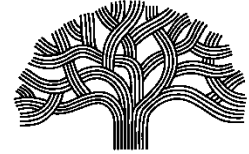


# CITY OF OAKLAND



1 FRANK H. OGAWA PLAZA • 3<sup>RD</sup> FLOOR • OAKLAND, CALIFORNIA 94612

Office of the Mayor  
Libby Schaaf  
Mayor

(510) 238-3141  
FAX: (510) 238-4731  
T DD: (510) 238-3254

## Letter of Appointment

November 6, 2020

The Honorable City Council  
One Frank H. Ogawa Plaza, Second Floor  
Oakland, CA 94612

Dear President Kaplan and members of the City Council:

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

### **Commission on Homelessness**

- Janny Castillo, Tomiquia Moss, Trent Rhorer to serve three-year terms beginning December 1, 2020 and ending December 2, 2023;
- Candice Elder, Alexis Lozano, Joey Harrison to serve two-year terms beginning December 1, 2020 and ending December 2, 2022; and
- Beth Stokes, Mark Walker, James Mittelberger to serve one-year terms beginning December 1, 2020 and ending December 2, 2021.

Thank you for your assistance in this matter.

Sincerely,

Libby Schaaf  
Mayor



**MEMORANDUM**

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**TO:** CITY COUNCIL

**FROM:** Mayor Libby Schaaf

**SUBJECT:** Advisory Committee to the  
Commission on Homelessness

**DATE:** November 6, 2020

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I am pleased to submit nine strong candidates that not only meet the requirements of the establishing ordinance for the Commission on Homelessness, but also bring truly impressive expertise; deep knowledge, respect and love for our struggling and unhoused neighbors; and the hearts and courage to help Oakland lead in forging a path towards our shared conviction that housing is a human right. Our outreach resulted in an expansive and robust pool of passionate candidates, including several that were recommended by Councilmembers. Roughly half have lived experience of economic insecurity and two have experienced extended periods of living unhoused. There were many qualified candidates that we chose not to pursue due to conflict of interest concerns. I want to thank Homelessness Administrator Daryel Dunston who screened all these candidates and advised me in these selections.

Each of these nominated commissioners is engaged daily with currently unhoused neighbors and/or relevant policy issues as part of their professional work and personal calling. At least four (roughly half) have the lived experience of being housing insecure and two have experienced extended periods of living unhoused. We chose not to ask anyone who is currently experiencing the trauma and deep crisis of homelessness to spend time or personal effort as a volunteer on a city commission. Rather, it is our hope and recommendation that the Commission to exercise its authority under the enabling ordinance to establish an Advisory Committee of currently unhoused Oaklanders who will be compensated to provide their expertise and advice to the Commission quarterly.

I thank you for your consideration.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Libby Schaaf".

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MAYOR LIBBY SCHAAF



City Attorney's Office

## OAKLAND CITY COUNCIL

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

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**RESOLUTION CONFIRMING THE MAYOR'S APPOINTMENT OF  
JANNY CASTILLO, CANDICE ELDER, JOEY HARRISON, ALEXIS  
LOZANO, JAMES MITTELBERGER, TOMIQUIA MOSS, TRENT  
RHORER, BETH STOKES AND MARK WALKER TO 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 date and future terms shall begin and end on that date; and

**WHEREAS**, the Honorable Mayor Libby Schaaf has appointed Janny Castillo, Candice Elder, Joey Harrison, Alexis Lozano, James Mittleberger, Tomiquia Moss, Trent Rhorer, Beth Stokes, Mark Walker, to the Commission on Homelessness, to the terms listed below; now, therefore, be it

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

- Janny Castillo, Tomiquia Moss, Trent Rhorer to serve three-year terms beginning December 1, 2020 and ending December 2, 2023;
- Candice Elder, Alexis Lozano, Joey Harrison to serve two-year terms beginning December 1, 2020 and ending December 2, 2022; and
- Beth Stokes, Mark Walker, James Mittelberger to serve one-year terms beginning December 1, 2020 and ending December 2, 2021.

IN COUNCIL, OAKLAND, CALIFORNIA,

PASSED BY THE FOLLOWING VOTE:

AYES - FORTUNATO BAS, GALLO, GIBSON MCELHANEY, KALB, REID, TAYLOR,  
THAO AND PRESIDENT KAPLAN

NOES –

ABSENT –

ABSTENTION –

ATTEST: \_\_\_\_\_

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

**Profile**

Janny \_\_\_\_\_ Castillo \_\_\_\_\_  
 First Name Middle Initial Last Name

\_\_\_\_\_  
 Email Address

\_\_\_\_\_  
 Street Address Suite or Apt

Oakland CA \_\_\_\_\_  
 City State Postal Code

\_\_\_\_\_  
 Primary Phone Alternate Phone

St. Mary's Center Director, Community Outreach and Services \_\_\_\_\_  
 Employer Job Title

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

Commission on Homelessness : Submitted

**Interests & Experiences**

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

Thank you for the opportunity to serve on the Oakland Homeless Commission. My professional and lived experience qualifies me to help the city of Oakland make sound decisions to reduce the affects of homelessness for our residents. Please consider the following qualifications: Over 20 years ago, I went from homelessness to homeowner! I walked the long journey out of homelessness as a young mother of four. I took advantage of the shelter and transitional house system and finally Oakland's section 8 home ownership program. Though my neighborhood is impacted by poverty, I am very proud to own a home in a West Oakland neighborhood I spent the last 15 years working as a service provider and organizer for my unhoused neighbors with a strong emphasis on senior issues. (please see my resume for details) I have served on the Oakland Housing Authority board for the last ten years protecting and expanding our city's affordable housing. I chair the OHA Special Needs Committee where we are instrumental in designing creative programs to bring individuals and families out of homelessness and into permanent affordable housing. I sit on the Homeless Advocacy Working Group where govt, housed and unhoused residents and advocates meet to find middle ground solutions to the challenges to responding to the growing epidemic of homelessness. I am also a board member of the United Seniors of Oakland and Alameda County under County Supervisor Nate Miley and was appointed by Governor Newsome to the Master Plan for Aging Advisory Group. I bring my combined experience and deep commitment to end poverty to the commission, realizing how difficult it is to develop responses that produce results that will end homelessness permanently and humanely for the individual and the community. Yet, I am ready to jump into deep waters for my neighbors and my city. Thank you

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

Upload a Resume

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

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JANNY CASTILLO OAKLAND LEADER IN AGING AND HOMELESSNESS ADVOCACY Professional Experience St. Mary's Center, 2008 - Present Director of Community Outreach and Services 2020 - Present Create and administer WeConnect tech literacy project to improve online access for homebound and isolated Seniors by providing equipment and training. Administer program providing social, recreational, cultural activities and events for extremely low income, housed and unhoused persons over 55 years of age. Manage Food Program that delivers meals and groceries to over 100 Seniors and families. Produce small and large related community events, ie: International Women's Day, Day for the Eradication of Poverty, Annual Homeless Memorial, International Peace Day and others. Creator and Facilitator of a 12-week Housing Justice class for homeless seniors on how to prepare and access private market and affordable housing. Management skills include strategic, organizational planning, resource allocation and coordination of people and resources. Hope and Justice Coordinator, 2008 – 2019 Manage social justice program helping Seniors advocate on state and local policies to protect and enhance services for extremely low-income Seniors, many of whom are experiencing homelessness, mental and physical health issues, and food insecurity. Responsibilities include: Facilitating focus groups, listening sessions, and sacred storytelling circles for a variety of audiences. Facilitate public speaking and organizer trainings to help build confidence and help persons with lived experience participate as partners in finding solutions to poverty. Train Senior Advocates to participate in policy advocacy work improve quality of life and access to services. Represent St. Mary's Center through partnerships with other organizations, participating on City, County and Statewide decision making tables as Commissioner, Oakland Housing Authority Board Member to United Seniors of Oakland and Alameda County Member of Governor Newsom's Master Plan on Aging Advisory Committee. Local contact for the National and International Multi-Dimensional Aspects of Poverty project to redefine global poverty through the perspective of persons with lived experience. Computer and Technology Resource Center, 1990 – Present Placement Manager Responsible for managing donations of over 500 computer systems a year to low income families, non- profits and schools. boonachepresents, 2006 - Present Co-Founder, videographer, photographer and graphic artist supporting small business owners and local social justice causes working to reduce the effects of poverty and homelessness. Building Opportunities for Self-Sufficiency (BOSS), 2002 - 2008 Multi-disciplinary responsibilities in a multi-city, multi-site non-profit. Office Administrator for busy operations office including human resources and development activities. Provided support to organizational leaders and executive team. Public Speaker for student organizations, faith-based institutions and others on issues affecting the homeless community. Lead Social Justice Organizer for the Community Organizing Team (COT) of BOSS participants, college interns and others. Media Producer and Internet Guru – Utilize extensive photo and videographer skills to create, edit and produce videos to educate and helped manage social media sites. COMMUNITY LEADERSHIP ROLES Commissioner, Oakland Housing Authority Member California Master Plan for Aging Advisory Committee Member Pool of Consumer Champions Board Member United Seniors of Oakland and Alameda County Member Age Friendly Council of Alameda County Steering Committee Homeless Advocacy Working Group Diverse Partners Californians 4SSI Coalition Housing CA Resident United Network Shelter Oak Senior Services Coalition Western Regional Advocacy Project Women's Economic Advocacy Project New Poor People's Movement

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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 \*

# JANNY CASTILLO

## OAKLAND LEADER IN AGING AND HOMELESSNESS ADVOCACY

### Professional Experience

#### St. Mary's Center, 2008 - Present

- **Director of Community Outreach and Services 2020 - Present**

**Create and administer WeConnect tech literacy project** to improve online access for homebound and isolated Seniors by providing equipment and training.

