

# CITY OF OAKLAND



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

Office of the Mayor  
Honorable Libby Schaaf  
Mayor

(510) 238-3141  
Fax (510) 238-4731

Letter of Appointment

January 21, 2021

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

Dear President Bas and members of the City Council:

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

## **AFFORDABLE HOUSING & INFRASTRUCTURE (MEASURE KK) PUBLIC OVERSIGHT COMMITTEE**

**Baldomero Gonzalez** to serve the three-year term that began January 1, 2021 and ends December 31, 2023 filling the seat previously held by himself.

**Danielle Harris** to serve the three-year term that began on January 1, 2021 and ends December 31, 2023 filling the seat previously held by herself.

**Tia Hicks** to serve the three-year term that began on January 1, 2020 and ends December 31, 2022 filling the seat previously held by Michael Pyatok.


**Gary Jimenez** to serve the three-year term that began on January 1, 2021 and ends December 31, 2023 filling the seat previously held by himself.

**Daniel Swafford** to serve the three-year term that began on January 1, 2021 and ends December 31, 2023 filling the seat previously held by himself.

**Ellen Wu** to serve the three-year term that began on January 1, 2021 and ends December 31, 2023 filling the seat previously held by herself.

Thank you for your assistance in this matter.

Sincerely,

  
Libby Schaaf  
Mayor

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## Profile

Tia \_\_\_\_\_ Hicks \_\_\_\_\_  
First Name Middle Initial Last Name

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

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

Oakland \_\_\_\_\_ CA \_\_\_\_\_ 94610  
City State Postal Code

Home: \_\_\_\_\_ Home: \_\_\_\_\_  
Primary Phone Alternate Phone  
City and County of San Policy Director, Community  
Francisco Education, HOPE SF, Mayor's  
Employer Office  
Job Title

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

Affordable Housing & Infrastructure Bond Public Oversight Committee : 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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As a long-time resident of Oakland (born and raised), former Oakland public school teacher, affordable housing advocate, social equity practitioner, current policy director for a public housing revitalization initiative, as well as someone who has family that experiences housing instability, I am uniquely qualified to serve as a commissioner on the Affordable Housing & Infrastructure Bond Public Oversight Committee and can bring a critical perspective to the role. I offer over 10 years of community organizing, community engagement, and equitable policy development experience, with particular expertise in engaging low income communities of color and advancing equitable policy in the areas of education, workforce development, transportation, and housing and community development in multiple sectors including philanthropy, government, grassroots advocacy, and academia. I have an unwavering commitment to advancing equity for low income communities of color, which aligns with the Affordable Housing & Infrastructure Bond Public Oversight Committee's charge of evaluating the impacts and outcomes of bond expenditures on the bond measure's stated goals, including social equity, anti-displacement and affordable housing. This commitment stems from my own experience growing up in Oakland. As a result, I have bridged my passion and professional expertise to achieve social impact for my community. For example, I engaged in community organizing efforts around affordable housing, anti-displacement, equitable development, and cultural equity in Oakland. To stem the displacement of long-time residents due to rising rents, I worked with residents across the city to advocate for elected officials to prioritize affordable housing on public land as well as elevate arts and culture, and cultural equity in the city budget. My organizing has led to 91 affordable housing units to be developed on city owned land, as well as \$365,000 allocated in the 2017-2019 city budget to re-establish Oakland's Arts and Culture Commission and to increase funding for cultural arts grants by 20 percent through the city's Cultural Funding Program. Additionally, I have experience engaging low income communities of color and advancing racial equity in local government through my experience working for the San Francisco Mayor's Office of Housing and Community Development (MOHCD), the Oakland Department of Transportation, the Detroit City Council, the Oakland City Council, and at my current position as the Policy Director of Community Education for HOPE SF, a public housing revitalization initiative in the San Francisco Mayor's Office. At the Oakland Department of Transportation, I specifically developed an inclusive community engagement strategy for a major street repavement project in East Oakland that sought to advance health and transportation equity by implementing Complete Streets treatments, enabling a low income community of color to benefit from biking and walking infrastructure investments. Moreover, I revised the scoring criteria for street paving that includes equity as a criteria for prioritization, resulting in over \$25 Million of the city's infrastructure bond money invested in low-income neighborhoods of color. All of my experiences have prepared me to positively contribute to the Affordable Housing & Infrastructure Bond Public Oversight Committee as a Commissioner. I believe that I can bring an informed perspective to the work and I am highly motivated to join a body charged to ensure the equitable distribution of resources in Oakland. My resume is attached for review. Thank you for your time and serious consideration. I welcome the opportunity to discuss my qualifications for the role.

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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.***

[Hicks\\_Tia\\_Resume\\_November\\_2020.pdf](#)

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 \*

# Tia Monique Hicks, MPP

## EDUCATION

**University of Michigan, Gerald R. Ford School of Public Policy**

*Master of Public Policy*

- Rackham Merit Fellow

Ann Arbor, MI

May 2019

**Cornell University**

*Bachelor of Science, Urban and Regional Studies; Bachelor of Arts, Africana Studies*

- Magna Cum Laude; Minor in Inequality Studies
- Mellon Mays Undergraduate Research Fellow; Quill and Dagger Senior Honor Society; Dean's List; Cornell in Rome Study Abroad Program; Meinig Family Cornell National Scholar; Cornell Urban Scholar – Social Justice Fellowship; National Council for Black Studies 2011 Undergraduate Essay Contest Winner
- Honors Thesis: "Revolution from the Ground Up: Black Panther Party Women and the Community Survival Programs"

Ithaca, NY

May 2012

## EXPERIENCE

**San Francisco Mayor's Office, HOPE SF**

*Policy Director, Community Education*

San Francisco, CA

September 2019-Present

- Utilize a results-based accountability (RBA) framework to direct and design education policies, programs, and practices to increase educational attainment by mitigating the impacts of intergenerational poverty and educational inequality for four public housing communities in the southeast sector of San Francisco in service of a public housing revitalization initiative aimed at creating equitable, inclusive, mixed-income communities without mass displacement of Black legacy families
- Engage residents, community leaders, and community-based organizations in the development of education programs that repair the effects of systemic harm on the educational outcomes of HOPE SF residents in the areas of early care and education; wraparound supports for children and families; parent advocacy, engagement, and organizing; systems-level alignment; and place-based capacity building
- Coordinating educational resources and technology to mitigate educational inequality and the digital divide as a response to school closings due to the COVID-19 pandemic, resulting in 500 laptops, 700 books, and other educational materials being distributed across HOPE SF communities as well as over 12 community-based organizations and over 50 volunteers being activated for distribution efforts
- Convening education work groups to engage, coordinate, and align community partners and city resources to provide support to HOPE SF children, youth, and families during ongoing school closures due to the COVID-19 pandemic
- Implementing community learning hubs across all four HOPE SF sites to provide in-person educational support for up to 150 youth during distance learning and school closures due to COVID-19
- Working with HOPE SF residents, community leaders, and city officials to recommend education funding priorities for reinvestment in San Francisco's Black community in response to the Mayor's decision to reallocate a portion of the police department budget resulting from local protests against police brutality
- Partnering with the San Francisco Housing Authority and the Mayor's Office of Housing and Community Development to expand internet access and increase educational investments in HOPE SF communities in response to COVID-19

