

CITY OF OAKLAND



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

Office of the Mayor

(510) 238-3141
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Letter of Appointments

July 2, 2025

Dear President Jenkins and members of the City Council:

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

Wildfire Prevention Commission:

Dan Robertson, to serve a three-year term beginning July 16, 2025 and ending July 15, 2028.

Rhonda Drakeford, to serve a three-year term beginning July 16, 2025 and ending July 15, 2028.

Tom Grossman, to serve a three-year term beginning July 16, 2025 and ending July 15, 2028.

Elizabeth Stage, to serve a two-year term beginning July 16, 2025 and ending July 15, 2027.

Chris Foley, to serve a two-year term beginning July 16, 2025 and ending July 15, 2027.

James Robins, to serve a two-year term beginning July 16, 2025 and ending July 15, 2027.

Helen Bulwik, to serve a one-year term beginning July 16, 2025 and ending July 15, 2026.

Thank you for your assistance in this matter.

Sincerely,

Mayor Barbara Lee

Daniel Robertson

██████████ Oakland CA 94611 (510) ██████████@gmail.com

Career:

2021 - present	Retired
2016 - 2020	Lieutenant, Oakland CA Fire Department
1990 - 2016	Firefighter, Oakland CA Fire Department
1980 - 1989	City of Oakland Parks and Recreation Department

Additional:

1991 - 2020	Elected to Executive Board, IAFF Local 55, Oakland Firefighters Position: President, Vice President, Advisory Board Chair
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Awards:

International Association of Fire Fighters:

2020 IAFF Local Leadership Award for outstanding service, dedication and leadership to the members of Oakland Firefighters IAFF Local 55

Education:

Multiple Fire Science curricula, CA State Fire Marshall certified classes 1989 - 2019

Multiple Labor Leadership/Trade Union Classes, IAFF Training and Education division 1995 - 2020

California State University Chico 1981-82

Bishop O' Dowd High School, Oakland CA 1978 -1981

RHONDA E. DRAKEFORD

Oakland, CA 94605

Phone: (510) [REDACTED]
Email: [REDACTED]

Real Estate Sales & Account Executive

A professional Real Estate expert with more than 25 years' industry experience and 10 years in managing personnel. Highly motivated with a proven track record of continuously exceeding goals. Possesses broad knowledge of lending practices and the ability to motivate staff by using strong interpersonal and communication skills. Confident in working with diverse populations. An accomplished closer; assertive and articulate. An excellent leader of people; mentors staff and shares expertise wherever possible.

Areas of Expertise

- | | | |
|-------------------------------|-------------------------------|---------------------------|
| ▪ Budget Management | ▪ Regulation & Compliance | ▪ Training & Coaching |
| ▪ Strategic Planning/Analysis | ▪ Marketing & Advertising | ▪ Integrity-based Selling |
| ▪ Leadership | ▪ Project Design & Management | ▪ Property Appraisal |
| ▪ Sales Forecast Manager | ▪ New Business Development | ▪ Customer Relations |
| ▪ Contractor Management | ▪ Fee Negotiation | ▪ Real Estate Law |
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Key Skills Assessment

SALES STRATEGY – A top sales performer both in Real Estate and direct marketing. Established a Full Service Real Estate and Loan Office as owner, broker and supervisor.

LEADERSHIP SKILLS – Expertly manages internal staff to maximize productivity and provide excellent service to customers.

Professional Experience

DRAKEFORD REAL ESTATE & INVESTMENT, OAKLAND, CA **FEB 2001 - PRESENT** **OWNER/BROKER**

Sales representative responsible for marketing residential and commercial property in order to make sales.

- Supervise, train and manage all office staff, ensuring they are equipped with the skills and tools in order to provide professional service to customers.
- Assist Government in property acquisitions including Housing and Urban Development owned properties.
- Conduct workshops and seminars for first time home owners in City of Oakland.
- Manages building improvement and construction projects.
- Provide appraisal, evaluation and relocation services.
- Keep records and manage finances including budgeting, bookkeeping and Notary services.
- Full Service REO's, Foreclosure Sales and Disposition Services as well as HUD Certified Broker.

WINDSOR CAPITAL MORTGAGE, OAKLAND, CA **FEB 2001 – APRIL 2009** **SENIOR LOAN OFFICER/OWNER/BROKER**

Negotiated and coordinated the closing of major and complex commercial and residential loans.

- Educated clients on loan requirements and lending policy.
- Negotiated trust deeds and promissory notes in Secondary market.
- Managed new home Construction loans.
- Maintained good customer relations and referred customers.
- Trained new team members and shared experience.
- Originated and Processed residential, commercial loans and lending practices.

CITY LIMITS, OAKLAND, CA **JAN 2000 – FEB 2001** **REAL ESTATE PROPERTY MANAGER & MARKETING DIRECTOR**

Negotiated, sold, coordinated and managed residential property.

- Applied innovative sales and marketing methods to promote and sell property.

- Managed property as well as residential and commercial leases.
- Maintained property, eviction services, advertising, marketing and construction oversight.
- Assisted with new construction project management.
- Screened tenants and arranged yard maintenance, as well as lock out and board up services.
- Managed Residential and Commercial Sales.

MASON MCDUFFIE/PRUDENTIAL CALIFORNIA REAL ESTATE, OAKLAND, CA SEP 1996 – JAN 2000

REAL ESTATE AGENT

Responsible for the marketing, sale and administration of Commercial and Residential property.