**Administer program providing social, recreational, cultural activities and events** for extremely low income, housed and unhoused persons over 55 years of age.

**Manage Food Program** that delivers meals and groceries to over 100 Seniors and families.

**Produce small and large related community events**, ie: International Women's Day, Day for the Eradication of Poverty, Annual Homeless Memorial, International Peace Day and others.

**Creator and Facilitator** of a 12-week **Housing Justice class** for homeless seniors on how to prepare and access private market and affordable housing.

Management skills include **strategic, organizational planning**, resource allocation and coordination of people and resources.

#### ▪ **Hope and Justice Coordinator, 2008 – 2019**

Manage social justice program helping Seniors advocate on state and local policies to protect and enhance services for extremely low-income Seniors, many of whom are experiencing homelessness, mental and physical health issues, and food insecurity.

Responsibilities include:

**Facilitating focus groups**, listening sessions, and sacred storytelling circles for a variety of audiences.

**Facilitate public speaking and organizer trainings** to help build confidence and help persons with lived experience participate as partners in finding solutions to poverty.

**Train Senior Advocates** to participate in policy advocacy work improve quality of life and access to services.



### COMMUNITY LEADERSHIP ROLES

**Commissioner**, Oakland Housing Authority

**Member**, California Master Plan for Aging Advisory Committee

**Member**, Pool of Consumer Champions

**Board Member**, United Seniors of Oakland and Alameda County

**Member**, Age Friendly Council of Alameda County

**Steering Committee**, Homeless Advocacy Working Group

#### **Diverse Partners**

Californians 4SSI Coalition

Housing CA Resident United Network Shelter Oak

Senior Services Coalition

Western Regional Advocacy Project

Women's Economic Advocacy Project

New Poor People's Movement



Oakland Resident

*Continued next page*





# JANNY CASTILLO

## OAKLAND LEADER IN AGING & HOMELESSNESS ADVOCACY

**Professional Experience** *continued from previous page*

### **St. Mary's Center Hope and Justice Coordinator, 2008 – 2019**

- **Represent St. Mary's Center** through partnerships with other organizations, participating on City, County and Statewide decision making tables as Commissioner, Oakland Housing Authority, Board Member to United Seniors of Oakland and Alameda County and member of Governor Newsom's Master Plan on Aging Advisory Committee.
- **Local contact for the National and International Multi-Dimensional Aspects of Poverty project** to redefine global poverty through the perspective of persons with lived experience.

### **Computer and Technology Resource Center, 1990 – Present**

- **Placement Manager**

Responsible for managing donations of over 500 computer systems a year to low income families, non-profits and schools.

### **boonachepresents, 2006 - Present**

- **Co-Founder, videographer, photographer and graphic artist** supporting small business owners and local social justice causes working to reduce the effects of poverty and homelessness.

### **Building Opportunities for Self-Sufficiency (BOSS), 2002 - 2008**

Multi-disciplinary responsibilities in a multi-city, multi-site non-profit.

- **Office Administrator** for busy operations office including human resources and development activities. Provided support to organizational leaders and executive team.
- **Public Speaker** for student organizations, faith-based institutions and others on issues affecting the homeless community.
- **Lead Social Justice Organizer** for the Community Organizing Team (COT) of BOSS participants, college interns and others.
- **Media Producer and Internet Guru** – Utilize extensive photo and videographer skills to create, edit and produce videos to educate and further the mission of BOSS. Helped manage social media sites.

# Candice P. Elder

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## EDUCATION

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

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

## WORK EXPERIENCE

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

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

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

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

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

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

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

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

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

# Candice P. Elder

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## > Paralegal

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

## OTHER PROFESSIONAL EXPERIENCE

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

#### > Project Coordinator

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

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

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

#### > Advisory Committee Member

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

## BOARD EXPERIENCE

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

> Board of Directors, Black East Bay Housing Director

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

> Member, Board of Directors

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

> Member, Board of Directors

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

> Member, State Board of Directors

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

> Secretary, National Board of Directors

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

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

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

# Candice P. Elder

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## AWARDS AND ACHIEVEMENTS

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

## NOTABLE MEDIA AND PRESS

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

## NOTABLE SPEAKING ENGAGEMENTS

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

# Candice P. Elder

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

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

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

### Profile

Joey \_\_\_\_\_ W \_\_\_\_\_ Harrison \_\_\_\_\_  
First Name Middle Initial Last Name

\_\_\_\_\_  
Email Address

\_\_\_\_\_ Suite or Apt \_\_\_\_\_  
Street Address

oakland \_\_\_\_\_ CA \_\_\_\_\_  
City State Postal Code

\_\_\_\_\_  
Primary Phone Alternate Phone

The Village of Love \_\_\_\_\_ Executive Director \_\_\_\_\_  
Employer Job Title

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

Commission on Homelessness : Submitted

### Interests & Experiences

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

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

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

\_\_\_\_\_  
Upload a Resume

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

\_\_\_\_\_  
 \_\_\_\_\_

Please click the acknowledgement below.

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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 \*

### Profile

Alexis \_\_\_\_\_ Lozano \_\_\_\_\_  
First Name Middle Initial Last Name

\_\_\_\_\_  
Email Address

\_\_\_\_\_ Suite or Apt \_\_\_\_\_  
Street Address  
 Oakland CA \_\_\_\_\_  
City State Postal Code

\_\_\_\_\_  
Primary Phone Alternate Phone

EveryOne Home \_\_\_\_\_ Data and Performance Analyst \_\_\_\_\_  
Employer Job Title

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

Commission on Homelessness : Submitted

### Interests & Experiences

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

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

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

\_\_\_\_\_  
Upload a Resume

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



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 \*



## EDUCATION

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

Mills College, Oakland

### BACHELOR OF ARTS IN POLITICAL SCIENCE-PUBLIC SERVICE

University of California, Davis  
2012

## VOLUNTEER EXPERIENCE

### SCREENING PANELIST

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

### INTERN/VOLUNTEER COORDINATOR

Barbara Lee for Congress  
April – October 2013

### INTERN

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

### LEAD ASSISTANT DIRECTOR OF OPERATIONS

UC Davis Picnic Day 2012  
Date  
November 2011 – April 2012

## PROFILE

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

## PROFESSIONAL EXPERIENCE

### DATA AND PERFORMANCE ANALYST

*2019 - Present*

EveryOne Home, Alameda County

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

### OPERATIONS MANAGER

*2016 - 2019*

EveryOne Home, Alameda County

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



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## TECHNICAL SKILLS

Asana

Looker

ArcGIS

Salesforce

R

Constant Contact

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

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## SKILLS

Strategic Planning

Project Management

Clear Communication

Data Visualization

Adaptability

Process Improvement

Contracts & Negotiations

Reducing Costs

Time Management

Leadership

Performance Evaluation

Dependability

Fiscal Management

## PROFESSIONAL EXPERIENCE *continued*

### OPERATIONS AND COMMUNICATIONS COORDINATOR

2014 - 2016

EveryOne Home, Alameda County

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

### ADMINISTRATIVE ASSISTANT

2013 - 2014

EveryOne Home, Alameda County

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

### Barista/Trainer

2007 - 2014

Starbucks

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

---

## Profile

James

First Name

Mittelberger

Last Name

Middle Initial

---

 Email Address

---

 Street Address

---

 Suite or Apt

Oakland

City

CA

State

---

 Postal Code

---

 Primary Phone

---

 Alternate Phone

Center for Elders' Independence

Employer

Chief Medical Officer and Interim  
CEO

Job Title

## 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.**

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Physician and Geriatrician specialist caring for older adults enrolled in PACE, or Program of All-inclusive Care for the Elderly, a multi-disciplinary model of managed care that includes long-term supports and services for mostly low-income seniors aged 55 and older with skilled nursing care needs to live independently in their homes and communities, including shelters, supportive housing communities and housing with private landlords. Currently hold the position of Chief Medical Officer at Center for Elders' Independence (CEI) a community-based PACE provider based in Oakland since 1992. CEI is an approved vendor of homelessness services in Alameda County and is the services provider for Alameda County's Project Room Key. CEI is also serves as the administrative agent for the State's Home and Community-based Services waiver (1115), coordinating and overseeing medical care and support services for individuals with disabilities of all ages who choose to live independently in their homes and communities. I have spent over 20 years working to improve medical care for the underserved seniors in Oakland as the Chief of Geriatric Medicine at the Alameda County Medical Center and medical director of a community clinic, the Over 60s Clinic on the Berkeley Oakland border.