**Independent Contractor – Self-Employed**

*Diversity, Equity, and Inclusion Strategist*

Oakland, CA

May 2019 – September 2019

- Designed curriculum for a diversity, equity, and inclusion training for internal staff of a local non-profit affordable housing development organization with a particular focus on racial equity
- Facilitated multiple implicit bias trainings for internal staff of up to 50 people
- Planned and facilitated an affinity group for transportation practitioners of color at the annual National Association of City Transportation Officials conference in Toronto, Canada

**Detroit City Council, President Pro Tempore Mary Sheffield**

*Graduate Student Researcher*

Detroit, MI

January 2019 – April 2019

- Researched best practices, legal challenges, and similar laws on the books for implementing a local hiring ordinance to advance equitable workforce development in the City of Detroit
- Used information gathered to educate and inform Pro Tem Sheffield and her staff, other city council members and their staff, community partners, Legislative Policy Division staff and Law Department staff about findings related to implementing a local hiring ordinance
- Engaged community-based organizations to understand workforce development landscape in Detroit and most effective practices to inform policy development
- Presented findings and recommendations in both written and oral form as needed
- Wrote a grant proposal for the development of a city-funded job training program that will train 40 people over the course of 16 weeks for construction jobs, including wrap-around support services to ensure that individuals successfully complete the program and are placed in family sustaining jobs
- Received a Spirit of Detroit Award for my service to the residents of Detroit

**Taubman College of Architecture and Urban Planning, University of Michigan**

*Research Assistant*

Ann Arbor, MI

February 2018 – April 2019

- Coordinated and interpreted data collection from participants in the Quicken Loans Community Investment Fund (QLCIF) pilot program for the Right of First Refusal program in Detroit as a member of the Right of Refusal Evaluation Project team
- Conducted housing assessments with participating households to create a baseline dataset
- Collaborated with investigators to conduct a spatial and statistical analysis of demographic, housing, and economic data of Detroit neighborhoods with participating households, including census data analysis
- Researched best practices in sustaining low income homeownership

**Creative Many Michigan**

*Policy Specialist*

Detroit, MI

October 2017 – April 2019

- Assisted in planning, preparation, and facilitation of Creative Many's work on the Culture Permitting Project in conjunction with leadership team
- Conducted model policy research and developed comparative strategic policy recommendations around city permitting processes for special events, temporary and permanent public art and building permitting/inspection and licensing
- Attended meetings, conducted interviews, and performed desk research summarized in a series of policy memos
- Engaged creators of color to inform equitable policy development in service of placekeeping for low income residents of color in Detroit

**Oakland Creative Neighborhoods Coalition (OCNC)**

*Organizing Coordinator*

Oakland, CA

January 2017 -December 2018

- Advocated for cultural equity priorities in the City of Oakland budget to elected officials
- Supervised a collective of community organizers to organize residents, artists, and creatives to advocate for cultural equity and equitable development
- Partnered with anti-displacement coalitions, campaigns, and organizations that advocated to reallocate police dollars to increase public investment in low income communities of color
- Participated in PolicyLink's Arts, Culture, and Equitable Development initiative's pilot cohort and convenings to advance OCNC's impact and contribute to national arts and culture-informed policy efforts
- Secured \$365,000 in the 2017-2019 City of Oakland budget to re-establish Oakland's Arts and Culture Commission and increase cultural arts grants funding by 20% through the City's Cultural Funding Program
- Influenced the creation of Oakland's first Cultural Plan in 30 years, grounded in cultural equity
- Organized a local mayoral forum for the 2018 Oakland mayoral election

**San Francisco Mayor's Office of Housing and Community Development**

*Community Development Intern*

San Francisco, CA

June 2018- August 2018

- Catalogued affordable housing resources across city departments, agencies, and community organizations to ensure more visibility and accessibility for clients and city staff, resulting in the only list of consolidated housing services in San Francisco
- Examined to what extent MOHCD has implemented Housing Recommendations from the 2009 African American Out-Migration Report commissioned by Mayor Gavin Newsom through quantitative and qualitative research

- Conducted a racial equity analysis of a specific MOHCD funded project (Home Modification Fund) within the Sustainable Homeownership Program Area
- Engaged community organizations and leaders to understand current housing programming and needs to inform policy recommendations
- Created policy recommendations for retaining African American residents in San Francisco and sustaining low income homeownership through quantitative and qualitative data analysis
- Served as a thought partner for MOHCD's Racial Equity Work Group to implement the department's racial equity initiative as a part of the Government Alliance on Race and Equity (GARE) citywide cohort

### **City of Oakland Department of Transportation Development**

Oakland, CA

*Graduate Student Researcher*

May 2018- July 2018

- Developed an inclusive community engagement strategy for the East Oakland Planning for Pavement Project using tools from Oakland's Department of Race and Equity
- Organized and facilitated community meetings to obtain resident input for street paving in their neighborhood
- Conducted an equity analysis of the department's street paving program, specifically it's 80/20 funding policy
- Revised the scoring criteria for street paving to include equity as a criteria for prioritization, resulting in over \$25 Million of the city's infrastructure bond money invested in low-income neighborhoods of color
- Created policy recommendations for more inclusive and coordinated community engagement throughout the department

### **The James Irvine Foundation**

San Francisco, CA

*Program Associate*

June 2014 - July 2017

- Provided administrative and program-related support to multiple program initiatives to facilitate the grantmaking and grants-monitoring processes, and to support relationship-building in the field resulting in over \$84 Million in grants allocated to expand economic opportunity and advance the Foundation's impact in the areas of college and career readiness, postsecondary completion, and emerging efforts to support job readiness and connections to quality jobs for working poor adults and youth in California
- Prepared docket materials, monitored active grants, maintained grants data and grant files, and ensured that grantmaking under each program initiative adhered to Foundation policies, procedures and deadlines
- Monitored administrative and Foundation Administered Project (FAP) budgets and consultant contracts for multiple program initiatives
- Reviewed grant proposals to determine funding opportunities and alignment with the Foundation's strategic focus
- Managed community and parent organizing grants in service of positive educational outcomes for low income students
- Evaluated grant outcomes and analyzed performance in order to recommend future reinvestment
- Conducted research of organizations and issue areas that align with the strategic focus of an initiative to determine funding opportunities
- Served as project manager on culminating and pilot grantmaking initiatives
- Supervised and trained an Executive Assistant to support the team's grantmaking efforts
- Created training and onboarding materials for program staff
- Developed, piloted, and evaluated a standard due diligence process for grantmaking across the Foundation to be adopted by all initiative teams in order to establish consistent grantmaking practices
- Designed and implemented the Foundation's first diversity, equity, and inclusion (DEI) staff advisory committee resulting in the prioritization of DEI as a framework to shape internal practices and external grantmaking

