

CITY OF OAKLAND



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

Office of the Mayor

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

Letter of Reappointment

February 18, 2025

Dear President Pro Tempore Gallo and members of the City Council:

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

**Commission on Homelessness**

**Marcus Christmas**, to serve a three-year term that began December 2, 2024 and ends December 1, 2027, filling a seat previously held by himself.

**Marlene Hurd**, to serve a three-year term that begins December 2, 2024 and ends December 1, 2027, filling a seat previously held by herself.

**Mark Walker**, to serve a three-year term that began December 2, 2024 and ends December 1, 2027, filling a seat previously held by himself.

Thank you for your assistance in this matter.

Sincerely,

Mayor Kevin Jenkins

Profile

Marcus

First Name

Christmas

Last Name

Pronouns

he, him, his

Email Address

Street Address

City

Suite or Apt

State

Postal Code

What City Council district do you live in?

☒ District 4

Primary Phone

Alternate Phone

Eden Housing

Employer

Associate Director of  
Supportive Housing

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.**

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I am a resident of Oakland, California and I have over 22 years of experience in social services including serving as director for numerous family and SRO homeless shelters. Additionally, I have also led supportive housing programs and have been the deputy director of a domestic violence organization. As an experienced Licensed Clinical Social Worker and the current Associate Director of Supportive Housing for Eden Housing Inc. I am responsible for developing and implementing permanent supportive housing throughout California for those who have special needs and experiencing homeless. Combating homeless and finding solutions to help those who are unhoused is a passion and commitment of mine. I have been invited to share my experience and expertise to the those who work to provide affordable and supportive housing. For example, I have been a presenter at the Affordable Housing Management Association of Northern California in Hawaii (AHMA). I will also be presenting this spring at the Corporation of Supportive Housing (CSH) Summit in Philadelphia, PA where I will discuss best practices on providing permanent supportive housing for Transitioned Aged Youth (TAY). I have carried out a wide range of activities including marketing programs, creating, and maintaining partnerships, supervising staff, budget administration, program supervision, managing projects, and fundraising/development. For example, I lead the development of a legislative ad hoc committee for Laurel House's, a domestic violence organization in Pennsylvania, board of directors to improve our relationships with federal, state, and county elected officials. As a result, I was able to negotiate a significant funding allocation to enhance programming at the organization. The organization was left in a position to finalize a \$152,000 allocation from state legislators, pending approval by the state house. While working for The Salvation Army of Southeastern Pennsylvania and Delaware, I oversaw a \$1.2 million budget for two housing facilities, as well as developed a strategic plan involving a physical move of our program to a new location. Additionally, I obtained funding to increase our permanent supportive housing program's capacity from 12 families to 26 families. As director of the Lessig-Booth Family Residence, an emergency shelter, I combated dire financial constraints, and a possible facility closing, due to decreasing grant monies in response to a low level of occupancy in the facility. As a result of my leadership, grant funding increased by \$162,000; community members contributed significantly to our finances; and residential occupancy increased. The improvements contributed to expanding the occupancy rate by 33%; the number of residents obtaining independent housing also doubled. It is my hope that you will find my experience and knowledge regarding housing will be beneficial to the Oakland Homeless Commission and that my experience as a social worker and administrator working with those who are unhoused will enhance the work that the commission is already performing.

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***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.***

[Marcus\\_D\\_Christmas\\_Resume\\_2023.docx](#)

Upload a Resume

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

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**Please click the acknowledgement below.**

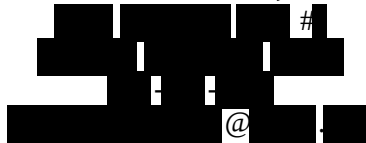
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**Service on City of Oakland boards, commissions, and committees may require filings of the FPPC's Statements of Economic Interest (Form 700). Upon appointment and determination of filing status, I will comply with all filing obligations.**

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☒ I Agree \*

**Marcus D. Christmas, LCSW**



## **EDUCATION**

**Bryn Mawr College**, Graduate School of Social Work and Social Research, Bryn Mawr, PA  
Masters of Social Service

May 2008

**University of Toledo**, Toledo, OH  
Bachelor of Arts in Communications

August 2000

## **Professional Summary:**

Experienced Licensed Clinical Social Worker with a strong background in building non-profits organizations for individuals and families who are suffering and healing from traumatic experiences. Strong background in collaborating and serving as a clinical consultant to deliver interventions and populations at-scale.