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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.***

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 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 \*

# Curriculum Vitae

**James Mittelberger MD MPH**



## **Employment**

**Chief Medical Officer, Center for Elders' Independence**

**December 2019 to present**

**Interim Chief Executive Officer**

**August 2020 to present**

- Mission of PACE is to provide comprehensive medical and social care to frail people over 55 and allow them to remain in community settings as possible
- Responsible for medical oversight of complex comprehensive geriatric care of diverse 800 patients across 3 counties in the second oldest Program for All Encompassing Care (PACE)
- Health plan and health delivery system
- Implemented educational program in geriatrics for UCSF (Alameda Health System) and Kaiser residents in Internal Medicine

**Chief Medical Officer, Hospice by the Bay**

**September 2017 to August 2019**

- Medical direction and oversight of programs across 6 counties including
  - adult hospice
  - community based palliative care,
  - home care
  - pediatric palliative and hospice care
- Hospice curriculum development and fellow supervision for UCSF Palliative Care Hospice fellowship rotation
- Successful accreditation of home based palliative care program by The Joint Commission

- Advance care planning medical record integration across UCSF (Epic)
- Development and expansion of community based palliative care program
- Expansion of telemedicine program and video care program
- Hospice and palliative clinical program integration with UCSF medical center

### **Director & Chief Medical Officer, Optum Center for Palliative and Supportive Care, May 2015 to August 2017**

- Responsible for thought leadership and program development for palliative care and advance care planning programs across Optum and UnitedHealth Group
- Led in- home community based care palliative care program development for over 7,000 patients annually (with 40% YOY program growth) across multiple health systems serving million people
- Reductions in cost of care of greater than calculated \$35 million per year with improved quality scores
- Algorithm-driven identification of highest mortality and hospitalization risk patients
- Serious illness communication training and system change for multiple health systems with intensive training for over 1,000 providers and other clinicians
- Multi-system integration of health systems, skilled nursing providers and palliative care programs to improve timely and coordinated hospice referral including development of sophisticated predictive eligibility algorithms
- Development of innovative advance care planning programs including community based programs, health system based programs, provider and web-based tools

### **Chief Medical Officer, 2010 - September 2015 Optum Palliative and Hospice Care (Previously Evercare Hospice and Palliative Care)**

- Thought leadership and strategic guidance for hospice and palliative care across UnitedHealth Group and Optum
- Responsible for medical oversight national hospice and palliative care organization with 20+ hospice and palliative care sites across the United States
- Program development for outpatient and inpatient hospice, inpatient palliative care, outpatient clinic and home palliative care programs—developed several inpatient palliative care programs for hospitals and health systems, several palliative care programs for Accountable Care Organizations and national palliative care program for national health plan
- Responsible for professional onboarding, coaching and professional development of 50+ medical directors and hundreds of nurse practitioners and nurses
- Palliative care development and long term care integration across Evercare, OptumHealth Collaborative Care and UnitedHealth Group including multiple staff education programs, hospital system palliative care program implementations, staff onboarding and coaching programs
- Hospice policy, protocol and system implementation for national CHAP accreditation for consistent compliance, ethics and quality performance and improvement

### **Chief Medical Officer, 2008 - 2010**

## **Ovations/Medicare Solutions, UnitedHealth Group, West Region**

- Clinical oversight for all Medicare programs throughout the Western United States including all Medicare Advantage, Medicare Special Needs Plans and Evercare Medicaid Plans (Approximately 600,000 members)
- Participated directly in substantial improvement in Evercare hospital admission reduction, Medicare program growth and dual eligible program development
- Responsible for oversight of clinical service delivery, medical cost management, quality and accreditation oversight
- Responsible for national facilitation and coordination of emerging clinical solutions (innovation) with market medical directors
- Co-director, long term care education program for medical directors and nurse practitioners focusing on education for nurse practitioners and physicians in clinical long term care, ethics, and palliative care

## **Medical Director, Northern California Evercare Health Plans, 2007 - 2008**

- Part-time medical Director for several Evercare Special Needs Plans including Dual Chronic Disease and Institutional Special Needs Plans

## **Chief, Division of Geriatrics, 1988 - 2008 Alameda County Medical Center, Oakland, CA**

- Founded section of Geriatrics, expanded to full division of Geriatrics in June 2000 and expanded to include inpatient palliative care consultation 2005
- Developed clinical programs, all of which involving clinical development of resident physicians including:
  - Long term care skilled nursing facility care
  - Physician home care
  - Complex geriatric care clinic
  - Alzheimer and related diseases specialty clinic (NIA funded)
  - In-patient geriatric consultation
  - Inpatient and SNF palliative care
- Implemented clinical training and professional development programs for 51 internal medicine residents in hospital medicine, geriatrics, ethics, palliative medicine and general internal medicine; faculty development in clinic ethics and quality improvement
- Active personal clinical practice with 25 years continuous significant clinical care and practice spanning from home to hospital medicine (until 2010)
- Clinical Professor of Medicine, UCSF School of Medicine (clinical faculty with advancing rank from 1992 until 2014, and 2015 to present)

## **President/Chair of the Board of Directors, OakCare Medical Group, 2002 - 2007**

- Founding President of Highland Internal Medicine group and board member and subsequent President and Chair of evolving multi-specialty group--with 85 physicians in emergency medicine, obstetrics and gynecology, internal medicine and subspecialties and pediatrics

## **Medical Director/Long-Term Care Medicine, 1993 - Present**



- Medical Director, Fruitvale Health Care Center, Oakland, CA (140 bed skilled nursing facility)
- Medical Director, Excell Health Care Center, Oakland, CA (110 bed skilled nursing facility)
- Founding Medical Director, Medical Hill Skilled Nursing and Rehabilitation Center and Medical Hill Neurobehavioral Program; 140 bed skilled nursing facility with tertiary northern California referral program specializing in neurobehavioral care (1993 - 2012)
- Chair, Medical Director Advisory Committee, Ocadian Care Centers and Hospitals Contract Chief Medical Officer for 14 long term care and 2 acute rehabilitation hospitals (1994-2006)

### **Hospital Quality Surveyor/ Institute for Medical Quality, 2002 - 2007**

- Performed hospital quality surveys as part of consolidated survey process in California; responsible for medical staff and performance improvement components of Joint Commission consolidated accreditation surveys

### **Chief Executive Officer, Alameda County Medical Center, 1999**

- Responsible for management of \$400 million multi-campus public teaching hospital in Alameda County in interim role
- Implemented strategic electronic medical record upgrade

### **Founding Board Member, Alameda Alliance For Health, 1996-2002**

- Chair and Vice-chair of Medi-Cal Health Maintenance Organization under two-plan model in Alameda County, Chair of Quality Committee
- Achieved \$50 million increase in tangible net equity and approximately 75% market share competing with Blue Cross

### **Medical Director, Over 60's Health Center, Berkeley, CA, 1986 - 1988**

- Medical Director for urban community clinic for cohort of senior patients with programs and care that included hospital, skilled nursing, home, and clinic care
- Implemented growth of program to include comprehensive care, including hospital and nursing home coverage

### **Certified Nurse Aide, Sonogee Estates Skilled Nursing, Bar Harbor, ME, 1977 - 1978**

### **Education**

#### **● UnitedHealth Group Culture Facilitator Training, 2016**

Selected as exemplary manager and completed certification to facilitate cultural value programs for UnitedHealth Group employees. Helped lead programs to incorporate employees and new medical groups into Optum.