- Applied effective marketing techniques such as advertising, farming and referrals to increase sales.
- Utilized knowledge of customers to provide property that met their needs.
- Recruited new prospects; trained and mentored new licensees.
- Generated more than \$35 million in sales.

REALTY WORLD, OAKLAND, CA

SEP 1988 – JUN 1996

REAL ESTATE AGENT

Promoted and sold residential and commercial real estate throughout the East Bay.

- Produced new business, marketed property and closed property sales.
- Generated more than \$30 million in sales.

Education & Training

Allied School of Real Estate, Laguna Hills, California

Real Estate Continuing Education Certificate (2009 & 2013)

Allied School of Real Estate, Irvine & Oakland, California

Real Estate Management Certificate (2003)

California School of Real Estate, San Leandro, California

Real Estate Sales Certificate (1990)

California State University Hayward, Hayward, California

Business Administration Course

Awards & Distinctions

Recognized as Top Sales person (Mason McDuffie 1997, 1999)

Member of the Million Dollar Club (Prudential 1998, 1999)

Recognized as member of the Directors Club (Prudential, 1998)

Recognized as Loan Officer of the Month (Windsor Capital 2002, 2004, 2007)

Recognized as Silver Club Top Producer (Windsor Capital 2004, 2007)

Recognized as Branch Office of the Month N. Cal (Windsor Capital 2004, 2006,

2008)

Designations

OAR, NAR, CAR, MLS, GRI, PMC, Realtor

THOMAS A. GROSSMAN

██████████@gmail.com

Inclusive leader skilled at hearing all viewpoints and bringing disparate opinions to consensus. Broad experience in academia, consulting, emergency services, neighborhood association, outdoors. Passionate about urban-wildland interface fire mitigation, loss reduction, resilience, and response. Oakland hills resident.

EMPLOYMENT

- 2003-present University of San Francisco School of Management:
Professor, Business Analytics & Information Systems; Associate Dean; Associate Dean of Faculty and Research; Chair of Dept of Business Analytics & Information Systems; Chair of Dept of Finance, Accounting, Analytics, Modeling & Economics; Coordinator of Digital Transformation Impact Area. Chair of numerous committees.
- 2025 Visiting Professor, Taejae University (Korea).
- 2018 Visiting Professor, Haas School of Business at University of California, Berkeley.
- 2000, 2001 Visiting Associate Professor, Tuck School of Business at Dartmouth College.
- 1994-2003 Associate Professor of Operations Management, Haskayne School of Business at the University of Calgary.
- 1985-1991 Analytics and Operations Research Consultant, Decision Focus, Inc., Mountain View, CA.
- 1981-1983 Factory Laborer, Summers.

Volunteer Emergency Services Appointments

Bay Area Mountain Rescue Unit, Emergency Services Bureau, San Mateo County Sheriff's Office. Roles include Unit Leader, Treasurer, Board Member, Operations Leader, Technical Member. Dozens of operations in roles ranging from incident commander to ground-pounder, in locations including Yosemite National Park, Mt. Shasta, Oakland Firestorm, San Bruno gas pipeline explosion, and many California counties, 1987 – 2014.

Reserve Police Officer, Walnut Creek Police Department, 2014 - 2025.

OAKLAND VOLUNTEER ACTIVITIES

CABS Neighborhood Association. Firewise organizing team that made CABS the second neighborhood in Oakland to receive Firewise certification; runs evacuation drills; educates neighbors. Exemplar home for fire-hardening.

Oakland Firesafe Council, participant in monthly meetings.

Interviewed by KGO TV and NPR on fire-related issues including defensible space, fire hydrant accessibility, fire insurance.

EDUCATION

- 1994 Stanford University. Ph.D., Industrial Engineering and Engineering Management, program in Production and Operations Management. (Department now named Management Science & Engineering.)
- 1985 Stanford University. M.S., Engineering-Economic Systems.
- 1984 University of Illinois at Urbana-Champaign. B.S., Mechanical Engineering. Scholarship athlete, four varsity letters.

PUBLICATIONS (Highlights)

Dozens of peer-reviewed articles and book chapters on logistics, process management, finance, GPS

routing, emergency radio, pedagogy, spreadsheet analytics, and managerial communication.

Climate Change Reports: Co-author on seven reports on “Pathways to Carbon Neutrality in California: Clean Energy Solutions that Work for Everyone”, Stanford Center for Carbon Storage and Stanford Carbon Removal Initiative.

Public Service Articles: Four reports in *Accidents in North American Mountaineering*.

Selected Awards

University of San Francisco

Outstanding Citizenship Award, Outstanding Service Award, Outstanding Teaching Award, Outstanding Research Award.

Spreadsheet Productivity Research Interest Group

Hurricane Award.

Bay Area Mountain Rescue Unit, San Mateo County Sheriff's Office

Distinguished Achievement Award.

University of Calgary

Dean's Award for Outstanding Leadership in Teaching and Learning, Overall Teaching Excellence Award.

Other Experience

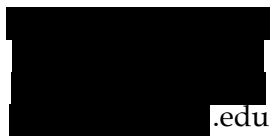
United States patent 7,133,848, Dynamic Pricing Systems.

Read and speak German.

Some facility in Danish and Spanish.

Extensive mountaineering experience in multiple countries.