## **CLINICAL EXPERIENCE:**

### **Eden Housing**

**2022-Present**

*Associate Director of Supportive Housing*

- Responsible for the development and management of services programming for special needs populations including people coming from homelessness and those struggling with behavioral health challenges for programs throughout California
- Collaborate with partner providers on developing evidence-base supportive service plans for individuals with special needs including persons coming from homelessness and those struggling with behavioral health challenges for programs through California.
- Oversees third-party contracts for our permanent supportive housing sites
- Works closely with Eden Housing's Real Estate Development, Asset Management, Property Management, and Compliance departments to ensure that all new and existing partner contracts are carried out in compliance with regulatory commitments
- Responsible for identifying new collaborative partners and strategic opportunities for provisions of services programming at new and existing sites
- Supervises the Information and Referral Specialist
- Provides consultation to the Real Estate Development department for resident services program design for new affordable housing projects with units designated to special needs populations
- Provides input and support to the Training Department to develop and recommend training plans for staff working in permanent supportive housing properties
- Provides support and guidance to staff, internal and external providers that require the use of crisis intervention techniques and strategies

### **Marcus Christmas, LCSW (Private Practice)**

**2020-Present**

*Owner/ Clinician/ Consultant*

- Provides mental treatment and diagnosis for individuals and families dealing with issues such as Post Traumatic Stress, Anxiety, Depression, Attention Deficit Hyperactivity Disorder

- Serves a consultant to local and national community-based organizations to strategize and create access to mental health treatment for those that identify as BIPOC
- Uses a trauma informed and healing centered engagement framework
- Provides executive and life coaching

### **San Francisco Unified School District**

**2017-2022**

#### *Wellness Coordinator/Social Worker*

- Served as lead to a multidisciplinary clinical team such as Nurse, LCSW's, LMFT's and Community Outreach worker.
- Provided a mental health perspective to school administration, school staff, students and families to enhance school climate to build, sustain and integrate service delivery systems
- Assessed current status of needs and resources of school community and implements programs by consulting with teachers, administrators, staff, and families in regard to social and emotional needs of students
- Coordinated multi-disciplinary student support structures such as the coordinated care team
- Utilized a response to intervention framework to guide service delivery and leads school site efforts to integrate the Coordinate Care Team and Positive Behavior Interventions and Supports.
- Ensured data driven decision making, interventions and progress monitoring to evaluate effectiveness of interventions
- Built and maintained positive relationships externally and internally with staff, students, families and community-based organizations
- Promoted understanding of familial, cultural and community factors that affect students experience at school
- Responded to school-wide crises and acts as an ongoing member of the school site crisis response team
- Provided 1 on 1 supports for students and families
- Assessed home, school, personal and community factors that may affect a student's learning, which may include observations of student in school and home settings and a review of educational records and academic work

### **Project 99, West Orange, NJ**

**2014-2017**

#### *Intensive In-Home Counselor*

- Conducted weekly in home individual, family therapy sessions with high risk children, adolescents and young adults diagnosed with a variety of disorders and behavioral concerns including but not limited to Adjustment Disorders, ADHD, Oppositional Defiant Disorders, Depression, Anxiety Disorders, Cognitive Disorders and Trauma
- Completed psychosocial assessments and works with interdisciplinary team to develop a safe and appropriate plan of care
- Developed and write treatment plans, progress notes and diagnostic summaries
- Developed and write treatment plans for the behavioral assistant assigned to caseload
- Supervised behavioral assistant assigned to cases
- Maintained case load and in puts records into the state wide Perform Care System.
- Coordinated safe, comprehensive aftercare plans for patients transitioning to alternative levels of care in the community