- **UnitedHealth Group Executive Development Program, 2009**

Leadership development program offered annually for high potential business leaders included Wharton School of Business Executive Training Program (Project: Evaluated and developed comprehensive program to improve member experience in Americhoice programs)

- **California Health Care Foundation Leadership Fellowship, 2004 - 2006**

Competitive fellowship awarded to 30 California Health Care Leaders included two years of leadership, quality improvement and health care management training (Project: achieved 20% year to year revenue growth to stabilize multi-specialty medical group in public hospital)

- **M.P.H., University of Washington School of Public Health, 1992**

Two year degree program; health services concentration, (Quality Improvement Thesis: procedural order standardization decreases error rate and clarity in end of life orders-- results published in *Archives of Internal Medicine*)

- **Faculty Development Fellowship/Quality Assurance and Ethics, 1990 - 1993**

Bureau of Health Professions, United States Department of Health and Human Services funded completion of M.P.H. and extensive ethics coursework with work done at UCSF School of Medicine (Bernard Lo MD) and the Kaiser Ethics Program (John Golensky PhD)

- **Residency in Internal Medicine, University of Washington School of Medicine, Seattle, WA, 1984 - 1986**

- **Internship, Primary Care Internal Medicine, Oregon Health Sciences University, Portland, OR, 1983 - 1984**

- **M.D., University of California, San Diego School of Medicine, 1978 - 1983**

- **B.A. Biology, Magna Cum Laude, Brown University, Providence, RI, 1974 - 1977**

## **Licensure & Board Certification**

Board Certified, Internal Medicine, 1986, (lifetime certification with active MOC)

Certificate of Added Qualifications in Geriatric Medicine, American Board of Internal Medicine, 1992, 2002, 2015 (Certified until 2022 with active MOC)

Board Certified, American Board of Hospice and Palliative Care Medicine, 2008, 2018 (Certified until 2028)

C.M.D., Certified Medical Director (long term and post-acute care), AMDA, Society for Post-acute and Long Term Care Medicine, 1997, 2003, 2009, 2015 (Certified until 2023)

Hospice Medical Director, Certified (HMD-C) American Academy of Hospice and Palliative Medicine, 2015 (certified until 2023)

## **Honors and Awards**

- Co-chair, California Advanced Illness Collaborative, multi-stakeholder California project to expand access to palliative care 2016
- Culture Facilitator, chosen to lead values facilitation workshops for UnitedHealth Group, 2016
- Member, Hartford Care Lab Innovation Project 2016-2017, chosen as one of approximately 30 leaders to develop strategic vision for transformative improvement in palliative care
- Member, National Academy of Sciences, Engineering and Medicine, Roundtable on Quality Care for People with Serious Illness, appointed 2016
- Fellow, American Academy of Hospice and Palliative Medicine (FAAHPM), 2015
- Recipient, California HealthCare Foundation grant, *Health Insurers and Palliative Care Providers, New Models of Care*, 2014 and participant in successful program to build innovative palliative care programs
- Appointed Co-chair payment reform committee, Let's Get Healthy California Task Force, CA State Health Initiative, 2013 which brought together health care stakeholders and leaders to build plans for health care program development in California
- Recipient, Executive Development Program, UnitedHealth Group, 2009
- Medical Director of the Year, SAVA Health Care, 2007 (Award for exemplary care in long term care facilities as medical director.)
- Outstanding Physician of the Year Award, Alameda County Medical Center, 2003
- Outstanding Volunteer Award, Alameda County Health Care Foundation, 2000
- Distinguished Service Award, Alameda County Medical Center Social Services, 1999
- Outstanding Physician of the Year Award, Alameda County Medical Center, 1999
- Elected Fellow of the American College of Physicians, 1997
- Edwin Henderson Memorial Medical Student Award (National Medical Student Annual Award for a top student in the United States, by the American Geriatrics Society) 1983

## **Community and Physician Leadership**

- Chabot Space and Science Foundation Board of Directors  
Selected to support the Chabot Space and Science Center's mission to inspire and educate learners of all ages about the Universe and Planet Earth. Has a large program dedicated to support Oakland youth education. October 2019 - present.
- **Executive Board member and Secretary, California Coalition for Compassionate Care**, Board and executive committee member for statewide organization dedicated to improvement of care for patients facing serious illness and end of life. October 2017 - present
- **Member, Hartford Foundation Care Lab**, Selected for national group of palliative care innovators developing strategy for palliative care spread in the United States using transformational scenario process. (October 2016 - August 2017)
- **American Academy of Hospice and Palliative Medicine Alternative Payment Committee** National committee appointed by public policy committee of American Academy of Hospice and Palliative Medicine (AAHPM) to develop alternative payment model recommendations the Center for Medicare and Medicaid Services. (2016-2017)
- **Board Nominating Committee 2016, American Academy of Palliative and Hospice Medicine** Elected by membership to nominate slate for AAHPM Officers, Board of Directors and Executive Committee

- **Center to Advance Palliative Care (CAPC)** National multi-payer workgroup, selected as member of national task force to develop policy and program recommendations for expansion of quality palliative care (2015-2017)
- **Facilitator, American Academy of Hospice and Palliative Medicine ASCEND leadership development program.** Selected to provide leadership development coaching for mid-career palliative care physicians, American Academy of Hospice and Palliative Care, 2014, 2016
- **Co-Chair, Payment Reform Committee, Let's Get Healthy California End of Life Task Force 2013** (Statewide Task Force Established by Secretary of State Donna Dooley to develop major policy initiatives in CA (Co-chair, Payment reform subcommittee with Mark Smith, President of the California HealthCare Foundation)
- **Chair, California State POLST (Physician Orders for Life-Sustaining Procedures) Task Force, 2011 - present ; member 2008 to present**
- **Past-president, President and President-elect,, California Association of Long Term Care Medicine** (AMDA-Postacute and long term care medicine state chapter,) **2009 - 2013.**
- **Chair, California State POLST Documentation Committee, 2008 - present**
- **Board Member, SIRUM, Supporting Initiatives to Redistribute Unused Medications, 2012 - 2016** (national award-winning organization leading innovative re-use of full quality unused medicines for low income patients.)
- **Member, Health System Improvement Economics and Technology Committee, American Geriatrics Society, 2009 - 2015**
- **Member, California Leadership Council, Project BOOST (Better Outcomes for Older Adults through Safe Transitions), 2010 - 2012**
- **Chair, Geriatrics Committee, Alameda Contra Costa Medical Association, 2000 - 2017**
- **Member, Alameda Contra Costa Medical Association Ethics Committee, 2001 - present (sub-committees include Alameda Contra Costa Conversation Project and Physician Advance Care Planning Education)**
- **Member, Steering Committee for Measure A, 2004**  
County-wide broad-based successful sales tax initiative sales tax for health care

### **Selected Hospital and Medical Staff Leadership**

- **Chair, Ethics Committee, Alameda County Medical Center (ACMC), 1988 - 1999, 2000 - 2009**
- **Board of Trustees, Strategic Planning Committee, ACMC, 2004 - 2007**
- **Chair, Board of Directors, Alameda County Health Care Foundation, 2004 - 2007**
- **President of the Medical Staff and Chair of Medical Executive Committee, ACMC, 2002 - 2004**
- **Member, Patient Safety and Error Reduction Committee, ACMC, 2001 - 2005**
- **Member, Quality and Professional Services Committee, ACMC, 2001 - 2005**
- **Member, Quality Review Committee, ACMC Department of Internal Medicine Peer Review Committee, 2001 - 2002**
- **Member, Medical Executive Committee, ACMC Medical Staff, 1995 - 1999**
- **President of the Medical Staff and Chair of Medical Executive Committee, ACMC, 1996 - 1998**
- **Vice-Chair, Board of Directors, ACMC Transitional Hospital Authority, Oakland, CA, 1996 - 1998**
- **Member, Pharmacy and Therapeutics Committee, ACMC, Oakland, CA, 1991 - 1994**
- **Member, Quality Assurance Committee, ACMC, Oakland, CA, 1991 - 1992**

## **Selected Presentations and Publications:**

National Pace Association Medical Director Course - Integration of behavioral health into PACE— presentation for national medical director course, national webinar, September 5, 2020.

VitalTalk faculty- Mastering Tough Conversations, Co-organizer and faculty (with Wendy Anderson) all day serious illness goals of care training for community physicians and clinicians, April 19, 2019

VitalTalk Faculty- Advance care planning communication-- Faculty for advance care planning course for UCSF School of Medicine, April 11, 2019

Faculty presenter, Half-day pre-conference workshop, Serious Illness Communication Training, Society for post-acute and long term care medicine annual meeting, Grapevine TX, March 22, 2018.