### **East 12<sup>th</sup> Street Coalition**

Oakland, CA

*Housing Organizer*

January 2015 - June 2016

- Advocated to stop a housing development project in a working-class neighborhood that had no affordable housing units, planned to be built on public land
- Pioneered and facilitated a community engagement process that obtained input from over 300 residents
- Analyzed and synthesized qualitative data from the community engagement process to inform a community-driven affordable housing development
- Partnered with a local affordable housing development organization to submit a proposal in response to a city RFP based on community input for 100% affordable housing
- Ensured that affordable housing be included in any project implemented on the site resulting in 91 affordable housing units projected to be built
- Impacted the city's adoption of implementing a public lands policy for the prioritization of affordable housing development



- Awarded 2016 “Voices of Conscience” Award from Public Advocates

**Oakland City Council, District 3**

Oakland, CA

*Policy and Research Intern*

January 2014 – June 2014

- Researched existing policy at the local, county, state, and national level related to equitable education and affordable housing
- Determined a set of proposed policy recommendations, naming intended outcomes, community partners, potential externalities, and political issues related to potential policies as well as examined the community’s interest in proposed solutions
- Drafted legislation with appropriate review from City Staff, in alignment with state and federal law
- Represented the District 3 Councilmember at various community events

**Oakland Unified School District – West Oakland Middle School – Teach For America**

Oakland, CA

*Teacher*

June 2012 – June 2014

- Selected from more than 47,000 applicants nationwide to join a national teacher corps who commit two years to teach in under-resourced public schools
- Participated in intensive training and credentialing programs to develop the skills and knowledge needed to achieve significant gains in student achievement
- Developed and implemented engaging and effective lessons for 7th and 8th grade English and History, including culturally relevant curriculum
- Collected meaningful data including pre/post assessments and formative assessments to chart student growth
- Created extracurricular activities for students, including organizing college tours with local universities and civic engagement opportunities with the Oakland City Council

**Cornell Public Service Center**

Ithaca, NY

*Program Coordinator*

September 2008 – May 2012

- Managed student programs that operated through the Public Service Center at Cornell University
- Regulated the use of space for clubs and activities
- Supervised two program assistants
- Established and coordinated partnerships with non-profit agencies
- Increased the number of participating nonprofit agencies for the University’s largest day of community service
- Outreached to students to increase engagement in the local community
- Maintained databases that included information on student program participants, community organizations, mailing lists, and timesheets
- Organized lectures and panels to increase diverse perspectives on campus
- Solicited and secured funding for various events

**Black Students United (BSU) – Cornell University**

Ithaca, NY

*Political Action Chair/Student Organizer*

January 2008 – May 2011

- Organized forums, panels, and lectures to engage Black students in critical issues that impacted the Black community – such as education, mass incarceration, and civic engagement – as a part of the leading Black student organization on campus
- Built coalitions with other minority student organizations to build student power and advocate for the needs of students of color on campus
- Wrote op-eds for the student newspaper to bring awareness to critical issues impacting the Black student experience
- Planned protests and rallies to hold the administration accountable to Black student needs
- Met with University officials to ensure the commitment of improving the educational experience for students of color
- Served as the student representative on the search committee for the Assistant Vice Provost of Diversity
- Established the Save the Africana Center Action Committee to challenge the unilateral decision to integrate the Black Studies department into the College of Arts and Sciences, which garnered local and national attention

**LEADERSHIP**

Moore Undergraduate Research Apprenticeship Program (MURAP) Fellow; Boards and Commissions Leadership Institute (BCLI) Fellow; Participatory Budget Project Facilitator





**Profile**

Danielle J Harris  
First Name Middle Initial Last Name

dj.lan.harris@gmail.com  
Email Address

810 MLK Jr. Way  
Street Address Suite or Apt

Oakland CA 94607  
City State Postal Code

Mobile Business:  
Primary Phone Alternate Phone

San Francisco Municipal Transportation Agency Innovation Strategist (@innovation dj)  
Employer Job Title

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

Affordable Housing & Infrastructure Bond Public Oversight Committee : Appointed

**Interests & Experiences**

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

San Francisco may be the heart of the Bay, but Oakland is the soul. For me, Oakland is the home I thought I'd never had. I feel fortunate to have found Oakland and it's warm embrace of my differences. I'm proud to call Oakland home and want to help the city I love with my professional skills. With 10 years of urban planning experience at the SF Planning Department and San Francisco Municipal Transportation Agency, I will ensure that projects funded by the bond align with CIP priorities as well as the with social and geographic equity goals set within the OakDOT Strategic Plan. With my technical background, I will review financial and operational reports and the evaluate impacts of projects funded by the bond to ensure their alignment with anti-displacement, affordable housing and social equity goals. My Oakland contribution • 8 year resident in Old Oakland • Part of Old Oakland Neighbors and provided input on concerns about AC Transit bus layovers at Lafayette Park, Downtown Specific Plan EIR comments and discuss potential impacts of proposed gondola to Howard Terminal for new A's Ballpark • Member of Oakland Pedestrian Plan Pedestrian Advisory Group • Participated in OakDOT hiring panels when department was created • Advise OakDOT staff on East Oakland Paving Project and CBTP • Advise OakDOT staff on shared mobility permits and company engagements – Uber and Lyft policy, carshare, bike share, mobility data • Work closely with local environmental justice groups, Transform and Greenlining My relevant professional Experience • 2 years in general planning – health element, general plans • 2 year in land use planning – development permits, • 7 year in transportation planning – transit service planning, station planning, street design and traffic calming, community transportation planning and now mobility innovation o Currently working on an digital transformation effort at SFMTA for street assets to improve asset management (preventative maintenance) and build new business models • Community design background focused on community empowerment (education and voice – ensuring all communities are able to contribute to civic discourse about their neighborhood). Personal drive for racial equity and environmental justice in city planning.