ELIZABETH K. STAGE



EDUCATION

- 1978 Ed.D. in Science Education, Harvard University, Cambridge, MA
- 1975 Ed.M. for General Purposes, Harvard University
- 1972 A.B. in Chemistry, Smith College, Northampton, MA
Named Sophia Smith Scholar 1968
Elected to Sigma Xi 1972
Awarded Smith College Medal for work in equity and curriculum reform, 1996

EMPLOYMENT

- 2003-16 Director, Lawrence Hall of Science (LHS), University of California, Berkeley (UCB)
- 2000-03 Director of Mathematics and Science Professional Development, Educational Outreach, University of California, Office of the President (UCOP)
- 1993-99 Director of Science, New Standards, UCOP
- 1992-93 Director, Critique & Consensus, National Research Council, National Committee on Science Education Standards and Assessment, Washington, DC
- 1989-94 Executive Director, California Science Project, UCOP
- 1987-88 Schumann Fellow and Lecturer on Education, Harvard Graduate School of Education (HGSE)
- 1984-89 Director, Mathematics & Computer Education, LHS, UCB
- 1983-89 Director, Bay Area Mathematics Project, (California Mathematics Project) Graduate School of Education, UCB
- 1980-84 Director of Research and Evaluation, EQUALS Program, LHS
- 1978-81 Lecturer & Assistant Research Educator, Graduate Group in Science and Mathematics Education (SESAME), UCB
- 1977-78 Teaching Fellow, Law and Education, HGSE
- 1972-74 Teacher of Mathematics and Science, Williston-Northampton Middle School, Easthampton, MA
- 1971-72 Elementary Science Specialist, Smith College Campus School
- 1970-71 Sloan Laboratory Assistant & NSF Undergraduate Research Participant, Smith College

SELECTED PUBLICATIONS

- Stage, E.K., Asturias, H., Cheuk, T., Daro, P.A., & Hampton, S.B., "Opportunities and challenges in Next Generation Science Standards," *Science* 340: 276-277, 2014.
- Zimmerman, T. D. & Stage, E.K. "Teaching for understanding in science: Knowing $D=M/V$ is not understanding density," in Darling-Hammond, L. & Barron, B. *Powerful learning: Teaching for understanding in the classroom*. San Francisco, CA: Jossey-Bass, 2008.

- Coalition for Science After School, Stage, E.K., Principal Investigator, *Science in after-school: A blueprint for action*. New York, NY: The After School Corporation, 2007.
- Stage, E.K., "Perspectives on state assessments in California: What you release is what teachers get," in A.H. Schoenfeld, Editor, *Assessing Mathematical Proficiency*. New York, NY: Cambridge University Press, 2007.
- Stage, E.K., "Engaging faculty scientists in K-12 education collaborations," *APS (American Physical Society) Forum on Education Newsletter*, Summer 2006:15-17.
- Goldstein, D.S., & Stage, E.K., "Consumers guide to afterschool science resources," <http://www.sedl.org/afterschool/guide/science/index.html>, launched July 2006
- Bybee, R.W., & Stage, E.K. "No country left behind," *Issues in Science and Technology*, 22(2): 69-75, Winter 2005.
- Stage, E.K., "Balance and focus: Let's keep our eyes on the ball," *California Mathematics Council ComMuniCator*, 24:5, September, 2000.
- Stage, E.K., Mathematics and Science Editor, *New York City Performance Standards*, Volume 1, Elementary School; Volume 2, Middle School; and Volume 3, High School. New York City Board of Education: New York, NY 1998.
- Stage, E.K., Mathematics and Science Editor, *New Standards Performance Standards*, Volume 1, Elementary School; Volume 2, Middle School; and Volume 3, High School. Pittsburgh, PA: Learning Research and Development Center, 1996.
- Stage, E.K., "Measuring what we value: Equity and the new assessments" in Kreinberg, N. & Wahl, E., *Thoughts and Deeds: Equity in Mathematics and Science Education*. Washington, D.C.: American Association for the Advancement of Science, 1997.
- Hoffman, K.M., & Stage, E.K., "Getting it right for the twenty-first century," *Educational Leadership*, 1993, 50(5): 27-31.
- Stage, E.K., "Interventions defined, implemented, and evaluated," *Science and Engineering Programs on Target for Women?* Washington, D.C.: National Academy Press, 1992.
- Gardner, M., Greeno, J.G., Reif, F., Schoenfeld, A.H., diSessa, A., and Stage, E.K. Editors, *Toward a Scientific Practice of Science Education*. Hillsdale, NJ: Lawrence Erlbaum Associates, 1990.
- Barber, J., Bergman, L., Sneider, C., & Stage, E., *Great Explorations in Science and Mathematics (GEMS) Teachers' Handbook*, Lawrence Hall of Science, Berkeley, CA: GEMS, 1988.
- Stage, E.K., *Can We Stand and Deliver? Mathematical Literacy in the Workplace*. Washington, D.C.: Education Writers Association, 1988.
- Sneider, C., Stage, E.K., & Fisher, G., "Making sense of data." *Classroom Computer Learning*, 6(7):30-37, 1986.
- Stage, E.K., Kreinberg, N., Eccles, J., & Becker, J.R. "Increasing participation of girls and women in mathematics, science, and engineering," in S.S. Klein, Editor, *Handbook for Achieving Sex Equity through Education*. Baltimore, MD: Johns Hopkins University Press, 1985.
- Stage, E.K., "Improving science education for women and minorities." In. R.W. Bybee, J. Carlson, and A.J. McCormack, Editors. *Redesigning Science and Technology Education*. Washington, D.C.: National Science Teachers Association, 1984.
- Karplus, R., Pulos, S., & Stage, E.K., Proportional reasoning of early adolescents. In R. Lesh & M. Landau (Eds.), *Acquisition of Mathematics Concepts and Processes*. New York: Academic Press, 1983.