Moderator and presenter, "Medical group innovations in palliative care," (with Dana Lustbader, Mitch Mudra and Elizabeth Glazier,) Medical Groups Management Association, Dallas, TX, March 25, 2017

Plenary panelist, "How does palliative care fit into the health insurance model?" Ninth Annual Palliative Care Summit, Sacramento, CA, March 14, 2017

Presenter: UnitedHealth Group Medical Director Grand Rounds, Innovations and Opportunities in Palliative Care," national webinar , February 9, 2017

Speaker, "Implementing quality palliative care in the nursing home," ( with Diane Meier and Cheryl Phillips) National meeting of Leading Age, Indianapolis, IN, October 31, 2016.

Co-author, "The impact of a home-based palliative care program in an accountable care organization," Lustbader, D., Mudra, M. Romano, C, Lukoski,E, Chang, C, Mittelberger, J, Scherr, T., and Cooper, D. *J. of Palliative Medicine* 2016. DOI:10.1089/jpm.2016.0265

Co-presenter, "Caring well through the end of life," community forum (with Ira Byock, Kevin Vann, Jim McGregor and Vincent Nguyen.) Santa Ana, CA, August 4, 2016.

Speaker, "Innovative payment models in community based palliative care," (with Phil Rodgers MD, Janet Bull MD, Martha Twaddle MD and Dana Lustbader MD,) American Academy of Hospice and Palliative Medicine annual meeting, Chicago, IL, March 11, 2016

Organizer and speaker, "How to design, build and pay for a community based palliative care program," Preconference workshop, American Academy of Hospice and Palliative Medicine annual meeting, Chicago, IL, March 8, 2016.

"The medical director as quality improvement champion," plenary presentation, California Association of Long Term Care Medicine, annual meeting, Los Angeles, April 2015.

"Using lean six-sigma techniques to improve community based palliative care," poster presentation (with Betsy Ha,) Center Advance Palliative Care national seminar, Orlando, FL November 13, 2014.

"Developing and implementing a comprehensive palliative care program for Accountable Care and Medicare Advantage organizations," Seminar Presentation (with Rena Smith) at National Hospice and Palliative Care Organization Clinical Team Conference meeting, Nashville, TN, October 28, 2014.

"The ROI of Palliative Care: program design to maximize value," Plenary session for Georgia Nurse Practitioner Annual Meeting, Atlanta, GA, March 22, 2014.

"Strategies to improve care and reduce antipsychotic medication use in the skilled nursing facility," half - day seminar presentation for medical directors and clinical leaders, HealthInsight QIO program, Albuquerque, NM, October 4, 2013.

"Opportunities and strategies to improve dementia care in long term care" (Course director and plenary speaker for conference on "Improving Dementia Care in Nursing Homes,") California Association of Long Term Care Annual Meeting, Los Angeles, CA, April 26, 2013.

"Improving care for those with serious illness, National monthly Webinar for United Health Group highlighting important trends in health care (with Sam Smith,) November 30, 2012.

"Nursing homes 101, what health plans need to know," Webinar presentation with Darren Trisel and Jennifer Wieckowski, California Health Care Foundation Webinar, November 14, 2012.

"Medication safety in seniors," Webinar presentation for the west region Quality Improvement Organizations, October 3, 2012.

"Quality targets in medication management," Presentation for California Association of Health Facilities Quality Conference, Foster City, CA, August 29, 2012.

"Effective hospice-long-term care collaboration"—National Hospice and Palliative Care Organization National Webinar Panel Presentation, August 9, 2012.

"Shared decision making , the heart of medical practice," plenary presentation, GA Medical Directors Annual Meeting, Hilton Head, SC, July 21, 2012,.

"Hospice care in skilled nursing and assisted living," plenary panel discussion, GA Medical Directors Annual Meeting, Hilton Head, SC, July 20, 2012,.

"Palliative Care and Hospice 2012," (Annual palliative care grand rounds) Hamburger University, Chicago, IL, May 23, 2012.

Palliative Care and Hospice 2012, UnitedHealthcare Medical Director Grand Rounds (National Webinar,) May 10, 2012.

"Modeling the goals of care conversation," plenary presentation with Linda Briggs to the National POLST Conference, San Diego, CA, February 16, 2012

"Palliative care and goals of care conversations in the care of patients with advanced cancer," multi-health system presentation sponsored by UnitedHealthcare and TriHealth, Cincinnati, OH, January 31, 2012

Connecting acute and post-acute care, opportunities for accountable care, a physician perspective," national accountable care conference sponsored by Polakof-Boland and Hansen-Bridgett, San Francisco, CA, October 28, 2011

"POLST: Evidence, Advocacy and Innovation," presentation with Susan Tolle for National Clinical Team Conference, National Hospice and Palliative Care Organization, San Diego, CA, October 6, 2011

"Medication safety in long term care," plenary presentation, Region IX Patient Safety Collaborative, Center for Medicare and Medicaid Services, San Francisco, CA, August 18, 2011

"Non-pharmacologic management of behavioral disorders in patients with dementia," plenary presentation, California Association of Long Term Care Medicine Annual Meeting, Los Angeles, CA, July 2011

"Use of technological innovations to reduce hospital readmission, overview and assessment of ROI," panel presentation, American Geriatrics Society Annual Meeting, National Harbor, MD, May 12, 2011

"Implementation of POLST and advance care planning into accountable care organizations," plenary session, conference pre-course on palliative care, California Association of Physician Groups Annual Conference, Palm Desert, CA, May 2011

"Advance Care Planning and POLST, the real alternatives to death panels," breakout presentation with Naomi Karp (AARP), American Society on Aging National Conference, San Francisco, CA, May 2011

"POLST, an evidence based tool for advance care planning," Micheal Nisco MD, James Mittelberger MD, and Judy Citko, JD, *National Hospice and Palliative Care Organization Newsline*, May 2011

"Innovation for special need populations," Leadership and Management in Geriatrics, UCLA Mini-Fellowship Training Program, Manhattan Beach, CA, April 15, 2011

"POLST, quality of orders in California skilled nursing facilities," faculty poster presentation, American College of Physicians Northern California Annual Meeting, San Francisco, CA, November 20, 2010

"Optimal hospice and palliative care of the patient with advanced dementia," national web conference for Evercare Hospice and Palliative Care and UnitedHealthcare Medical Directors and Advance Practice Nurses, September 28, 2010

"Your legal rights, what you need to know about Physician Orders for Life-Sustaining Treatments (POLST,)" radio talk show on National Public Radio KALW, San Francisco, CA, August 25, 2010

"Opportunities to improve end-of-life care," national web conference for UnitedHealth Group Medical Directors, August 12, 2010

"Improving medication safety in skilled nursing facilities," moderator and participant in plenary presentation for California Association of Long Term Care Medicine, Los Angeles, CA, July 18, 2010

"Palliative care, innovation case studies," and "plenary session on advance directives and advance care planning," lectures for World Congress Leadership Symposium on End of Life, Chicago, IL, June 24 - 25, 2010

"POLST, the essentials for physicians," speaker and presenter for statewide webinar presented for California Medical Association, Sacramento, CA, June 3, 2010

"Optimizing the medical director role for quality improvement in skilled nursing facilities," plenary lecture for annual long term care seminar sponsored by the University of Hawaii, School of Medicine and the Hawaii Medical Directors Association, Honolulu, HI, April 16, 2010

"Leadership and Management in Geriatrics, Innovative Delivery Systems," seminar delivered for Leadership and Management in Geriatrics course, Geriatric Leadership Development Program for UCLA School of Medicine, Long Beach, CA April 9, 2010

"Physicians Orders for Life-Sustaining Procedures (POLST), implementation lessons from California," seminar presentation with Tim Gieseke for the Annual Meeting of the American Medical Directors Association, Long Beach, CA, March 13, 2010

"Improving End-of-Life Care in California Skilled Nursing Facilities," half-day workshop presentation to California Association of Health Facilities Leadership Academy, Anaheim, CA, December 7, 2009

"Improving advance care planning in the nursing home with POLST," videotaped presentation for UCTV, Sacramento, CA, October 26, 2009

"It takes a team: implementing POLST into your nursing home," organizer, speaker and moderator of half-day pre-conference for CALTCM Annual Conference, Los Angeles, CA, July 10, 2009

"POLST, improving communication and documentation near end of life," California Association of Health Services at Home, San Diego, CA, May 6, 2009

"POLST, improving end-of-life care in skilled nursing facilities," AMDA National Meeting, Charlotte, NC, March 9, 2009

"Improving end-of-life communication with POLST," plenary session, Institute on Aging Annual Conference, San Francisco, CA, November 12, 2008

"Honoring patients' end-of-life wishes through POLST", with T. Mahdi and J. Yee MD, Chronic Disease Care: Better Ideas in Action, California Health Care Foundation Conference, San Francisco, CA, November 6, 2008

