward to discussing my application with you. I can be reached at the contact information above.

Sincerely,
Margaret Salazar

Margaret Solle Salazar

EXPERIENCE AND QUALIFICATIONS

I am an Oakland-based policy analyst and community advocate. I have worked with local, state and federal government agencies to design and implement affordable housing, finance, economic development and neighborhood programs. My experience in the nonprofit sector has centered on community organizing, budget analysis and foundation grant-making with Oakland grassroots organizations.

EDUCATION

University of California, Berkeley, Goldman School of Public Policy

Master of Public Policy Degree, May 2006

Wesleyan University, Middletown, CT

Bachelor of Arts Degree, Cultural Anthropology, May 1998

PROFESSIONAL EXPERIENCE

U.S. Department of Housing and Urban Development, San Francisco, CA

Presidential Management Fellow/Housing Program Analyst, June 2006-Present

- **Evaluate effectiveness of HUD's Multifamily Housing finance programs** serving Northern California, Nevada, Hawaii and Arizona; conduct policy and regulatory analysis and design regional and national program improvements.
- **Review applications for the development of senior (Section 202) and disabled (Section 811) housing projects**, recommend funding allocations, and create protocol for development of HUD projects.
- **Completed a series of detail assignments in 2007.** The Presidential Management Fellowship is a two-year competitive program that draws new alumni of graduate schools into federal service. It provides opportunities for policy leadership through on-site details inside and outside of federal government. Details include:
 - *Office of Finance and Budget, HUD Housing Commissioner, Washington, DC*
Assessed performance of the FHA Multifamily mortgage insurance program and made recommendations for national program improvements.
 - *California Housing Partnership Corporation, San Francisco, CA*
Developed strategies to preserve the long-term affordability of Section 8 housing. Investigated risk factors of Section 8 properties vulnerable to converting to market rate in Sacramento and the Central Valley and interviewed property owners on their decision-making. Evaluated effectiveness of existing programs to preserve Section 8 housing in these regions and presented findings to local government officials.
 - *Mayor's Office of Community Development, San Francisco, CA*
Identified economic development opportunities for the Communities of Opportunity Program in Bayview-Hunters Point. Recommended language for the first-source hiring agreement for construction jobs in the BVHP project area. Documented the potential economic benefit of the Family Self Sufficiency Program for public housing residents.
 - *HUD Office of Community Planning and Development, San Francisco, CA*
Analyzed annual action plans for Community Development Block Grant, HOME and HOPWA funding for East Bay city and county grantee organizations; provided technical assistance to grantees on program regulations.

Margaret Solle Salazar

Common Counsel Foundation, Oakland, CA

Program Officer, 1998-2004

- **Directed \$300,000 in grants annually** from three family foundations to non-profit organizations engaged in grassroots community organizing.
- **Performed on-site interviews, budget assessments and proposal analysis** of grant-seeking organizations.
- **Geared funding priorities** with research on local, state and federal policy issues.
- **Managed budget and planning** for program providing technical assistance and leadership development to small grassroots organizations across the Western States.
- **Authored Board docket reports and presented grant recommendations** at trustee meetings.

POLICY RESEARCH & CONSULTING

Mayor's Office of Economic & Workforce Development, San Francisco, CA

Research Consultant, 2005-2006

- **Designed and conducted statistical research** to analyze demographics, skills and job trends for San Francisco Production, Distribution and Repair workers.
- **Assessed San Francisco's workforce development programs**, including budget allocations and programmatic effectiveness; recommended program improvements before Board of Supervisors at committee meetings.
- **Created job training and business retention strategies** to address the vulnerabilities of San Francisco's manufacturing and light industrial sectors.

Center for Labor Research & Education, Berkeley, CA

Graduate Student Researcher, January-December 2005

- **Performed data analysis** on demographics, employment, and industry trends in California job markets.
- **Wrote funding proposals** to support participatory labor research with women garment workers in Asia, Latin America and the U.S.