SELECTED PROFESSIONAL ACTIVITIES

American Association for the Advancement of Science, elected Fellow for work in equity, 1986; Section Q, Education, Council Representative 2014-17, Committee on Council Affairs 2015-17; Committee on Science

and Technology Engagement for the Public, Member 2011-14, Chair 2015-18.

Bay Area Science Fair, Board of Directors, 2003-16.

California Curriculum and Instructional Materials Commission (appointed by the California State Board of Education), Member 1987-89, Chair 1989-91; principal editor, *California Mathematics Framework*, 1985; committee chair, *California Science Framework*, 1990.

Center for the Collaborative Classroom (formerly, Developmental Studies Center), Board of Trustees, 2010-16.

Coalition for Science After School, Steering Committee, Chair, 2004-6, Member, 2006-2015.

International Society for Design and Development in Education, Fellow.

National Center for Science Education, Board Member, 1996-2010.

National Council of Teachers of Mathematics, California Mathematics Council, Board Member 1985-90, President 1987-89, Begle Award (for sustained leadership in mathematics education) 2002

SELECTED COMMUNITY SERVICE

Claremont Canyon Conservancy, member 2001-present

North Hills Community Association, board member since 2017, Vice Chair 2020 -2023

Make Oakland Fire Safe, Yes on MM Committee, Chair 2024

Oakland Firesafe Council, member since 2018, board member since 2020, President, 2024-present

Education

- M.S. Rangeland Management (emphasis in Grassland and Riparian Ecology, Ecological Restoration, and Invasion Biology), University of California, Berkeley, 1999
- B.A. Political Science, Vassar College, Poughkeepsie, New York, 1993

Appointments, Honors, and Awards

- Board member of the Ecological Workforce Initiative
- Invited by the California Landscape Stewardship Network to co-facilitate and provide technical direction with the joint effort between the Network and California's Secretary of Natural Resources for developing the state's Cutting Green Tape Initiative.
- Invited by the State/Federal Coho PACT in 2012 to participate as a technical representative in the Habitat Protection and Restoration, Permitting and Regulation, and Water Rights Technical Working Groups.
- Co-recipient of the 2011 Coastal America Award, Awarded for excellence in collaborative conservation by President Obama and the Departments of the Executive Branch for Wetland Conservation efforts in the Watsonville Sloughs (with the RCD of Santa Cruz County).
- Invited by the Secretary of Resource, Lester Snow, to present recommendation on "Implementing Integrated Watershed Conservation" at the Oct 6, 2010 Resources Summit
- Nominated for 2010 National Association of Conservation District's Friend of Conservation Award by Santa Cruz Co and San Mateo Co RCD's.
- Co-recipient of 2008 American Fisheries Society, Western Division Riparian Challenge Award for Santa Cruz County Integrated Watershed Restoration Program (with Resource Conservation District of Santa Cruz County and the California Coastal Conservancy).
- Appointed by the Alameda County Board of Supervisors to the Alameda County Agricultural Advisory Committee. November, 2001 - November 2003.

Teaching

- Lead developer and trainer for the Ecological Workforce Initiative's 8 hour Worker Education and Compliance Training Program.
- Lead developer and trainer for multiple CEQA and Permitting for Ecological Restoration classes for Resource Conservation District's throughout the state.
- Elkhorn Slough Foundation: Navigating Environmental Compliance and Permitting along California's Central Coast

Key Project Experience

California Landscape Stewardship Network - *Cutting Green Tape*. May 2018-present. Working collaboratively through the Network, Jim was the technical lead on this effort and co-authored two white papers with Kellyx Nelson and Sharon Farrell that have catalyzed the current statewide "Cutting Green Tape Initiative". Jim is continuing to work through the Network and with Deputy Secretary Jennifer Norris on implementation of the recommendations developed through this effort.

San Mateo Resource Conservation District - *Senior Technical Director*. November 2016- present. Support RCD staff and management on a wide-ranging portfolio of strategic conservation initiatives; ecosystem restoration projects from identification through design, permit and construction; creation of technical reports and evaluations such as Biological Resource Evaluations, Wetland Delineations, and Basis of Design Reports; and mentoring staff in an array of technical fields.

Resource Conservation District of Santa Cruz County - *Scott Creek Coastal Resilience Project*: November 2012-present. Jim facilitates a working group of managers and technical experts from Caltrans, Santa Cruz County, CDFW, USFWS, NMFS, and the Coastal Commission with the charge of re-conceptualizing the Caltrans' planning paradigm to include more meaningful collaboration with resource agency staff on multi-benefit projects that result in better outcomes for both the transportation infrastructure and ecological resources. This project is a pilot and has been recognized nationally through NOAA's Species in the Spotlight report and is considered the highest priority restoration action for Central Coast Coho Salmon. The project will result in restoration of a critical coastal estuary and construction of a nearly 1200ft bridge at this site. The project is currently in the design and CEQA/NEPA compliance phase.

Central Coast RCD's and California Coastal Conservancy - *Central Coast Integrated Watershed Restoration Program (IWRP)*: October 2004-present. Jim has provided technical support and project oversight for design, permitting, and implementation of more than 130 aquatic restoration projects along the Central Coast over the past 19 years. Key responsibilities include screening projects for inclusion in the IWRP process, providing peer review of technical reports and designs, overseeing development of innovative compliance strategies, providing construction oversight and functioning as the single point of contact between project partners and the IWRP Technical Advisory Committee.