### **Laurel House, Norristown, PA**

**2011-2012**

#### *Deputy Director*

- Executive team member, 2<sup>nd</sup> in command, of a comprehensive domestic violence organization composed of emergency shelter, transitional housing, law enforcement and medical response, community counseling, family and children advocacy, and community prevention education
- Supervised and provided guidance to five direct reports and overall supervision to 34 employees
- Worked regularly with the Executive Director in developing and managing a \$1.7 million annual budget, comprised of government allocations, grants from foundations, private donations, and revenue from two resale shops
- Wrote and managed government and foundation grant proposals
- Cultivated and maintained relationships with donors and community supporters
- Developed and implemented outcome measurements for all six agency programs
- Provided overall supervision of community volunteers for day to day operation and community events
- Managed all aspects of human resources, payroll, and employee benefits programs

- Collaborated with the executive team to plan and carry out fundraising events, as well as participation in public relations and media affairs
- Cultivated and managed relationships with federal, state, and local elected officials; created and implemented a legislative ad hoc committee for the Board of Directors
- Negotiated and monitored contracts with community service providers and other vendors
- Developed and maintained policies/procedures and process workflows for all operational functions
- Collaborated with the Board of Directors and Executive Director in interviewing consultants to establish a feasibility study for capital campaign
- Served as staff liaison to Board of Directors' Personnel and Program committees

### **The Salvation Army of Southeastern Pennsylvania & Delaware**

**2004-2011**

***Reed House and Shelter Plus Care Housing Programs***, Philadelphia, PA

2009-2011

*Director*

- Oversaw all aspects of two residential programs consisting of a 66 bed SRO and 90 bed family program
- Provided oversight for the city of Philadelphia Shelter Plus Care Program at Mid-City designed for reunification of children in foster care with their biological mothers
- Identified new donors to help fund new and existing programs
- Created and maintained \$1.2 million operating budget
- Developed and implemented policies and procedures related to the operation of the overall programs
- Provided oversight and guidance to a staff of 20 professionals, including case management, property management, administration, drug and alcohol counseling, family counselors and residential aides
- Ensured compliance with regulations from funders and regulatory agencies
- Provided oversight for annual reporting and maintained positive relationships with funding agencies, National Equity Fund, Pennsylvania Housing Finance Agency, City of Philadelphia Office of Supportive Housing, and US Department of Housing and Urban Development
- Met with tenants of housing programs individually and in groups, to listen to and address their needs as appropriate
- Worked with program-specific advisory councils
- Represented the face of both agencies when called upon to make presentations to community groups, provider groups, and inter-agency meetings
- Developed and maintained relationships with neighborhood and community organizations

***Lessig-Booth Family Residence***, Pottstown, PA

2008 – 2009

*Emergency Housing Director*

- Oversaw the daily operations and supervision of the Lessig-Booth Family Residence to ensure full occupancy of 42-bed facility
- Created, implemented, and oversaw shelter budget of \$450,000
- Worked with divisional headquarters' comptroller in meeting all financial obligations, planning and executing all budget/program modifications, monthly voucher reports, continuing funding applications and other requirements and deliverables that ensured funding for the program
- Managed and wrote grants for shelter projects and programs
- Identified and cultivated fundraising opportunities and campaigns
- Maintained and reported agency statistics and outcomes
- Maintained relationship with local media and publications
- Produced monthly, quarterly, and annual reports to meet funder requirements
- Assured compliance with all funders, agency, and governmental requirements
- Oversaw scheduled and emergency maintenance/repairs for facility and surrounding grounds
- Worked closely with audit firms, legal advisors, financial and technology consultants, and all third-party vendors
- Provided supervision and professional development to staff
- Collaborated with community leaders and business partners