**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.**

Danielle J Harris Resume 1 .pdf

Upload a Resume

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

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Innovation and Impact - Reduced traffic collisions and congestion by learning and negotiating the application of Uber and Lyft's advanced technologies to compliment transportation infrastructure projects - Achieved high-yield results on innovative transportation management pilots that have been scaled to mitigate transportation impacts of Giants Ballpark and Warriors' new arena - Successfully pioneer and promote civic innovation as an industry thought leader invited to speak at over 40 national and international tech, transportation and academic forums - Increased community engagement with a historically marginalized neighborhood by developing unique project branding and design games that enables community ownership and empowerment within neighborhood infrastructure plan - Enabled immediate implementation of infrastructure improvement by proactively engaging engineers in community engagement and activating grants team to secure \$14 million during the planning phase Collaboration and Team Development - Substantial reduced traffic congestion from 2 hours to 40 minutes in Golden Gate Park by initiating a collaborative social media campaign and mobility pilot with city, companies and Outside Lands Festival - Legalized the operation of publicly available, on-demand microtransit service by collaborating with Ford Motor Company and Chariot to develop and pass permit legislation - Advance technical collaborations by convening knowledge shares to help private and public sector stakeholders identify shared challenges and goals that enable working partnerships - Develop SFMTA Office of Innovation as a new, unconventional and high-functioning team that successfully resolves operational barriers and develops visionary initiatives related to new mobility - Build teams' collaborative capabilities by teaching design thinking skills learned by pursuing training opportunities with Stanford d.School, California College of the Arts, and Johns Hopkins University - Presented to former US Secretary of Transportation Anthony Foxx with late Mayor Lee as core team member responsible for convening technical, academic, private sector and city partners to develop City's cohesive technical approach in San Francisco's Smart City Challenge proposal Technical Knowledge and Skills - Initiated SFMTA's visionary digital transformation by assessing gaps in asset management, enforcement capabilities and forgone collaborations due to inability to digitally document, monitor and transmit fixed and dynamic infrastructure assets - Effectively negotiated data sharing with mobility companies by defining key performance indicators necessary for the enforcement of mobility permit conditions, future street design enhancements and assessment services alignment with Agency goals - Ensured efficient use of city curb space by modifying airport passenger loading engineering equation to test minimum curb lengths to accommodate unique Uber and Lyft driver behavior Professional Employment History Innovation Strategist San Francisco Municipal Transportation Agency 2017 - present Associate Transportation Planner San Francisco Municipal Transportation Agency 2014 - 2017 Junior Land Use Planner San Francisco Planning Department 2012 - 2014 Project Assistant Raimi + Associates, Inc. 2011 - 2012 Project Development Intern San Francisco Municipal Transportation Agency 2010 - 2011 Traffic Calming Intern San Francisco Municipal Transportation Agency 2009 - 2010 Capital Planning Intern San Francisco Municipal Transportation Agency 2008 - 2009 MUNI Service Planning Intern San Francisco Municipal Transportation Agency 2007 - 2008 Education Bachelor of Science | City and Regional Planning California Polytechnic State University San Luis Obispo | 2011 Focus: Community Design and Transportation Community Contributions President Local 21 Planners and Environmental Specialist Chapter 2019 Vice President Local 21 Planners and Environmental Specialist Chapter 2016- 2017 Intern Committee Member SFMTA Summer Intern Program | 2016 VITA Tax Preparer Volunteer Mission Economic Development Agency (MEDA) | 2017 Youth Marathon Trainer Running for a Better Oakland (RBO) | 2011-2015 Scholarship Committee Conference of Minority Transportation Officials | 2014 Organizer Transportation Action Partnership (TAP) | 2010-2011

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Please click the acknowledgement below.

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I Agree \*

# DANIELLE J. HARRIS

INNOVATION STRATEGIST



Phone



Email



Web



## PERSONAL STATEMENT

My professional goals are embedded in the idea that unconventional collaborations bring change. I strive to bridge connections between a diversity of people in effort to create scalable transformations that remove barriers to opportunities and improve the quality of people's lives.

## OBJECTIVE

Leadership position in innovation research and implementation where strong technical and interpersonal skills are valued, and advanced problem solving abilities can be creatively applied towards the successful achievement of organizational goals and objectives to enhance the lives of people.

## PROFESSIONAL SKILLS AND ACCOMPLISHMENTS

### Innovation and Impact

- Reduced traffic collisions and congestion by learning and negotiating the application of Uber and Lyft's advanced technologies to compliment transportation infrastructure projects
- Achieved high-yield results on innovative transportation management pilots that have been scaled to mitigate transportation impacts of Giants Ballpark and Warriors' new arena
- Successfully pioneer and promote civic innovation as an industry thought leader invited to speak at over 40 national and international tech, transportation and academic forums
- Increased community engagement with a historically marginalized neighborhood by developing unique project branding and design games that enables community ownership and empowerment within neighborhood infrastructure plan
- Enabled immediate implementation of infrastructure improvement by proactively engaging engineers in community engagement and activating grants team to secure \$14 million during the planning phase

### Collaboration and Team Development

- Substantial reduced traffic congestion from 2 hours to 40 minutes in Golden Gate Park by initiating a collaborative social media campaign and mobility pilot with city, companies and Outside Lands Festival
- Legalized the operation of publicly available, on-demand microtransit service by collaborating with Ford Motor Company and Chariot to develop and pass permit legislation
- Advance technical collaborations by convening knowledge shares to help private and public sector stakeholders identify shared challenges and goals that enable working partnerships
- Develop SFMTA Office of Innovation as a new, unconventional and high-functioning team that successfully resolves operational barriers and develops visionary initiatives related to new mobility
- Build teams' collaborative capabilities by teaching design thinking skills learned by pursuing training opportunities with Stanford d.School, California College of the Arts, and Johns Hopkins University
- Presented to former US Secretary of Transportation Anthony Foxx with late Mayor Lee as core team member responsible for convening technical, academic, private sector and city partners to develop City's cohesive technical approach in San Francisco's Smart City Challenge proposal

# DANIELLE J. HARRIS

## INNOVATION STRATEGIST

### PROFESSIONAL SKILLS AND ACCOMPLISHMENTS (CONTINUED)

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#### Technical Knowledge and Skills

- Initiated SFMTA's visionary digital transformation by assessing gaps in asset management, enforcement capabilities and forgone collaborations due to inability to digitally document, monitor and transmit fixed and dynamic infrastructure assets
- Effectively negotiated data sharing with mobility companies by defining key performance indicators necessary for the enforcement of mobility permit conditions, future street design enhancements and assessment services alignment with Agency goals
- Ensured efficient use of city curb space by modifying airport passenger loading engineering equation to test minimum curb lengths to accommodate unique Uber and Lyft driver behavior