Santa Clara Valley Open Space Authority- *Coyote Valley Case Study and Strategic Partnership Development*. June 2011-December 2018 and May 2022-present. Jim provided both strategic and technical support for developing an innovative "ecosystem services" based conservation partnership between the Authority, some of its traditional conservation partners and the Santa Clara Valley Water District. Jim's specific responsibilities included working with partners to develop data and tool that clearly link land conservation, ecological restoration, and stewardship opportunities with the Water District's water supply, water quality, and flood protection mandates. This strategic partnership has resulted in both an MOU between the Authority and

District and a joint project to quantify the ecosystem service potential of the Coyote Valley. Working with Authority staff, Jim helped develop a “roadmap” for future ecosystem service-based investment and associated water resource focused conservation vision for the Coyote Valley. Jim is currently providing support OSA staff for the Water Resources component of the Coyote Valley Conservation Areas Masterplan.

Ecological Workforce Initiative - Curriculum Development and Training: June 2020- present. The Ecological Workforce Initiative training program has been developed to deliver the skills and knowledge to trade workers that they need to work on ecological restoration projects that are sited within sensitive habitats and in proximity to cultural resources. The program is based on the belief that a professionally developed curriculum that aims to provide restoration laborers and equipment operators with a background in ecological concepts, overview of environmental law and regulations and an understanding of the federal and state resources agencies engaged in oversight, will result in better outcomes in terms of project delivery and worker engagement.

San Mateo County Resource Conservation District- *Butano Creek Reconnection and Resilience Project:* December 2016- May 2023. This project was a multi-benefit effort to address chronic flooding, fish passage, and water quality, which included restoring 8000 linear feet of stream and re-using 50,000 cy of sediment to restore the adjacent marsh system. Jim co-lead the collaborative problem solving and design alternatives efforts and was directly responsible for working with all partners and funders, ensuring continued collaboration and QA/QC on final designs and construction approach, overseeing the CEQA and regulatory compliance processes, and managing the construction and biological monitoring phases. The construction is complete and Jim continue to oversee the multi-year effectiveness monitoring program he helped design.

Resource Conservation District of Santa Cruz County- *Regional Conservation Investment Strategy:* February 2019-March 2023. Jim was hired by the RCD to function as the Program Manager for this effort and was tasked with working directly with CDFW management, the funders, and local conservation partners to develop an RCIS that reflected the rich history of conservation work in the County and met both the mitigation needs of local agencies as well as creating an updated conservation roadmap to guide voluntary investments over next decade. As a result of his vision and collaborative leadership, the Santa Cruz County RCIS challenged previous conservation planning conventions and moved away from a focus on “focal” species and toward a focus on conservation actions to protect and restore the natural communities that support both our rare and common native species. In addition to developing and implementing, with Jodi McGraw Consulting, this novel approach to RCIS, Jim was also tasked with leading development of the riverine & riparian and bar built estuary natural community elements as well as the coho salmon element.

SC3 Partnership - *Healthy Lands & Healthy Communities- Demonstrating the Economic Value of Natural Lands and Working Landscapes:* January 2012- June 2016. The Santa Clara Valley Open Space Authority, the RCD of Santa Cruz County, and the Sonoma County Agricultural Preservation and Open Space District (SC3 Partnership) - in collaboration with the Gordon and Betty Moore Foundation, the S.D. Bechtel Jr Foundation and the State Coastal Conservancy - completed a three county initiative focused on developing and demonstrating new tools to help decision-makers better understand the economic value of natural systems in the three focus counties and the potential financial return on investment realized through accounting for the true costs and benefits related to conservation, land-use and resource allocation decisions. Jim functioned as the Regional Coordinator for the Initiative and was tasked with facilitating and coordinating the effort. Jim was a co-author of both the Santa Clara and Santa Cruz reports and helped write a number of sections in each report linking the concept of ecosystem services with the water resource benefits (e.g. flood risk reduction, water supply, and habitat support) of land conservation investments.

City of Santa Cruz Water Department- *Non-Flow Components of the City's Salmonid Habitat Conservation Plan.* March 2017-June 2019, April 2024- present. Jim was hired by the City of Santa Cruz to help them develop a program to address all of the non-streamflow related mitigation for their Habitat Conservation Plan (HCP). While the bulk of the mitigation for the City's HCP will focus on improving instream flow through changes in diversion rates, upgrades to infrastructure, etc., modeling suggests that in certain climatic years, residual impacts will exist that cannot be mitigated, while the City is meeting its obligation to provide residents with potable water. In order to address these residual impacts, Jim was hired to develop and conduct a number of innovative technical and economic analyses and build this program from the ground up. Because there were no relevant templates to build off of for creating this program, Jim developed the “portfolio approach” as the basis of the program. This approach examined each of the areas of potential impacts and developed a viable portfolio of potential restoration projects that would directly address the modeled, residual salmonid life history impacts. A cost was estimated for each project within the portfolio and these costs were summed to create a total cost for the implementing the 30-year program. In addition, Jim worked with City staff and financial experts to develop a 30-year cost allocation plan (in 2018 dollars) for implementing what is now called “The Non-Flow Conservation Fund”. This fund will be an integral component of the City's HCP Finance and Implementation Plan and will provide funding for a wide array of instream and riparian projects to further improve conditions for listed salmonids.

Helen Bulwik

Experienced CEO | Board Director | Strategic Adviser | Executive Mentor

Oakland, California, United States

Summary

Seasoned executive leader with diverse experience as an operating and merchandising executive for large multi-channel national retail, specialty retail and consumer companies and as an executive advisor to CXO's of large and middle market consumer companies as well as Private Equity firms.