***Red Shield Family Residence***, Philadelphia, PA

2006 – 2008

*Facilities Service Coordinator/ Case Manager*

- Supervised kitchen and maintenance department employees and leadership teams
- Provided financial oversight for kitchen and maintenance departments

- Assisted in managing relationships with city funding agencies
- Managed and oversaw multiple shelter renovation projects
- Maintained and implemented standards required by the City of Philadelphia and state of Pennsylvania
- Conducted yearly employee performance evaluations
- Developed and implemented departmental policy and procedure guidelines

#### *Case Manager*

2004 – 2006

- Provided assessments, guidance, counseling, and support to homeless population living in shelter
- Provided new staff with training and professional guidance
- Served as member of the interdisciplinary clinical team
- Worked with clients to develop service plan to address their needs and the needs of their dependents and ensured that service plan was executed based on agreed goals and objectives
- Partnered with outside agencies to provide alcohol and drug recovery services, medical care mental health services, financial assistance, education, and job training
- Assisted clients in completing housing applications to Philadelphia Housing Authority and transitional housing programs

#### **Family Outreach Community United Services, Inc. (FOCUS), Toledo, Ohio**

2001-2004

##### *Employment Specialist/ Housing Case Manager*

- Supervised four individuals within job development unit
- Conducted intakes and assessments on participants referred to job program
- Created partnerships with local employers and implemented job training stipend program
- Marketed and assisted participants in obtaining employment
- Provided initial workshops that help participants identify personal goals, develop life skills, increase self-motivation, enhance leadership skills, improve decision-making abilities, and identify job skills
- Maintained outcome and milestone evaluations
- Established and revised program goals and services in accordance with program objectives, participant needs, and community resources
- Recruited participants for the program from the homeless services network

### **ADDITIONAL EXPERIENCE:**

#### **Privatus Care Solutions, New York City, NY**

2014 – 2017

##### *Talent Acquisition Manager*

#### **BAYADA Home Health Care, Jersey City, NJ**

2012-2014

##### *Division Recruiting Manager*

### **CERTIFICATIONS**

#### **Licensure:**

Clinical Social Worker State of California	2020
Licensed Social Worker (LSW) State of New Jersey	2012
Licensed Master Social Worker (LMSW) State of New York	2014
Pennsylvania Coalition Against Domestic Violence Certificate.	2007
Sanctuary Trauma Therapeutic Model	2006
Handle With Care	2006

### **PRESENTATIONS**

Christmas M. & Brotherton S. (2010) *Trauma-Informed Care: A Cutting-Edge Model for Working with Homeless Families*, Homes Within Reach Conference, Housing Alliance of Pennsylvania, Harrisburg PA



Christmas M. (2010) *Becoming Trauma-Informed*, More Than a Roof and Walls Conference, Pennsylvania Housing Finance Agency, Lancaster, PA

### LEADERSHIP POSITIONS

<b>Big Brothers Big Sisters of Burlington, Camden and Gloucester Counties</b> Member, Board of Directors ● Vice president of fundraising	2010-2013
<b>Children's Village</b> Member, Board of Directors	2010-2012
<b>Pottstown Emergency Relief Committee</b> Founder/chairman	2008-2009
<b>Tri County Community Network</b> Member, Board of Directors	2008
<b>Children's Hospital of Philadelphia Homeless Health Initiative Regional Conference Conference Planning Committee</b>	2007

### PROFESSIONAL MEMBERSHIPS

<b>National Association of Social Work</b>	2006- Present
<b>Kappa Alpha Psi Fraternity, Inc.</b>	2007-Present

### PROFESSIONAL Development

<b>Bryn Mawr Graduate School of Social Work and Social Research</b> Non- Profit Executive Leadership Certificate	2011
<b>United Way Southeastern Pennsylvania Emerging Leaders Program</b> Certificate	2010

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**Profile**

Marlene

First Name

C

Middle  
Initial

Hurd

Last Name

Email Address

Street Address

City

Suite or Apt

State

Postal Code

Primary Phone

Alternate Phone

Commissioner Volunteer

Employer

Commissioner Volunteer

Job Title

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**Which Boards would you like to apply for?**