### PROFESSIONAL EMPLOYMENT HISTORY

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Innovation Strategist  
San Francisco Municipal Transportation Agency  
2017 - present

Associate Transportation Planner  
San Francisco Municipal Transportation Agency  
2014 - 2017

Junior Land Use Planner  
San Francisco Planning Department  
2012 - 2014

Project Assistant  
Raimi + Associates, Inc.  
2011 - 2012

Project Development Intern  
San Francisco Municipal Transportation Agency  
2010 - 2011

Traffic Calming Intern  
San Francisco Municipal Transportation Agency  
2009 - 2010

Capital Planning Intern  
San Francisco Municipal Transportation Agency  
2008 - 2009

MUNI Service Planning Intern  
San Francisco Municipal Transportation Agency  
2007 - 2008

### EDUCATION

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Bachelor of Science | City and Regional Planning  
California Polytechnic State University  
San Luis Obispo | 2011  
Focus: Community Design

### COMMUNITY CONTRIBUTIONS

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President  
Local 21 Planners and Environmental Specialist Chapter  
2019

Vice President  
Local 21 Planners and Environmental Specialist Chapter  
2016- 2017

Intern Committee Member  
SFMTA Summer Intern Program | 2016

VITA Tax Preparer Volunteer  
Mission Economic Development Agency (MEDA) | 2017

Youth Marathon Trainer  
Running for a Better Oakland (RBO) | 2011-2015

Scholarship Committee  
Conference of Minority Transportation Officials | 2014

Organizer  
Transportation Action Partnership (TAP) | 2010-2011

REFERENCES UPON REQUEST



**Profile**

Gary \_\_\_\_\_ F \_\_\_\_\_ Jimenez \_\_\_\_\_  
 First Name Middle Initial Last Name

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

\_\_\_\_\_  
 Street Address

\_\_\_\_\_  
 Suite or Apt

Oakland \_\_\_\_\_  
 City

CA \_\_\_\_\_  
 State

94601 \_\_\_\_\_  
 Postal Code

Home: \_\_\_\_\_  
 Primary Ph

Mobile: \_\_\_\_\_  
 Alternate Ph

SEIU Local 1021 \_\_\_\_\_  
 Employer

Vice President \_\_\_\_\_  
 Job Title

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

Affordable Housing & Infrastructure Bond Public Oversight Committee : Submitted

**Interests & Experiences**

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

\_\_\_\_\_  
 To Whom It May Concern I am writing to express my interest in reapplying for the Affordable Housing & Infrastructure Bond Public Oversight Committee created by Measure KK in 2016. As Vice President of the Alameda Labor Council and Vice President of Politics for SEIU 1021, a union that represents over 55,000 members in Northern California, I believe I have the skill set needed to effectively oversee this important Public Oversight Committee. I have a long and proven track record of working with, listening to all communities and for advocating for those whose voices are so often unheard and have been successful in getting those voices heard. I can also help the community navigate and work with the various elements of the City's leadership through my long standing relationships that I have built as a Labor leader in Oakland. As a City, we have to take strong steps to bring drastically needed affordable housing and build out our public infrastructure in Oakland. In particular, as my resume indicates, I have direct experience representing the diversity of Oakland, including Oakland residents of low income communities of color. As a Vice President of SEIU 1021 and the Alameda Labor Council, I have experience with financial management, fiscal audits, and capital planning. Additionally, as a Steering Committee member of the Measure JJ campaign, I have extensive relationships in the affordable housing community. I would be honored to serve again. Attached is my resume. Sincerely, Gary Jimenez SEIU 1021 Vice-President Gary Jimenez, SEIU 1021 Vice--President

\_\_\_\_\_

***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.***

Affordable Housing Resume.docx

Upload a Resume

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

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**Please click the acknowledgement below.**

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I Agree \*

Gary Jimenez

[REDACTED]  
94601

To Whom It May Concern

I am writing to express my interest in reapplying for the Affordable Housing & Infrastructure Bond Public Oversight Committee created by Measure KK in 2016.

As Vice President of the Alameda Labor Council and Vice President of Politics for SEIU 1021, a union that represents over 55,000 members in Northern California, I believe I have the skill set needed to effectively oversee this important Public Oversight Committee. I have a long and proven track record of working with, listening to all communities and for advocating for those whose voices are so often unheard and have been successful in getting those voices heard.

I can also help the community navigate and work with the various elements of the City's leadership through my long standing relationships that I have built as a Labor leader in Oakland. As a City, we have to take strong steps to bring drastically needed affordable housing and build out our public infrastructure in Oakland.

In particular, as my resume indicates, I have direct experience representing the diversity of Oakland, including Oakland residents of low income communities of color. As a Vice President of SEIU 1021 and the Alameda Labor Council, I have experience with financial management, fiscal audits, and capital planning. Additionally, as a Steering Committee member of the Measure JJ campaign, I have extensive relationships in the affordable housing community.

I would be honored to serve again.

Attached is my resume.

Sincerely,

Gary Jimenez  
SEIU 1021 Vice-President

**Gary Jimenez, SEIU 1021 Vice-President**

Oak [REDACTED] 4601

## **Union Involvement**

- SEIU 1021, Vice President, responsible to oversee East Bay jurisdictions representing union members in Oakland: City of Oakland, Port of Oakland, Laney Peralta Community College; Oakland Unified School District, Oakland Housing Authority; and BART, Alameda County Workers, Alameda County Medical Center, Hayward, Union City, Fremont, San Ramon, Albany, Berkeley, Richmond, and Emeryville; K12 schools, most community colleges; Union City, Union Sanitary, Hayward and HARD
- SEIU 1021 represents over 55,000 members in Northern California; 12,000 in Alameda County; 7,000 in Oakland
- Responsible to work with union chapter leaders to develop leadership, build unity, and recruit participation
- Member of Alameda Labor Council Executive Committee which represents over 100,000 AC members
- SEIU 1021 Alameda County COPE delegate since 2004
- SEIU 1021 Fremont shop steward since 2002 representing members and enforcing the Collective bargaining agreements
- SEIU 1021 Fremont delegate to schools industry council for all public schools
- SEIU 1021 Executive Board delegate since 2004
- SEIU 1021 Rank and File member for 21 years
- Employed with Fremont Unified School District as bus driver, maintenance worker and Custodian 2 at Forest Park Elementary

## **Community Experience**

- Fair Economy Campaign Co-Chair which is a partnership with community groups including ACCE Alliance of Californians for Community Empowerment; PICO church based grassroots organizations. Our coalition's goals recognize that the economic crisis was not caused by the actions of working families, but by the unregulated practices of the banking industry and corporations who refuse to take responsibility for this crisis.
- Campaign Co-Chair, FF Campaign: SEIU 1021, along with our Lift Up Oakland coalition partners, dozens of endorsing organizations, and hundreds of volunteers, collected 33,682 voter signatures to put Measure FF on the ballot. Measure FF raised the minimum wage to \$12.25 with 5-9 paid sick days. The measure went into effect on March 2, 2015, and workers receive annual raises indexed to inflation.