"Continuous Quality Improvement Overview," plenary session and moderator, California Association of Long Term Care Medicine Annual Meeting, Los Angeles, CA, July 19, 2008

"The POLST paradigm: changing patient wishes into physician orders," presentation with Judy Citko, Kaiser Permanente National Geriatrics and Palliative Care Conference, San Francisco, CA, June 20, 2008

"Improving care at the end of life with the Physician Orders for Life-Sustaining Treatments Program (POLST)," U.C. San Francisco Department of Surgery Grand Rounds, Oakland, CA, June 12, 2008

"Improving care at the end of life with the Physician Orders for Life-Sustaining Treatments Program (POLST)," Alameda County Medical Center Medical Grand Rounds, Oakland CA, May 23, 2008

"Management of behavioral disorders in long term care," Annual Meeting of the American Medical Directors Association, Salt Lake City, UT, March 7, 2008

"Seniors are not just old adults, a geriatric approach to management of surgical issues in the elderly," Surgical Frontiers, Lake Tahoe, CA, March 3, 2008

"Implementation of POLST (Physician Orders for Life-Sustaining Treatments) in Alameda County," presentation to Alameda Contra-Costa County Medical Association, Oakland, CA, January 29, 2008

"Principles of safety during transitions in long term care," California Association of Health Facilities Annual Meeting, Palm Springs, CA, November 14, 2007

"Ethical issues in the care of patients with dementia," Western Regional VA Geriatrics and Extended Care Annual Conference, Martinez, CA, October 17, 2007

"Advance directives," Medical Grand Rounds, Alameda County Medical Center, Oakland, CA, October 5, 2007

"Autonomy vs. justice: controversies and opportunities in U.S. health care," Grand Rounds, U.C.S.F. East Bay Department of Surgery/Kaiser Hospital Grand Rounds, Oakland, CA, June 14, 2007

"Pain management in the elderly," Surgical Frontiers, National Continuing Medical Education Conference sponsored by UCSF School of Medicine, Lake Tahoe, CA, March 4, 2007

"Performance Improvement in U.S. Health Care—Key Concepts for Physicians," Internal Medicine Grand Rounds, Alameda County Medical Center, Oakland, CA, January 5, 2007

"End-of-life communication and ethical decisions," Surgical Frontiers, National Continuing Medical Education Conference sponsored by UCSF School of Medicine, Lake Tahoe, CA, March 3, 2007

"Communication and shared decision making at the end of life," Medical Staff Grand Rounds, Alameda Hospital, Alameda, CA, November 27, 2006

"Physicians, patients & costs: professionalism for the 21<sup>st</sup> Century," Kaiser Hospital Department of Surgery Grand Rounds, Oakland, CA, May 25, 2006

"Physicians, patients and costs, professionalism for the 21<sup>st</sup> century," Alameda County Medical Center Medicine Grand Rounds, Oakland, CA, May 19, 2006

"Medication use in the elderly surgical patient," Kaiser Permanente CME Conference, South Lake Tahoe, CA March 9, 2006

"Effective communication for end-of-life decisions," Kaiser Permanente Regional Conference on Ethical Decision Making at the End of Life, Oakland, CA, November 23, 2005

"Medication use in the elderly surgical patient," Kaiser Permanente Surgical CME Conference, South Lake Tahoe, CA, March 11, 2005

"Advance Directives 2004," Internal Medicine Grand Rounds, Alameda County Medical Center, Oakland, CA, November 19, 2004

"Management of patients with complex behavior problems," California Association of Long Term Care Medicine, CME conference, Napa, California, October 23, 2004

"Elder abuse," Grand Rounds, Alameda Hospital, Alameda, CA, July 26, 2004

"Management of behavior disorders in long term care," plenary session, California Association of Long Term Care Medicine, Anaheim, CA, May 2, 2004

"Interdisciplinary management of behavior disorders in long term care" workshop session with Bill Collins PhD, California Association of Long Term Care Medicine Annual Conference, Anaheim, CA, May 2, 2004

"Medication use in the elderly surgical patient," Kaiser Permanente Surgery CME conference, Squaw Valley, CA, March 24, 2004

"Prevention and management of falls in the elderly," Kaiser Permanente Northern California, CME video conference with Rik Smith M.D., September 25, 2003

"Hospital Safety Update JCAHO Initiatives 2003," Grand Rounds, Kaiser/Alameda County Medical Center Surgery Grand Rounds, June 12, 2003

"Dementia care in diverse populations," plenary presentation for the UCSF Geriatrics for Primary Care Conference, San Francisco, CA, May 30, 2003

"Hospital Safety Update JCAHO Initiatives 2003," Grand Rounds for Departments of Internal Medicine, Emergency Medicine, Alameda County Medical Center, May 2003

"Evaluation and management of geriatric depression," Medical Grand Rounds, Alameda Hospital, January 31, 2002

"Introduction to principles of quality improvement," half-day mini-course for Department of Internal Medicine, Alameda County Medical Center, November 2001

"Update on evaluation of the elderly patient with dementia," Alameda County Medical Center Department of Medicine, Grand Rounds, Oakland, CA, September 7, 2001

"Evaluation and management of the patient with dementia," Summit Hospital Grand Rounds, Oakland, CA, April 13, 2001

"Medical director role in prevention and management of abuse in skilled nursing facilities," plenary session, California Association of Long Term Care Medicine Annual Meeting, April 6, 2001



"Disclosure of error in medicine—policies and controversies," Society of General Internal Medicine Annual Meeting presentation, San Diego, CA, April 4, 2001

"Evaluation of dementia in diverse and non-English speaking populations," Society of General Internal Medicine National Meeting presentation, San Diego, CA, April 3, 2001

"Evaluation and management of the patient with dementia," Medical Grand Rounds, Laguna Honda Hospital, San Francisco, CA, February 8, 1999

"Ethical aspects in the care of the patient with dementia," University of California, Davis Medical Center course, Primary Care Approach to Dementia, May 30, 1998

"Ethical issues in elder abuse and neglect," Alameda County Elder Abuse Consortium, Alta Bates Medical Center, Berkeley, CA, October 30, 1997

"Physician-assisted suicide," panelist, Northern California Chapter of the American College of Physicians, San Francisco, CA, October 17, 1997

"Assisted suicide," Medical Grand Rounds, Alameda Hospital, Alameda, CA, February 24, 1997

"Assisted suicide," Medical Grand Rounds, Alameda County Medical Center, February 14, 1997

"Shared decision making," Northern California Kaiser Permanente, Video-Teleconference CME Program, December 17, 1996

"Ethics and long term care," Northern California Kaiser Permanente, Annual Ethics CME Conference, November 15, 1996

"Better decision making with improved communication," Northern California Kaiser Permanente, Video Teleconference CME Program, April 6, 1995

"The case of a brain-dead mother with a 17-week fetus," Bay Area Network of Ethics Committees Regional Meeting, February 10, 1995

"Ethical issues in cancer care," American Cancer Society regional seminar for health care providers, Concord, CA, April 22, 1995

"Orientation for hospital ethics committees," course director for half-day ethics course for Brookside Hospital Ethics Committee, May 16, 1994

"Fourth Annual Marconi Conference: teaching medical ethics to house staff," course co-director and presenter of half-day seminar, Annual Conference of Northern California Kaiser Permanente Residency Program Directors, March 12, 1994

"Impact of a procedure-specific do not resuscitate order form on documentation of do not resuscitate orders," Mittelberger, JA, Lo, B, Martin, D, Uhlmann RF, *Arch Intern Med* 153:228-232, January 25, 1993

"Development of ethics curricula in Internal Medicine," Society of General Internal Medicine National Meeting, Washington, DC, May 1, 1991

"Development of policies for limitation of life-sustaining procedures," International Bioethics Institute Annual Conference, San Francisco, CA, October 1991

# Tomiquia Noel Moss

## Summary

A proven leader. Diverse background in community development and policy implementation. Works effectively and collaboratively across a broad range of stakeholders. Possess strong written and verbal communication skills.