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Commission on Homelessness : Submitted

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**Interests & Experiences**

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

I was once homeless living in my car while attending Laney College as a student. Coming out of homelessness I was appointed to the Oakland Housing Authority as a Resident Commissioner by then Mayor Ronald Dellums and reappointed by then Mayor Jean Quan. During my terms I was elected to be the Vice-Chair Commissioner on the Oakland Housing Authority. I served two terms. I am now serving on the Resident Advisory Board of the Oakland Housing Authority I helped to create. I am also serving as a Board Member on the Building Opportunities For Self-Sufficiency, BOSS Board. I am using my lived homeless experience to help our homeless community working with homeless college students, our senior community, and interviewing and writing about peoples lived experiences.

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***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.***

[MHurd\\_Resume\\_05-04-2023.docx](#)

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Upload a Resume

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

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**Please click the acknowledgement below.**

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☒ I Agree \*

# Marlene C. Hurd, B.A., NCC

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## Areas of Expertise

Certified Housing Commissioner| Affordable Housing| Real Estate Development| Government Affairs| Public Speaker, Workshop Presenter| Social Justice Advocate| Education Advocacy| Project Management Coordinator| Public Policy Fellow| Public Health Initiatives| Researcher| Case Management | |Community Based Organizations| Experience Working with Elected Officials| Grant Writing & Progress Reporting| State of California Black Caucus President| Student Senate Board of Governor Representative | Event Planner

## Education & Training

Merritt College Oakland CA., Spring 2019 Graduate, Paralegal, Associate of Arts Degree  
Merritt College Oakland CA. Spring 2019 Graduate, Paralegal Certificate of Achievement  
Merritt College Oakland CA. Spring 2016 Graduate, Real Estate of Arts Degree  
Laney College Oakland CA. Spring 2014 Graduate, Associate in Arts in Language Arts  
Laney College Oakland CA. Spring 2014 Graduate, Associate in Labor Studies  
Laney College Oakland CA. Spring 2014 Graduate, Associate in Arts in Social Sciences  
Mills College, Oakland, CA Bachelor of Arts - Ethnic Studies, 2011

## Additional Course Work

UC Berkeley, Goldman School of Public Policy, Poverty & Inequality Fall 2010 (Mills College Cross Studies Program)  
Mills College, Economic Policy Analysis, Public Policy Making Process, Law and Policy, Government Administrative Behavior, Methods of Policy Analysis, Fall 2008-Spring 2010  
UC Berkeley Labor Center, Summer Institute on Union Woman, Certificate of Completion, 07/12  
Laney College (Associate of Arts): Labor Studies (2014), Social Sciences (2014), Language Arts (2014)  
Merritt College Real Estate Degree May 2016

## Certifications

Drug Prevention Specialist Certificate, Foundation For A Drug Free World, 2016  
Housing Commissioner, National Association of Housing Redevelopment Officials NAHRO  
Alameda County Leadership Academy (2005), City of Oakland Citizens Academy (2005), Alameda County Behavioral Health Care Services (2014)

## Appointments & Elected Positions

- Elected Vice-President of Commissioners, California Northern Region Chapter National Association of Housing & Redevelopment Officials NAHRO, **2014 to 2016**
- Commissioner Re-appointment, Mayor Jean Quan, Oakland Housing Authority, **07/12 to 2019**
- Commissioner, Mayor Ron V. Dellums, Oakland Housing Authority, **07/08 to 7/12**
- Commissioner, Mayor Ron V. Dellums, Mayor's Commission on Persons with Disabilities, **09/09 to 09/15**
- Commissioner, Vice-Chair, Alameda County Consumer Affairs Commission, Reappointed, Alameda County Supervisor Wilma Chan, 2019 to current
- Commissioner, Alameda County Supervisor Keith Carson, Chair, Alameda County Consumer Affairs Commission, **2005 to 2019**
- Board of Governors, Student Senate Representative, California Community Colleges, **07/07 to 06/08**
- Elected Student Trustee Peralta Community College District for two terms, 2006 to 2008
- Board Member, Building Opportunities for Self-sufficiency (BOSS), Berkeley, CA, **06/12 to current**
- Board Member, Healthy Communities, Inc. (formally Healthy Oakland), Oakland, CA, **01/11 to 8/ 12**