- Campaign Co-Chair for Measure JJ, the campaign to Protect Oakland Renters. Measure JJ will: 1. Flips the petition so landlords, not tenants, must petition to raise the rent over annual inflation; 2. Extends Just Cause through 12/31/1995 to cover more units; and 3. Strengthens the accountability and transparency of the Rent Board

## References

Josie Camacho, [REDACTED]

Jahmese Kathleen Myers, EBASE, Campaign Director, [REDACTED]

Amy Schur, ACCE [REDACTED]

**Profile**

Daniel

First Name

Swafford

Middle Initial

Last Name

[REDACTED]  
Email Address[REDACTED]  
Street Address

Suite or Apt

Oakland

City

CA

State

94611

Postal Code

Home: [REDACTED]

Primary Phone

Mobile: [REDACTED]

Alternate P

Laurel District Association;  
Montclair Village Association

Employer

Executive Director

Job Title

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

Affordable Housing &amp; Infrastructure Bond Public Oversight Committee : Appointed

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

I work professionally and as a volunteer to organize and build community. My decision making is guided by the feedback of the populations I serve, and I strive to ensure active participation, ownership, by all the individuals and stakeholders in and around the service area. I have worked in leadership and Director positions with boards and councils to prepare, analyze and present data, with the objective of making informed, data driven decisions, achieving consensus whenever possible. I deeply value the cultures and history of our Oakland neighborhoods, and as an Oakland native I see the value of Oaklanders driving the growth and ingenuity of this great city.

***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.***

DanielSwaffordResume\_AHIBPOC.pdf

Upload a Resume

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

Daniel Swafford [REDACTED] PROFESSIONAL RESUME An ardent self-starter, analytical, and committed to excellence. A meticulous organizer who works well with groups and individuals. Looking to focus on local organization, business, and community development. The success of our communities lies in the health of and opportunities for its individuals. SKILLS SUMMARY • Program and Personnel Management – Executive Director experience with collaborative leadership style; strategic planning based on assessed needs/vision; establish performance standards

and evaluation criteria based on expected results - experience in writing operations manuals, management contracts, and individual development plans • Team Builder – communicate effectively to define and support each role, inspire involvement through an inclusive approach to setting and achieving goals - use of surveys, educational forums, newsletters, and meeting management • Relationship Building – positive and diverse network of Oakland's political, business, and non-profit professionals • Organization – accounting, records, and data preparation for presentation or public record; use of QuickBooks, Salesforce, Zoho, Illustrator, WordPress, and cloud based management and communication tools • Media Development – proficient in multi-media marketing, branding, placement, and public relations

**PROFESSIONAL Executive Director – Montclair Village Association, 2011 – Present EXPERIENCE –**  
Laurel District Association, 2015 – Present • Oversee daily operations of both the Montclair Business Improvement District (BID) a 501(c)(3) non-profit, comprised of 230 businesses; and the Laurel BID, comprised of 80 property owners • Implement Association(s) vision through business attraction, event management, public art installation, community partnerships with schools, non-profits, and service groups • Manage vendors, sub-contractors, and staff, contract negotiations and fulfillment • Support the respective Boards of Directors, standing and ad-hoc committees • Maintain budgetary and legal compliance in respect to the MVA/LDA Board(s), City of Oakland, and the Brown Act - Sunshine Ordinance • Facilities and asset management, financial analysis and forecasting • Business support to strengthen local economy, foster culture of shopping local, independently owned businesses, creating a destination district Executive Associate – MMHA The Managers' Mentors, Inc. 2000 - 2011 • Human Performance Technology - Design and support of staff development programs, department organization analysis, strategic planning, individual skill development and knowledge transfer for corporate, non-profit, education, and government clients • Needs Assessment - Statistical analysis and vision alignment, programming design • Organizational Design - Implementation plan for training and mentoring programs, draft participant guidelines for facilitators, coordination team, mentors and mentees • Staff training – Set benchmarks, design coursework, evaluate program effectiveness, and capture deltas for continuous improvement Mentor Coordinator, Basic Skills Workshop Facilitator – Laney College 2001 - 2008 • Design and facilitate workshops on life skills supporting education and career planning • Project Manager - Each One Reach One campus-wide mentoring program ORGANIZATION Founder and Managing Director – Oaktobfest in the Dimond fundraiser 2008 - Present MANAGEMENT Create a non-profit, regional event, to build relationships within the community, highlight Oakland cultures, and generate revenue for sustaining community development projects • Treasurer & Budget Chair - achieved profitability for \$130K event in the second year, year-to-year growth of +20% in vendor participation, revenue, and attendance • Attracting thousands of visitors to the Dimond commercial district • Involve youth in the production and fundraising, and ensure hands-on, age appropriate, learning opportunities throughout the event • Showcase local schools, non-profits, artists, and craft food & beverage vendors Chairman and Director – Dimond Improvement Association 2005 - Present Developed the mission of Involvement Builds Community • Facilitate public process for the \$2.4M Fruitvale Alive Streetscape renovation • Survey community needs and formulate strategic plan to direct activity of the non-profit • Spokesperson and media liaison • Design and organize volunteer roles for litter removal, streetscape planting and park maintenance, communication, and marketing • Implement over \$200K in fundraising activities Special Advisor – City Of Oakland Small Business Taskforce 2016-2017 • Worked with small businesses leaders from across Oakland and in different business sectors, conducting outreach to understand the needs of diverse communities • Presented findings and initial recommendations to Mayor Schaaf and Economic Development Director and Staff Founder and Chairman – Oakland Police Beat 22X Neighborhood Crime Prevention Council (NCPC) 2007 – 2010, Treasurer 2007 – 2009 • Outreach to residents and merchants, 8,000+ homes, to address public safety priorities • Formation of Steering Committee, define roles and responsibilities and recruit diverse members of the community • Oversee formation and support of working committees to address priorities • Draft bylaws, preside over elections and community meetings Coordinator – Dimond Public Art project Connect area youth with community artists to promote hands-on learning • Garnered funds for public art installations • Oversight of RFP and artist outreach to ensure grantees meet community priorities Board-member – YMCA Point Bonita Outdoor Education Center 2005 - 2012 Outdoor education program oversight and curriculum review, use nature as the teaching aid • Facilitate annual fundraising event for underprivileged students • Strategic planning for program and facilities expansion, collaboration with National Park Directors and foundation boards

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 \*



# Daniel Swafford

Phone: [REDACTED]

Email: [REDACTED]

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## PROFESSIONAL RESUME

An ardent self-starter, analytical, and committed to excellence. A meticulous organizer who works well with groups and individuals. Looking to focus on local organization, business, and community development.