Board Director of more than a dozen public and privately held middle market companies as well as an equal number of non-profits in Education and Social Services.

CEO of seven middle market Private Equity owned Consumer and Retail companies, successfully developing and implementing strategies for growth, competitiveness, and enhanced enterprise value.

Led business development and client strategy for the retail management consulting practices of IBM and Accenture

Advised senior management of 70 of the top 100 Retailers in the development and execution of strategic initiatives for growth, speed to market, and enhancing customer experience.

Participated in the turnaround, repositioning, merger, acquisition or sale of more than two dozen lower middle market and middle market consumer companies.

A sought after speaker frequently and widely quoted in top business publications and the news media.

Thirty Percent Coalition - Board Member Women Corporate Directors - Member

Global Board Ready Women's Initiative - Member

Experience

Pacific Art Group

Founder

2011 - Present (14 years) San Francisco - Bay Area

Pacific Art Group is a leading private brands provider of fine art photography to the retail, specialty home furnishings, contract, hospitality and healthcare industries. Our imagery is original, exclusive and proprietary. Our

photographers are internationally recognized and create their spectacular work on all continents of the world. With a collection of more than 10,000 images, our custom finished and framed images are sold throughout North America.

Pacific Art Group has successfully proven that fine art can be accessible to all -
www.facebook.com/PAG.Photography

Oakland Public Education Fund Member - Board Of Directors 2017 - July 2024 (7 years)

Oakland, California

The only non-profit organization focused on supporting all Oakland public schools. We develop and lead funding strategies that raise an annual budget in excess of \$20M to support programs in early literacy, STEM, Arts, teacher professional development, and college and career readiness for 51,000 Oakland public school students. We provide leadership of new programs

(i.e. Oakland school volunteers, Oakland Promise, A-Z Fund) that bring together public and private resources to strengthen teaching and accelerate learning across our community. Also advise the mayor's office, foundation executives, senior district leaders, and other stakeholders on strategies to leverage private partnerships to improve Oakland's public school system. <http://www.oaklandedfund.org>

Newport Board Group

Senior Partner

2013 - 2019 (6 years)

San Francisco Bay Area

Newport Board Group is a national professional services firm whose partners are highly experienced senior executive leaders with deep knowledge of capital markets, strategy and operations. We help middle market companies and private equity clients navigate transitions and enhance their performance. Specific to the Investment industry, Newport Board Group assists in identifying and evaluating potential transactions as well as supporting current and future investments.

WomenCorporateDirectors Foundation

Member

2013 - 2018 (5 years)

San Francisco Bay Area

Women Corporate Directors is the only global membership organization and community of women corporate directors. With over 3,500 members who serve on over 7,000 boards in 70 chapters on six continents, WCD Foundation acts as a bold catalyst for thought leadership, networking, and new relationships.

WCD Foundation is a true champion for women directors and a vital source of governance expertise.

PremierXD

Member - Board of Directors

2013 - 2015 (2 years)

New York

Participated in the evaluation, due diligence, and successful acquisition of this company in Q4 2013. At close of transaction became the outside independent board director. The company was successfully sold to a strategic acquirer in July 2015.

Continental Consumer Products, LLC Executive Director - Board of Directors 2010 - 2015 (5 years)

Greenwich, CT

Participated in the 2010 acquisition of the company. Upon close of transaction became the independent outside board director. In January 2015 stepped into the CEO role to redirect the company's marketing, product and brand strategy. Led the company through a successful transition culminating in the sale of the company to a well known branded consumer products company. Continental Consumer Products was the privately held manufacturer of Salon Grafix, the # 1 Premium Hair Styling brand in the US, sold widely through more than 50,000 stores in the mass, grocery, drug, specialty retail, and beauty channels in the US and Canada.

Envision Education Member - Board of Directors 2009 - 2014 (5 years)

San Francisco Bay Area

Envision Schools transforms the lives of students—especially those who will be the first in their family to attend college—by preparing them for success in college and in life. Envision Schools operates three college-prep public

charter high schools in the Bay Area that serve 1,300 students, including two-thirds who are first-generation college bound students; three-quarters African-American and Latino students; and 67% low-income students. Served as Chairman of Nominating, Governance, Development and Audit Committees

New Market Solutions

President

2005 - 2013 (8 years)

San Francisco - Bay Area

A full service management firm dedicated to identifying and creating new routes to market, driving top line growth and enterprise value for our consumer product, retail, real estate and private equity clients. We work with our clients to solve complex business issues and execute multi-channel strategies for growth. Our clients range from private companies in transition and in need

of management support to private equity firms for portfolio development, oversight, support and management to non-profit organizations for board development and strategic solutions for fund raising and growth.

Devon Publishing Group

Chief Executive Officer and Board Director

2003 - 2005 (2 years)

Recruited by the board to lead the turnaround of the largest global publisher and distributor of art. Products ranged from posters, calendars, and greeting cards to art prints, framed art, limited edition and original fine art. The group consisted of four companies in the United States, Canada and England.

Products were sold through more than 25,000 locations globally. Customers ranged from large national US retailers to small specialty retailers throughout the US, Canada, Europe and Australia.

IBM

Partner - Americas Retail Practice

2002 - 2003 (1 year)

Lead Strategy Partner for IBM's retail consulting practice in the western United States. Responsible for client strategy and development for major retailers such as Wal-Mart, Target, Gap, and Duty Free Shoppers.