## Fellowships & Leadership Development

- Fellow- Alameda County Tobacco Control Policy Leadership Institute April 2016 to current
- Fellow- University of California San Francisco LOOP Leadership Program Health Equity in Tobacco Control **2015-2016**, San Francisco CA.
- Fellow- Women's Foundation of California Women's Policy Institute, Oakland, CA, Member of the Criminal Justice Team, Sponsored Bill AB 396 "A Fair Chance at Housing" **2014-2015, Graduated August 2015**
- Black Women Organized for Political Action (BWOPA), Oakland, CA, BWOPA Leadership University for the 21st Century Women, **Graduated 2015**
- Fellow- Urban Habitat Boards and Commissions Leadership, Oakland, CA, **Graduated 2013**

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## Work Experience

**Founder/ President, Bridges Connecting People to Education.**

**July 20, 2020 to Present**

- Provide a diverse range of supportive, transformative services to youth, men and women and senior citizens
- Provide wrap around services to social service agencies, social workers, probation officers, local agencies, case management, homeless populations, formerly incarcerated
  - Social Security Representative Payee services
  - Referrals for GED and Literacy classes, Vocational Training for employment opportunities, Housing, Health Care and Mental Health Care referrals

**Community Health Education Institute (CHEI), Berkeley, CA**

**January 2014- June 30, 2016**

**Project Coordinator (Part Time)**

- Assist the CHEI project director with coordinating the State of California and Alameda County grant ("Reduce Tobacco Related Inequities Interventions" objectives through the Peralta Colleges Tobacco Less Clubs. The grant's objective is as follows: one campus within the Peralta College District will amend their current tobacco-free policy to prohibit electronic nicotine delivery (ENDDs) on a campus; including stairwells, sidewalks, and buildings
- Responsible for tracking grant activity goals, assisting with preparing grant progress reports, scheduling meetings, creating agendas, coordinating and supporting Tobacco Less Clubs
- Outreach and educate students, campus stakeholders, administrators, facilities committee, faculty and student governments

**Healthy Communities, Inc., Oakland, CA (Part Time Human Resources Director/ Administrator (Part-Time)**

**August 2012-April 2016**

- Responsible for the development and management of the human resource department. Collaborate with executive management to develop and administer human resource policies
- Ensure administrative governance compliance with programs and services, including legal compliance, employee benefits, employee relations, employment practices, and procedures, employee communications as well as employee events and
- Assist department with recruitment
- Facilitate leadership meetings as assigned by the President & CEO
- Oversee employee recordkeeping including new hires, performance appraisals, employee transfers, separations

**Department of Human Services Office of Re-Entry Employment, City of Oakland, Mayor Ronald V. Dellum's and Mayor Jean Quan's Prison Re-entry Initiative, Oakland, CA**

**Re-Entry Specialist Intern**

**August 2010 - April 2012**

- Co-facilitated job readiness orientations, distributed community resource information, provided one-on-one counseling and intensive case management, attended community reentry and Measure Y violence prevention meetings
- Planned and conducted administrative or operational studies; determined information gathering processes; obtained required information for analysis; evaluated alternatives and made recommendations for technological and policy changes; prepared reports and materials and made presentations
- Prepared a variety of correspondence, narrative and statistical reports, procedures and other written materials

**Peralta Community College District, Oakland, CA**

**June 2006 - May 2008 Student**

**Trustee**

- Member of the Peralta Community College District Board of Trustees
- Participated in overseeing the planning and budget development processes for the Peralta Colleges
- Made and reviewed expenditure projections and monitored expenditures for available funds; authorized payments and requests fund transfers; prepared a variety of budgetary reports
- Worked with students, faculty, administrators and surrounding communities