## Professional Experience

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- 2019-Current **All Home CA, Bay Area.**  
*Founder/Chief Executive Officer (CEO), All Home*  
Responsible for strategy development and executive management for All Home. All Home is a Bay Area organization that advances regional solutions that disrupt the cycle of poverty and homelessness, redress the disparities in the outcomes because of race, and create more opportunity for economic mobility for extremely low-income people in the Bay Area region. Oversee a team of eight with a \$3 million annual operating budget. Set the vision and strategy for the organization. Manage the Board Directors to support the organization and its mission. Work with a cross sector partners to define and advance policy interventions addressing homelessness locally and nationally. Lead fundraising efforts for the organization. We utilize a data driven approach to influence prevention of homelessness, production of more housing and other anti-poverty interventions. We support innovative solutions that challenges the status quo and works toward homelessness being rare, brief and non-recurring.
- 2017- 2019 **Hamilton Families, San Francisco, CA.**  
*Chief Executive Officer (CEO), Hamilton Families.*  
Responsible for executive operations and strategy development for Hamilton Families'. Hamilton Families is an NGO with a mission to end family homelessness in the San Francisco Bay Area by providing housing, case management and other services to disrupt the cycle of poverty for children. Oversaw 150 employees with a \$25 million annual operating budget. Set the vision and strategy for the organization. Managed the Board Directors to support the organization and its mission. Worked with a myriad of stakeholders to define and advance policy interventions addressing homelessness locally and nationally. Lead fundraising efforts for the organization. Developed public private partnerships across sectors. Utilized a data driven approach in the work designed around outcomes and fostered a learning culture where we innovate, iterate and apply the best approaches.
- 2015- 2017 **Mayor's Office, City of Oakland, Oakland, CA.**  
*Chief of Staff, Oakland Mayor Libby Schaaf.* Responsible for management of all Mayor's staff and daily operations of the office. Provided coordination and collaboration between the Mayor, the City Administration and City Council and the Oakland community. Was responsible for advancing the Mayor's vision and priorities for the City of Oakland. Worked with the Mayor and City staff to foster effective relationships with internal and external stakeholders. Executed the Mayor's policies and action plans and engaged the citizens of Oakland in the execution of those goals. Functioned as the senior advisor to the Mayor on all strategic initiatives within the City. Managed communications and information flow for the executive branch.
- 2014-2015 **Mayor's Office, City & County of San Francisco, San Francisco, CA.**  
*Executive Director, HOPE SF Initiative.* Advised the Mayor on public housing reform policy and resource allocation Citywide. HOPE SF is a \$2.6 billion public housing and neighborhood revitalization plan to rebuild the San Francisco's most dilapidated public housing developments and establish mixed-income communities where current residents and future residents can thrive. Was responsible for daily operations of the HOPE SF Initiative. Managed a myriad of stakeholders to execute housing development goals as well as the human & social development goals for residents. Worked with community, private and City leaders to define systemic interventions that address multi-generational poverty. Managed a team of

eleven staff. Coordinated budgets for housing redevelopment efforts as well as the social service interventions for residents totaling over \$500million. Managed the evaluation and data collection for all place-based strategies that were being implemented within the public housing developments. Convened all City Departments, private and non-profit development partners, HUD and the San Francisco Housing Authority in the execution of the HOPE SF initiative.

2012- 2014 **SPUR**, San Francisco and San Jose CA, Oakland, CA.  
*Community Planning Policy Director.* Responsible for managing SPUR's core policy work in neighborhood planning and housing policy. Conducted policy development and research for legislative and policy efforts in San Francisco and the Bay Area. Convened policy leaders and community stakeholders to review and propose objective policy recommendations citywide. Worked with the SPUR Board of Directors to advance SPUR's policy agenda forward and involved the membership of SPUR in education and advocacy efforts. Facilitated community engagement for policy design and planning efforts to inform SPUR's policy agenda. Managed SPUR's communication and outreach strategy. Lead SPUR's effort to expand in Oakland, CA.

2008-2012 **Superior Court of California City & County of San Francisco**, San Francisco, CA.  
*Director, SF Community Justice Center (CJC).* Worked to establish the SF Community Justice Center, (CJC) in partnership with SF Mayor's Office, the Superior Court of California, City and County of San Francisco and community stakeholders. CJC is a neighborhood based problem-solving court that provides alternatives to incarceration through therapeutic interventions and decreased exposure to the criminal justice system. Managed daily operations of the CJC. Maintained the operating budget of \$1.8 million for CJC in partnership with City agencies. Managed a team of sixteen staff at the CJC. Created and implemented all organizational policies and procedures for the CJC. Established treatment programming and protocols for CJC participants. Facilitated coordination and administration between the Superior Court, the criminal justice and community partners. Established partnerships with social service providers, community stakeholders and City agencies to provide resources for individuals involved in the CJC and the community at large.

2004- 2008 **Tenderloin Neighborhood Development Corporation (TNDC)**, San Francisco, CA.  
*Community Organizing Director.* (Start date: January 2007) Developed the Community Organizing department at TNDC. Established and implemented an operating budget for the department. Managed staff and volunteers. Coordinated partnerships with community-based organizations, residents and other community stakeholders, around organizing activities in the Tenderloin to address the needs of the community. Outreached to over 1800 residents about community issues relevant to their lives. Managed administrative operations for the Community Organizing department including; liaison to the Board of Directors regarding community relations for TNDC, management of staff, maintained and compiled statistical data for contractual obligations. Managed the external communications function for TNDC as it related to testimony at public hearings, press, and rallies.

**Tenderloin Neighborhood Development Corporation (TNDC)**, San Francisco, CA.  
*Social Worker/Site Coordinator.* Managed City contracts for housing units that were funded for Housing Opportunities for Persons Living with AIDS (HOPWA), Direct Access to Housing (DAH) through the Department of Public Health and Human Service Agency. Managed reporting requirements for funding received from the City and County of San Francisco. Provided counseling, advocacy and referral services to formerly homeless seniors and low-income families. Helped residents with housing retention and stabilization support. Managed Social Work staff. Provided creative outreach and engagement through community activities to promote a renewed sense of community for residents.

## Academic Background

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**Golden Gate University**, San Francisco, CA.  
Masters of Public Administration, 2008

**Ohio Wesleyan University**, Delaware, OH.  
Bachelor of Arts, May 1999  
Major: Political Science & Social Work Minor: Women's Studies

## Professional Accomplishments

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### *Board Membership.*

- Board Chair, Board of Directors, (SPUR), 2018- Current.
- Bay Area Council Homelessness Committee Co-chair- Current.
- Board Member, Non-Profit Housing Association (NPH), 2019- Current.
- Executive Board Member, The Oakland Promise, 2018- Current.
- Vice Co-Chair, Board of Directors, San Francisco Planning and Urban Research (SPUR), 2008-2012.

### *Presenter.*

- National and regional speaker on the issues of homelessness, housing and community development. 2017- Current.
- Served on expert panel of Community Court administrators at the International Community Court Conference, 2010-2014.
- Served as moderator at the National Association of Drug Court Professionals Conference and the Annual Community Prosecution Conference on the creation and implementation of community court programs, 2008-2010.

### *Instructor.*

- Lecturer, Social Entrepreneurs in Residence at Stanford (SEERS) Fellow, Stanford University 2019.
- Guest Lecturer, UC Berkeley City Planning class on solutions to homelessness in Sf. 2017-2019.

**References Upon Request**

## Profile

Trent \_\_\_\_\_ E \_\_\_\_\_ Rhorer \_\_\_\_\_  
First Name Middle Initial Last Name

\_\_\_\_\_  
Email Address

\_\_\_\_\_  
Street Address Suite or Apt

Oakland \_\_\_\_\_ CA \_\_\_\_\_  
City State Postal Code

\_\_\_\_\_  
Primary Phone  
City and County of San  
Francisco - Human Services  
Agency  
Employer

\_\_\_\_\_  
Alternate Phone  
Executive Director  
Job Title

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

None Selected

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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 been an Oakland resident since 1998 and have seen homelessness significantly worsen over the past decade. Over this same period of time, I have helped lead San Francisco's effort to reduce homeless as the Executive Director of the County's Human Services Agency under four Mayoral administrations. Although San Francisco continues to struggle with homelessness and the related street conditions (along with the entire Bay Area), we succeeded in ending homelessness for over 20,000 people over two decades through various interventions. I would be thrilled to lend my knowledge and experience to help Oakland effectively address homelessness in order to improve the lives for not only the thousands of people living on the streets but also for the merchants and residents of Oakland whose quality of life is negatively affected by unclean streets and parks in part due to people having no alternative but to live outside. Extensive knowledge and expertise in: - Financing of homelessness programs and services - Supportive Housing - Rental Subsidy Programs - Street outreach - Emergency shelter/Navigation centers - Substance Abuse and Mental Health Interventions - Public Benefit Programs (General Assistance, CalWORKs, CalFresh, Medi-Cal, In Home Supportive Services) - Federal, State and County governance (including funding streams) over homelessness

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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.***

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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 \*

## TRENT E. RHORER

### WORK HISTORY

#### **HUMAN SERVICES AGENCY, City and County of San Francisco, CA**

2000 – present

**Executive Director.** Reporting to the Mayor, plan and direct the administration of the San Francisco Human Services Agency, a 2,500 employee City and County agency with a \$1.4 billion budget. Oversee numerous federal, state and locally mandated programs related to economic assistance, health care, employment training and education, child care, housing and homelessness, child welfare, in home care for the disabled and elderly, adult protective services, food and nutrition, and community services. At the highest level of City government, work closely with the Mayor, the Board of Supervisors, other locally elected officials, state legislators, city department leaders and non-profit organizations to ensure that individuals and families receive the services and financial assistance necessary to improve their lives and become self-sufficient.