*The success of our communities lies in the health of and opportunities for its individuals.*

## SKILLS SUMMARY

- Program and Personnel Management – Executive Director experience with collaborative leadership style; strategic planning based on assessed needs/vision; establish performance standards and evaluation criteria based on expected results - experience in writing operations manuals, management contracts, and individual development plans
- Team Builder – communicate effectively to define and support each role, inspire involvement through an inclusive approach to setting and achieving goals - use of surveys, educational forums, newsletters, and meeting management
- Relationship Building – positive and diverse network of Oakland's political, business, and non-profit professionals
- Organization – accounting, records, and data preparation for presentation or public record; use of QuickBooks, Salesforce, Zoho, Illustrator, WordPress, and cloud based management and communication tools
- Media Development – proficient in multi-media marketing, branding, placement, and public relations

## PROFESSIONAL EXPERIENCE

**Executive Director** – Montclair Village Association, 2011 – Present  
– Laurel District Association, 2015 – Present

- Oversee daily operations of both the Montclair Business Improvement District (BID) a 501(c)(3) non-profit, comprised of 230 businesses; and the Laurel BID, comprised of 80 property owners
- Implement Association(s) vision through business attraction, event management, public art installation, community partnerships with schools, non-profits, and service groups
- Manage vendors, sub-contractors, and staff, contract negotiations and fulfillment
- Support the respective Boards of Directors, standing and ad-hoc committees
- Maintain budgetary and legal compliance in respect to the MVA/LDA Board(s), City of Oakland, and the Brown Act - Sunshine Ordinance
- Facilities and asset management, financial analysis and forecasting
- Business support to strengthen local economy, foster culture of shopping local, independently owned businesses, creating a destination district

**Executive Associate** – MMHA The Managers' Mentors, Inc. 2000 - 2011

- Human Performance Technology - Design and support of staff development programs, department organization analysis, strategic planning, individual skill development and knowledge transfer for corporate, non-profit, education, and government clients
- Needs Assessment - Statistical analysis and vision alignment, programming design
- Organizational Design - Implementation plan for training and mentoring programs, draft participant guidelines for facilitators, coordination team, mentors and mentees
- Staff training – Set benchmarks, design coursework, evaluate program effectiveness, and capture deltas for continuous improvement

**Mentor Coordinator, Basic Skills Workshop Facilitator** – Laney College 2001 - 2008

- Design and facilitate workshops on life skills supporting education and career planning
- Project Manager - Each One Reach One campus-wide mentoring program

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Daniel Swafford

p: (510) 452-7392 e: DanielSwafford@aol.com

# Daniel Swafford

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## ORGANIZATION MANAGEMENT

**Founder and Managing Director** – Oaktoberfest in the Dimond fundraiser 2008 - Present  
Create a non-profit, regional event, to build relationships within the community, highlight Oakland cultures, and generate revenue for sustaining community development projects

- Treasurer & Budget Chair - achieved profitability for \$130K event in the second year, year-to-year growth of +20% in vendor participation, revenue, and attendance
- Attracting thousands of visitors to the Dimond commercial district
- Involve youth in the production and fundraising, and ensure hands-on, age appropriate, learning opportunities throughout the event
- Showcase local schools, non-profits, artists, and craft food & beverage vendors

**Chairman and Director** – Dimond Improvement Association 2005 - Present

Developed the mission of *Involvement Builds Community*

- Facilitate public process for the \$2.4M Fruitvale Alive Streetscape renovation
- Survey community needs and formulate strategic plan to direct activity of the non-profit
- Spokesperson and media liaison
- Design and organize volunteer roles for litter removal, streetscape planting and park maintenance, communication, and marketing
- Implement over \$200K in fundraising activities

**Special Advisor** – City Of Oakland Small Business Taskforce 2016-2017

- Worked with small businesses leaders from across Oakland and in different business sectors, conducting outreach to understand the needs of diverse communities
- Presented findings and initial recommendations to Mayor Schaaf and Economic Development Director and Staff

**Founder and Chairman** – Oakland Police Beat 22X Neighborhood Crime Prevention Council (NCPC) 2007 – 2010, **Treasurer** 2007 – 2009

- Outreach to residents and merchants, 8,000+ homes, to address public safety priorities
- Formation of Steering Committee, define roles and responsibilities and recruit diverse members of the community
- Oversee formation and support of working committees to address priorities
- Draft bylaws, preside over elections and community meetings

**Coordinator** – Dimond Public Art project

Connect area youth with community artists to promote hands-on learning

- Garnered funds for public art installations
- Oversight of RFP and artist outreach to ensure grantees meet community priorities

**Board-member** – YMCA Point Bonita Outdoor Education Center 2005 - 2012

Outdoor education program oversight and curriculum review, use nature as the teaching aid

- Facilitate annual fundraising event for underprivileged students
- Strategic planning for program and facilities expansion, collaboration with National Park Directors and foundation boards