**Alameda County Board of Supervisors, Supervisor Keith Carson 5<sup>th</sup> District, Oakland, CA April 2006- August 2006**

**Professional Technical Specialist**

- Assisted Supervisor Keith Carson and staff with governmental relations and County legislative issues
- Prepared written commendations and proclamations provided by the Board of Supervisors
- Participated with Washington Legislative and Senate bills supported by the Board of Supervisors
- Attended various Board meetings, community/constituents, strategic planning committees
- Prepared a variety of correspondence, narrative and statistical reports, procedures and other written materials; accessed varied data bases or use information from various sources to prepare such materials; created and updated data base spreadsheets for elected officials, and various county programs
- Designed and wrote the Carson District 5 Internship Handbook

**Office of California Governor Arnold Schwarzenegger, Office of Constituent Affairs and Legislative Affairs, Sacramento, CA Summer Intern (Volunteer)**

**June 2005-**

**September 2005**

- Office of Constituent Affairs Education section, tracked legislation, performed research, answered constituent calls, composed correspondences

- Prepared bill summary analysis for the Governor's signature
  - Assisted with event planning and preparation, State Capital Mailroom Distribution, opened, sorted and distributed the Governor's and staffs mail
- 

### **Additional & Volunteer Experience**

- Vice-Chair, Oakland Housing Authority Board of Commissioners, Oakland, CA, **07/12 to 2019**
- Chair, California Affordable Housing Initiatives, Inc (CAHI), Oakland, CA, **07/12 to 2019**
- Board Member, Building Opportunities for Self-sufficiency (BOSS), Berkeley, CA, **06/12 to current**
- Inspector, Poll Worker, 2012 Presidential Primary Elections, Alameda County **June 2012**
- Community Organizer Team, Building Opportunities for Self-Sufficiency (BOSS), Berkeley, CA **09/11 to current**
- Organizer, Women's Economic Agenda Project (WEAP), Oakland, CA, **09/ 11 to current**
- Chair, Oakland Housing Authority, Board of Commissioners Education Policy Committee, **2/11 to 2019**
- Director, Tassafaronga Housing Corporation, Oakland Housing Authority, **06/10 to 2019**
- Committee Member, National Legislative Network, National Association of Housing and Redevelopment Officials, **4/09 to 04/13**
- Legal Advocate Intern, Justice Now, Oakland, CA, **01/09 to 05/09**
- President, Madison Park Apartments Resident Association, Oakland, CA, **05/09/ to 05/10**
- President, Northern Division Disabilities Awareness Group for Students, **02/08 to 05/09**
- Member, Disabled Students Programs and Services, California Community Colleges, **08/08 to 05/09**
- Poll Worker Judge, 2008 Presidential Elections, Alameda County, Oakland, CA **November 2008**
- Poll Worker Clerk, 2006 Direct Primary Elections, Alameda County, Oakland CA, **June 2006** & 2004 Presidential Elections, Alameda County, Oakland CA, **11/04 and 11/06**
- Region III Student Senator for the California Community Colleges, **06/07 to 03/09**
- State President, Black Caucus of the California Student Association of Community Colleges, **02/07 to 02/09**
- Associated Students of Laney College, Senator **08/05 to 05/06**, Secretary, **08/04 to 5/06**

### **Honors & Recognition**

2023 Certificate Of Appreciation For Outstanding Community Organizing, Alameda County Tobacco Control Coalition

2015 Advocate of the Year Outstanding Contribution Award: Alameda County Tobacco Control Coalition

Recipient of commendations from Peralta Community Colleges, California Senators, Assemblymembers Certificate of Recognition CA

State Chancellor Brice Harris, U.S. Congresspersons, Alameda County Board of Supervisors and the City of Oakland Mayor's Office 2014, Certificate of Special Congressional Recognition, as Former President of the Black Caucus Executive Board, Congresswomen Barbara Lee, 13<sup>th</sup> District U.S. House of Representative