From 2004-2008, served as Mayor Gavin Newsom's Point Person on Homelessness and Homeless Cabinet Chair, designing initiatives to address homelessness and coordinating the work of 11 City Departments to design and implement new policies and programs. Served as Mayor Newsom's spokesperson on homelessness and poverty issues.

Developed and oversaw successful implementation of the Care Not Cash ballot initiative (Proposition N), which reformed the public assistance system for the homeless, significantly reducing the number of homeless individuals receiving public assistance and housing over 4,000 individuals through reallocation of existing public funds.

Designed and oversaw the merger of three City Departments (Department of Human Services, Department of Aging and Adult Services, and the Office of Early Care and Education) to create the Human Services Agency, saving several million dollars and streamlining services to overlapping populations.

Twice Served as President of the Board of Directors of the County Welfare Directors Association of California, a non-profit advocacy firm whose mission is to represent the interests of county public human service agencies at the State and Federal government levels. In previous years, served as Vice President, and Chairman of the following committees: Fiscal, Legislative, Information Technology, and Self-Sufficiency.

Served as Chair of the UC Berkeley Bay Area Social Services Consortium (BASSC).

Served on the following Boards and Commissions:

- Workforce Investment Board of San Francisco
- United Way Board of Directors
- California Budget Project
- Whole Person Care Steering Committee
- Ten Year Plan to End Chronic Homelessness
- First Five Commission

2000 **Chief of Staff to the Executive Director.** Coordinated planning and implementation of various department initiatives in response to welfare reform and other human service needs. Worked with Executive Director and Deputy Directors in the design and development of social welfare initiatives. Provided strategic analysis and recommendations to Executive Director on policies that affect the

Department and the community. Collaborated with directors of other county welfare departments to develop state-wide policies and initiatives. Worked with the Mayor's Office, the Board of Supervisors, the State Legislature, the federal government and the local community to design policies in response to community needs. Served as department media spokesperson. Represented the Executive Director at local and statewide forums.

1998 - **Chief Policy Analyst.** Directed legislative affairs and policy analysis and development for the Department of Human Services. Developed county, state and federal legislative agendas and worked with the Mayor's Office, State Legislators, legislative staffers and lobbyists to advocate for City sponsored initiatives. Drafted legislation to address policy shortcomings and program needs. Collaborated with State of California officials and county representatives to develop state-wide regulations in response to welfare reform legislation. Oversaw and conducted analysis of state and federal legislation and regulations to assess impact on department and City operations. Established and supervised a team of data analysts to monitor program trends, evaluate current programs, and inform policy decisions.

- **Member, RAND Statewide CalWORKs Evaluation Advisory Committee**
- **Advisory Board Member, Public Health Institute Study of the Effects of the Elimination of SSI Drug Addiction and Alcoholism Eligibility.**
- **Advisory Board Member, UC Berkeley and Yale University Growing Up In Poverty Project - The Effect of Welfare Reform on Children.**

1996 - **Senior Analyst, Planning and Budget Division.** Evaluated county administered welfare programs and formulated recommendations to improve program effectiveness. Presented analyses and recommendations to Executive Director and senior management. Participated in the development of new programs by completing feasibility studies, analyzing regulations and laws, reviewing current policies and procedures, developing implementation plans, and assisting program staff in implementation. Analyzed state and federal welfare legislation to assess its impact on program operations and costs. Issued legislative reports and analyses to the department's executive staff and the City's lobbyist. Developed system to facilitate the collection and analysis of welfare program data from mainframe computer system.

- **Member, County Welfare Directors Association Legislative Committee.**
- **Member, Mayor's Welfare Reform Task Force.**

1992 - **ECONOMIC OPPORTUNITY COUNCIL OF SAN FRANCISCO. Non-Profit Community Action Agency, San Francisco, CA.**

**Program Planner.** Participated in community planning efforts to improve the non-profit community-based service delivery system. Analyzed and evaluated program effectiveness and prepared recommendations to improve program efficiency. Generated quarterly narrative and statistical reports on program performance. Designed and conducted surveys to collect data on demographics, client satisfaction, and community needs and resources. Maintained data files and compiled statistical reports identifying local poverty, employment, and economic levels and trends. Assessed needs in various communities and teamed with management staff to develop and implement programs to address identified problems. Researched appropriate funding sources for antipoverty programs and wrote program grant proposals.

- **Member, State Department of Economic Opportunity Community Services Block Grant Information Committee.** Established statewide antipoverty strategies, priorities, and goals to provide legislators with information to assist them in developing policies that address poverty conditions in their jurisdictions.

## EDUCATION

### **HARVARD UNIVERSITY, John F. Kennedy School of Government**

Master's Degree in Public Policy (MPP), June 1996. Concentration in Social Welfare Policy, Housing, and Urban Economic Development.

- **Teaching Assistant,** State and Local Public Finance; Budgeting and Financial Management
- **Research Assistant,** Professor Derek Bok. Researched the effectiveness of different approaches to revitalize low income communities in the United States.



**UNIVERSITY OF CALIFORNIA LOS ANGELES**

B.A. Political Science, *Cum Laude*, 1991

OTHER EXPERIENCE

**Course Instructor, *State Budget and Legislative Process - Where Finance and Public Policy Interact.***  
Bay Area Social Services Consortium, University of California, Berkeley. 2000 - present.

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## Profile

Beth

First Name

Stokes

Middle Initial  
Last Name

Email Address

Street Address

Suite or Apt

Oakland

City

CA

State

Postal Code

Primary Phone

Alternate Phone

Episcopal Community Services

Employer

Executive Director

Job Title

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

Commission on Homelessness : Submitted

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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.**

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

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

Upload a Resume

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

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**Please click the acknowledgement below.**

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I Agree \*

## SUMMARY OF QUALIFICATIONS

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

## RELEVANT PROFESSIONAL EXPERIENCE

### Episcopal Community Services, San Francisco, CA

10/17-Present

#### Executive Director

Website: [ecs-sf.org](http://ecs-sf.org) / Twitter: @ECS\_SF / Facebook: @ECSofSF

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

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

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

**04/14 – 09/17**

### **Western Region Managing Director**

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

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

## **Volunteers of America, Los Angeles, CA**

**08/13 - 04/14**

### **Director of Homeless Services**

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

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

### **Los Angeles Homeless Services Authority, Los Angeles, CA**

**12/10 - 08/13**

*A Joint Authority of the City and County of Los Angeles*

#### **Director of Programs**

Website: [LAHSA.org](http://LAHSA.org)

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

### **Hamilton Family Center, San Francisco, CA**

**10/07 – 12/10**

#### **Executive Director**

Website: [HamiltonFamilyCenter.org](http://HamiltonFamilyCenter.org)

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

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

**EDUCATION**

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

**MEMBERSHIPS & AWARDS**

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



## PRESENTATIONS AND CREDITS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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## Profile

Mark

First Name

Walker

Last Name

Middle Initial

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 Email Address

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 Street Address

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 Suite or Apt

Oakland

City

CA

State

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 Postal Code

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 Primary Phone

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 Alternate Phone

Swords to Plowshares

Employer

Associate Director

Job Title

## 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.

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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.***

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 Upload a Resume

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

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Mark Walker 415.535.4016 mark.walker@stp-sf.org Program Implementation & Administration ► Budget Management ► Advocacy & Outreach Program Director with extensive experience implementing and

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

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

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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 \*

# 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.

### 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.
- Ensure East Bay Programs achieve or exceed contractual goals and outcomes.
- Communicate with key personnel and board committees to develop and carry out short-term and long-range strategies in the East Bay to accomplish proposed expectations.
- Responds to requests from the Board of Directors as directed by the Executive Director.
- Other duties as required by the Chief Operating Officer or Executive Director.

**DEVRY UNIVERSITY**, San Jose, CA

February 2019 to November 2019

### Military and Veterans Affairs Representative

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

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

November 2006 to December 2018

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

**Deputy Director, Veterans Employment & Education Division**

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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:**

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- **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)

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- **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)

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- 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**

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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**

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**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**

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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**

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

**LinkedIn Profile:** [www.linkedin.com/in/mwalker8888](http://www.linkedin.com/in/mwalker8888)