Association for Corporate Growth

Global Board of Directors

2000 - 2002 (2 years)

Greater Chicago Area

Founded in 1954, the Association for Corporate Growth has 59 chapters and 14,500 members around the world. ACG serves 90,000 investors, executives, lenders and advisers to growing middle-market companies. ACG's mission is to drive middle-market growth. Also served as President of the San Francisco chapter the two years prior to this position.

Accenture

Director - Global Business Development

1997 - 2001 (4 years)

Led business and strategy development globally for Accenture's Retail Consulting practice. Worked with multi-billion dollar, multi-channel retail clients in North and South America, Japan, Europe and England. Participated in the strategy development and execution for the successful turnarounds of Best Buy, Nordstrom, and JC Penney.

Track 'N Trail, Inc. Board of Directors 1997 - 2000 (3 years)

Publicly traded national specialty retailer focusing on a broad range of high- quality casual, outdoor and adventure footwear.

Haas School of Business - University of California, Berkeley

Adjunct Professor

1995 - 1999 (4 years)

Berkeley, Ca.

Led undergraduate senior level courses in strategic retailing, marketing, consumer insights and global management

Gibson's Holding Co.

Interim Chief Executive Officer and Board Director

1995 - 1997 (2 years)

Led the turnaround of this General Merchandise Retailer with stores throughout the Plains states ranging from Texas to the Canadian border. Once the reorganization, remerchandising and repositioning of the company was completed, recruited a permanent senior management team to take the company forward.

Seagate International, Inc

President

1989 - 1997 (8 years)

Provided portfolio oversight, executive management, financial advisory and operational turnarounds to leading venture capital and private equity

firms for their portfolio companies. Led or participated in the reorganization, repositioning, acquisition or sale of more than 20 consumer companies ranging in size from \$ 15 million to \$ 200 million in revenue.

American Specialty Corp.

Executive Director - Board of Directors

1994 - 1996 (2 years)

Green Bay, Wisconsin Area

Participated in the evaluation, due diligence, and acquisition of this privately held mid-west 145 store specialty women's apparel mall based retailer. Served as the independent outside board director assuming the lead director role within one year. Worked closely with management in the development and execution of the growth strategy. Restructured the company and recruited the CEO which led to a successful exit within twenty four months.

Heller Financial Investments

Operating Partner

1993 - 1996 (3 years)

Identified retail and consumer companies for potential equity investment or acquisition. Sought, identified and developed the investment strategy and growth plan for ten specialty retailers ranging in size from \$ 50 million to \$ 300 million in revenue.

Gump's

Board Advisor

1992 - 1994 (2 years)

Developed and executed the successful restructuring and recovery plan for the renowned luxury multi-channel retailer of fine jewelry, gifts and home furnishings. Upon completion the company was successfully sold to the largest B2C retailer in the United States.

CPG International

Interim Chief Executive Officer and Board Director

1989 - 1991 (2 years)

Irvine, California

Led the turnaround of this middle market privately held graphic and architectural products manufacturing company with facilities in the US and Canada. Products were sold globally to commercial and industrial customers.

The Tom Peters Group Executive Vice President 1987 - 1989 (2 years)

Palo Alto

Provided management consulting and training services in leadership development and other aspects of business operations to the Fortune 100. The company was founded by business guru Tom Peters.

Sanca International, Inc.

Executive Vice President - Co-Founder

1982 - 1987 (5 years)

The first of its kind private label apparel manufacturing company. Provided product design, sourcing, development and manufacturing to major national US retailers. Production facilities located throughout Asia with design offices in Tokyo, Osaka, Hong Kong, Taipei and Bangkok. US based retail clients included Macys, Gap, Bloomingdales, Neiman Marcus, and JC Penney.

Bullock's North General Manager 1978 - 1982 (4 years)

Led the turnaround of three underperforming stores whose sales volume represented nearly sixty percent of total corporate sales. Repositioned, remerchandised and reorganized each store achieving profitability within one year.

Macy's

Buyer - Home Furnishings

1972 - 1978 (6 years)

San Francisco Bay Area

Led new product development, store merchandising, and store expansion for Furniture, Silver, Gifts, and the Cellar.

Education

University of California, Berkeley, Haas School of Business

MBA

University of California, Berkeley

B.S., Business Administration

Astute, collaborative Fire Service Leader with 20+ years of progressive leadership in one of the nation’s most high-risk departments. Excels at delivering operational precision in complex environments, overseeing mission-critical teams, and advancing departmental initiatives via strong interagency alliances. Adept at shaping strategic frameworks, optimizing emergency readiness, and guiding personnel through challenges with clarity and accountability. Dedicated to enhancing operations, safety oversight, and organizational development across diverse incident types and administrative functions.

- Areas of Expertise:
- Incident Command System (ICS)
 - Emergency & Risk Management
 - Fireground Operations

- Performance Management
 - Special Operations Oversight
 - Policy & SOG Development

- Operational Planning
 - Interagency Coordination
 - Training Program Administration

SELECT PROFESSIONAL EXPERIENCE

OAKLAND FIRE DEPARTMENT

01/2002 - PRESENT

BATTALION CHIEF OF SPECIAL OPERATIONS & SAFETY, 09/2023 - PRESENT

BATTALION CHIEF 4C, 01/2023 - 09/2023

CAPTAIN (STATION 1A & 4C), 02/2015 - 01/2023

ACADEMY DIRECTOR (RECRUIT CLASS 2-14), 10/2014 - 01/2015

LIEUTENANT (STATION 23B & 18A), 12/2010 - 02/2015

Delivered exceptional leadership within Oakland Fire Department for the past 15 years, demonstrating consistent growth, adaptability, and impact in both frontline response and executive-level operations. Currently oversee department’s most technically demanding units, including Heavy Rescue and Water Rescue Teams, while guiding policy development, safety protocols, and multi-agency coordination. Recognized for fostering teamwork, implementing innovative solutions, and preparing personnel to meet daily challenges and large-scale emergencies.