City of San Jose Department of Housing, San Jose, CA

Research Consultant, January-December 2005

- **Built a data regression model** to test the impact of rent controls on housing affordability and stability for San Jose families.
- **Evaluated departmental management** practices, performance measures and incentives.

Governor's Office of Cabinet Affairs, Sacramento, CA

Policy Analyst Intern for Business, Transportation and Housing, May-August 2005

- **Authored an analysis of the California Environmental Quality Act (CEQA)** and its relationship to housing development costs and California housing supply.
- **Drafted Smart Growth policy recommendations**; analyzed legislation and researched prior "smart growth" program efforts.
- **Coordinated internal planning** for the start-up of the Interagency Partnership on Chronic Homelessness.
- **Conducted Cost-Benefit Analysis** of removing dams on the Klamath River.

White House Office for Women's Initiatives, Washington, DC

White House Intern, 1996

- **Planned policy discussions** for Administration representatives with women's organizations across the U.S.
- **Researched welfare reform proposals**; developed White House outreach materials to women's groups.

Margaret Solle Salazar

COMMUNITY LEADERSHIP EXPERIENCE

Just Cause Oakland/Measure EE Campaign, Oakland, CA

Steering Committee Member, 2001-2004

- Led coalition-building and media efforts of all-volunteer campaign that gathered 36,000 signatures and won "Just Cause Eviction" at the Oakland ballot box in 2002.
- Advised Just Cause Oakland on an ongoing basis regarding affordable housing campaign strategy, policy research, fundraising and event planning.

Union of Concerned Scientists, Berkeley, CA

Bilingual Voter Outreach Coordinator, June-October 2004

- Directed Latino outreach for the California Healthy Air Campaign, engaging 2,000 voters in clean air advocacy.
- Researched environmental legislation; developed bilingual campaign materials.

East Bay Housing Organizations, Oakland, CA, 2006-Present

Member, Oakland Issues Committee; participant in People's Housing Campaign

East Bay Alliance for a Sustainable Economy, Oakland, CA, Volunteer, 2004-Present

Advisor, EBASE/ONWRD report "Putting Oakland to Work"

City of Oakland Fund for Children and Youth, Oakland, CA, Community Reader, 2006

Mayor Dellums Housing Task Force, Oakland, CA, Member, 2006-07

BRIDGES Fellowship, San Francisco, CA, Advisory Board, 2000-2002

Urban Ecology, Oakland, CA, Volunteer, Uptown Community Planning, 1999-2000

DRAFT

OAKLAND CITY COUNCIL

RESOLUTION No. _____ C.M.S.

**RESOLUTION RE-APPOINTING MARGARET SALAZAR AS A MEMBER OF
THE BUDGET ADVISORY COMMITTEE**

WHEREAS, Resolution No. 74826 C.M.S. creates the Budget Advisory Committee, one of whose members are nominated and approved by the City Council and;

WHEREAS, Ordinance No.74826 C.M.S. specifies that members of the Budget Advisory Committee are to serve two year terms, which are to be staggered so that some appointments will expire every year, and appointments to fill a term of office are only to be for the remainder of that term; now, therefore, be it

RESOLVED, that by the nomination of X, the following individual is hereby appointed to the term set forth below:

Margaret Salazar, Finance and Management Committee Representative, to complete the term beginning May 26, 2007 and ending May 25, 2009, filling a position formerly held by Courtney Ruby.

IN COUNCIL, OAKLAND, CALIFORNIA,

PASSED BY THE FOLLOWING VOTE:

AYES- BRUNNER, WAN, NADEL, QUAN, BROOKS, REID, CHANG, AND
PRESIDENT DE LA FUENTE

NOES-

ABSENT-

ABSTENTION-

ATTEST:

LATONDA SIMMONS
City Clerk and Clerk of the Council
of the City of Oakland, California