Councilmember Desley Brooks, City of Oakland, Spring 2011| California Assemblymember, 14th District, Nancy Skinner, 03/11| Chancellor Jack Scott, California Community Colleges, 06/09| California Assemblymember, 16th District, Sandre R. Swanson, 06/09 & 03/11 California Congresswomen Maxine Waters, 02/07 & 2/09| Peralta Community College District Resolution, 05/08| Cynthia McKinney, 2008 Green Party Presidential Candidate, 10/08| California State Assembly, 06/07| Alameda County School Board Association, 04/07

### **Academic Activities**

- Member, Peralta Proud Advisory Committee Feb 2016 to 2019
- Mills College Submission Editor, The Womanist, Women of Color Journal Spring 2009, Issue XII
- Editor-in Chief, Harambee Student Newspaper 2008-2009
- Co-Founder Peralta Community College Alumni Association, Oakland, CA 2006-2008 , Winner Peralta Colleges District Chancellor's Trophy Scholarship award, 2006

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## Profile

Mark

First Name

Walker

Last Name

Middle  
Initial

Email Address

Street Address

City

Suite or Apt

State

Postal Code

Primary Phone

Alternate Phone

Swords to Plowshares

Employer

Associate Director

Job Title

## Which Boards would you like to apply for?

Commission on Homelessness : Submitted

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## 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.

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***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.***

[MW - Resume\\_2020\\_.docx](#)

Upload a Resume

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

A [REDACTED] Program Implementation &  
Outreach Program Director with

Mark Walker

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. [REDACTED]

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**Please click the acknowledgement below.**

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

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☒ I Agree \*

# Mark Walker

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## Program Implementation & Administration ► Budget Management ► Advocacy & Outreach

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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.

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### 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

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## PROFESSIONAL EXPERIENCE

**SWORDS TO PLOWSHARES**, Oakland, CA

November 2019 - Present

### Associate Director of East Bay Programs

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- 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.
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- 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)

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**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.

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**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.

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**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.

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**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.
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### **ADDITIONAL CAREER EXPERIENCE**

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

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### **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.

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### **EDUCATION**

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

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### **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.

[REDACTED] [REDACTED]

APPROVED AS TO FORM AND LEGALITY



CITY ATTORNEY'S OFFICE

## OAKLAND CITY COUNCIL

RESOLUTION NO. \_\_\_\_\_ C.M.S.

INTRODUCED BY MAYOR KEVIN JENKINS

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**RESOLUTION CONFIRMING THE MAYOR'S REAPPOINTMENTS OF  
MARCUS CHRISTMAS, MARLENE HURD, 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 Kevin Jenkins has reappointed Marcus Christmas, Marlene Hurd, and Mark Walker, to the Commission on Homelessness, to the terms listed below; now, therefore, be it

**RESOLVED**, that the City Council hereby confirms the Mayor’s reappointments of the following individuals to the Commission on Homelessness as set forth below:

**Marcus Christmas**, to serve a three-year term that began December 2, 2024 and ends December 1, 2027, filling a seat previously held by himself.

**Marlene Hurd**, to serve a three-year term that begins December 2, 2024 and ends December 1, 2027, filling a seat previously held by herself.

**Mark Walker**, to serve a three-year term that began December 2, 2024 and ends December 1, 2027, filling a seat previously held by himself.

IN COUNCIL, OAKLAND, CALIFORNIA,

PASSED BY THE FOLLOWING VOTE:

AYES - BROWN, FIFE, HOUSTON, KAPLAN, RAMACHANDRAN, UNGER, AND  
PRESIDENT PRO TEMPORE GALLO

NOES –

ABSENT – COUNCIL PRESIDENT JENKINS (serving as Mayor pursuant to Charter Section 303)

ABSTENTION –

ATTEST: \_\_\_\_\_  
ASHA REED  
City Clerk and Clerk of the Council of the  
City of Oakland, California