- Lead and direct Special Operations teams, overseeing various divisions as necessary.
- Serve as operational liaison with FAA, FEMA, Port of Oakland, and CERT.
- Provide strategy during multi-week deployments and high-profile incidents under California State Mutual Aid.
- Supervise and evaluate personnel via direct performance appraisals and feedback mechanisms.
- Develop and revise key policies and SOGs, including Command and Control at Wildland Urban Interface Fires.
- Utilize modern administrative tools (Microsoft Office Suite, Google Docs, Zoom, etc.) to support data reporting, interdepartmental communications, and compliance.

ADDITIONAL EXPERIENCE:

OAKLAND FIRE DEPARTMENT, CADRE MEMBER | FIREFIGHTER | PARAMEDIC

EMERYVILLE FIRE DEPARTMENT, FIREFIGHTER | PARAMEDIC | ENGINEER

EDUCATION

BACHELOR OF SCIENCE DEGREE, FIRE ADMINISTRATION

COLUMBIA SOUTHERN UNIVERSITY

PARAMEDICINE LICENSE

CHEMEKETA COMMUNITY COLLEGE

PROFESSIONAL TRAINING PROGRAMS:

- QUALIFIED STRIKE TEAM LEADER
 - QUALIFIED ENGINE BOSS
 - QUALIFIED AIRCRAFT RESCUE & FIRE FIGHTING
 - CSFM CHIEF FIRE OFFICER
 - CSFM FIRE OFFICER
 - CSFM RESCUE SYSTEMS 1
 - CSFM TRENCH RESCUE
 - CSFM ICS S-231
 - OES MEDICAL SPECIALIST
 - SWIFT WATER RESCUE OPERATIONS
 - ADVANCED ICS/I-400
 - NIMS ICS ALL-HAZARDS SAFETY OFFICER
- CSFM DRIVER/OPERATOR: 1A & 1B
 - CSFM CONFINED SPACE AWARENESS/OPERATIONS
 - USAR STRUCTURAL COLLAPSE TECHNICIAN
 - NWCG S-190, S-290
 - CEMA SWIFT WATER BOAT OPERATOR
 - CALIFORNIA EMSA PARAMEDIC LICENSE
 - CSFM RESCUE SYSTEMS 2
 - FEMA USAR TASK FORCE LEADER

APPROVED AS TO FORM AND LEGALITY


CITY ATTORNEY'S OFFICE

OAKLAND CITY COUNCIL
RESOLUTION NO. _____ C.M.S.

INTRODUCED BY MAYOR BARBARA LEE

**RESOLUTION CONFIRMING THE MAYOR'S APPOINTMENT OF
DAN ROBERTSON, RHONDA DRAKEFORD, TOM GROSSMAN,
ELIZABETH STAGE, CHRIS FOLEY, JAMES ROBINS, AND HELEN
BULWIK AS MEMBERS OF THE WILDFIRE PREVENTION
COMMISSION**

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, on June 3rd, 2025, City Council adopted Ordinance No. 13846 C.M.S., establishing the Wildfire Prevention Commission; providing for the appointment of members thereof, and defining the duties and functions of said Commission; and

WHEREAS, it is the duty and function of the Commission to advise on the implementation of a comprehensive Vegetation Management Plan; review the annual operational use of the Special Tax proceeds in reducing wildfire risk; make advisory recommendations to the City Council regarding the use of funds including policy recommendations to further wildfire prevention efforts; study best practices from other jurisdictions, participate in regional wildfire prevention forums, and support outreach and public education efforts in the Wildfire Prevention Zone and citywide; and receive informational reports from City staff on annual expenditures and on measures taken under the Vegetation Management Plan; and

WHEREAS, the Wildfire Prevention Commission consists of seven (7) members serving staggered terms ranging from one to three years, who are nominated by the Mayor and appointed by Council, and who must be residents of the city of Oakland, having resided in Oakland for thirty (30) days prior to appointment; now, therefore, be it

RESOLVED: That pursuant to City Charter section 601, the City Council hereby confirms the Mayor's appointment to the Wildfire Prevention Commission of the following:

Dan Robertson, to serve a three-year term beginning July 16, 2025, and ending July 15, 2028.

Rhonda Drakeford, to serve a three-year term beginning July 16, 2025, and ending July 15, 2028.

Tom Grossman, to serve a three-year term beginning July 16, 2025, and ending July 15, 2028.

Elizabeth Stage, to serve a two-year term beginning July 16, 2025, and ending July 15, 2027.

Chris Foley, to serve a two-year term beginning July 16, 2025, and ending July 15, 2027.

James Robins, to serve a two-year term beginning July 16, 2025, and ending July 15, 2027.

Helen Bulwik, to serve a one-year term beginning July 16, 2025, and ending July 15, 2026.

IN COUNCIL, OAKLAND, CALIFORNIA,

PASSED BY THE FOLLOWING VOTE:

AYES - BROWN, FIFE, GALLO, HOUSTON, RAMACHANDRAN, UNGER, WANG, AND
PRESIDENT JENKINS

NOES –
ABSENT –
ABSTENTION –

ATTEST: _____

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

3426595/LL