**Profile**

Ellen \_\_\_\_\_ Wu \_\_\_\_\_  
First Name Middle Initial Last Name

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

\_\_\_\_\_  
Address

\_\_\_\_\_  
Suite or Apt

Oakland \_\_\_\_\_ CA \_\_\_\_\_ 94602 \_\_\_\_\_  
City State Postal Code

Mobile \_\_\_\_\_ Business \_\_\_\_\_  
Primary Phone Alternate Phone

Urban Habitat \_\_\_\_\_ Executive Director \_\_\_\_\_  
Employer Job Title

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

Affordable Housing & Infrastructure Bond Public Oversight Committee : Submitted

**Interests & Experiences**

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

I have lived in Oakland for almost 20 years and have worked in Oakland for the past 14 years. Ever since I moved here, Oakland has touched my soul. I have appreciated the diversity of the people and terrain, and the city's "scrappy-ness," can-do attitude. It is with this love and commitment to Oakland that I am applying to participate on the City's Measure KK Oversight Committee. I have served on Oakland's Park and Recreation Commission for the past seven years, and served as Chair and Vice-Chair during my tenure. My experience on the commission has taught me a lot about the City, working with staff, and being an effective commissioner. For example, I helped streamline the agenda so we were more efficient, as well as participated in revising the ordinance for dogs in parks. My tenure on the Parks and Recreation Commission has left me with an interest to more deeply use my skills to ensure Oakland continues to thrive while meeting the needs of all of its residents. At the California Pan-Ethnic Health Network I advocated to prevent state budget cuts to health and human services, and served on the board of the California Budget and Policy Center. Through these experiences I learned a lot about the state budget, and its impact on county and city budgets. I have also been a nonprofit Executive Director for the past 15 years, so have first had knowledge of developing and implementing a budget, albeit a much simpler one than the City's. In addition, Urban Habitat, the organization I currently oversee, centers its work on promoting racial, class, and climate equity by advancing anti-displacement, equitable land use, and transportation justice campaigns. All of these priorities are aligned with the goals outlined for Measure KK, which was approved enthusiastically by Oakland residents this past fall. Through our direct policy advocacy, we have supported numerous tenant protection movements, increased the role of community members in transit funding decisions, and pushed the region's governing agencies (namely the Metropolitan Transportation Commission and Association of Bay Area Governments) to proactively mitigate displacement through their transportation and infrastructure investments.

**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.**

[cv\\_9\\_17.pdf](#)

Upload a Resume

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

SUMMARY OF QUALIFICATIONS • Doubled the size of nonprofit from 2.5 staff, \$300,000 annual budget to 8 staff and over \$1 million annual budget with a track record of consistent budget surpluses. • Diversified funding through foundation grants, individual donor campaign, contracts with government agencies and partner organizations, and corporate sponsorships. • Increased the organization's impact and influence as demonstrated by invitations to meetings by the Administration and legislature and appointments on state advisory committees. • Hired and retained effective staff. • Developed successful and trusting relationship with Board of Directors. PROFESSIONAL EXPERIENCE Leadership and Management • Led three comprehensive strategic planning processes, which successfully guided the organization's growth and programmatic direction, in addition to the development of the organization's first communications, fundraising, and evaluation plans. • Developed strong relationships with foundations and other stakeholders, resulting in increased foundation, individual, and corporate giving. • Regularly exceeded annual fundraising targets, yielding consistent surpluses. • Created systems and documented policies for efficient internal operations, including the organization's first finance, operations, and Board policies manuals. • Incorporated skills assessments in the recruitment process to ensure the hiring of the "right person," conducted annual performance evaluations, and made difficult termination decisions. • Revised the finance system to accurately track and depict expenditures by program. Policy and Advocacy • Set the annual policy agenda and identified the advocacy strategies to advance the organization's goals, which included assessing the political and economic environment and capitalizing on opportunities. • Oversaw the lobbying efforts of the organization's sponsored bills, including determining acceptable compromises. • Developed relationships with administrative agency and legislative staff through one-on-one meetings and participating in advisory committees. Program Development and Implementation • Developed bilingual outreach project in partnership with three community organizations to promote availability of health care services. • Provided oversight for Neighbor-to-Neighbor project, which hired and trained health plan members who spoke Spanish, Cantonese, Vietnamese, and Farsi to administer health care satisfaction surveys. • Implemented "Helmet Safe Workshops" in which staff conducted presentations on bicycle safety. Communications and Messaging • Created effective messages across a number of policy areas, such as health care reform and tax policy, using the latest framing research. • Developed relationships with mainstream and ethnic media reporters, resulting in regular articles and quotes in New York Times, Sacramento Bee, La Opinion, and Sing Tao Daily. • Helped create a cohesive and professional organizational look, which has resulted in reaching a wider audience through its website and publications. Coalition Building • Founded and oversaw the coordination of the Having Our Say coalition, comprised of over 30 community leaders, immigrant rights activists, and advocates working to ensure health care reform is responsive to the needs of communities of color. EMPLOYMENT HISTORY Executive Director Urban Habitat, Oakland 2014 – Present Executive Director California Pan-Ethnic Health Network, Oakland 2001 – 2014 Adjunct Faculty San Francisco State University 2004 – 2011 Consultant Community Health Center Network, Oakland 2000 – 2001 Program Officer Tides Foundation, San Francisco 1999 – 2000 Director of Health Education and Cultural/Linguistic Services Alameda Alliance for Health, San Leandro 1995 – 1999 EDUCATION Master of Public Health - University of California, Los Angeles Community Health Sciences Department, June 1993 Bachelor of Arts - University of California, San Diego Communication Department, June 1990 APPOINTMENTS AND AFFILIATIONS • Metropolitan Transportation Commission's CASA, Committee to House the Bay Area, Steering Committee, 2017 - Present • East Bay Housing Organizations Board of Directors, 2017 - Present • Oakland Parks and Recreation Advisory Commission, August 2010 - Present • California Budget and Policy Center Board of Directors, 2009 - 2016 • California Association of Nonprofits Board of Directors, 2012 - 2015 • Office of Health Equity, California Department of Public Health's Advisory Committee, 2013 - 2015 • Covered California's Plan Management and Delivery System Reform Stakeholder Advisory Group, 2013 - 2014 • Department of Health Care Services, Medi-Cal Stakeholder Advisory Committee, 2012-2014 • Managed Risk Medical Insurance Board, Board of Directors, Appointed by Senate President

pro Tem Steinberg, 2011 - 2014 • Let's Get Healthy California Task Force's Expert Advisory Committee, Appointed by Secretary Diana Dooley, 2012 CHAPTERS/STUDIES • Finocchio, Len and Wu, Ellen. "An Introduction to Health Care and Health Policy in the United States." In Foundation for Community Health Workers, 2nd edition, ed. Tim Berthold. San Francisco, CA: Jossey-Bass, 2016. • Gans D, Kinane CM, Watson G, Roby DH, Graham-Squire D, Needleman J, Jacobs K, Kominski GF, Dexter D., and Wu E. Achieving Equity by Building a Bridge from Eligible to Enrolled. Los Angeles, CA: UCLA Center for Health Policy Research and California Pan-Ethnic Health Network, 2012. • Fernandez, Alicia, Vilorio, Joyce, Wu, Ellen, et. al., The Impact of Race/Ethnicity and Language on Access and Experience of Care Among California's Commercially Insured Adults, February 2007 • Wu, Ellen and Martinez, Marty, Taking Cultural Competency From Theory to Action, October 2006. • Nordyke, Bob, and Wu, Ellen, Policy Implications of Racial and Ethnic Differences in Managed Care vs. Fee-for-Service Utilization Disparities in California, October 2004.

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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.**

---

I Agree \*

# ELLEN WU

## **SUMMARY OF QUALIFICATIONS**

- Doubled the size of nonprofit from 2.5 staff, \$300,000 annual budget to 8 staff and over \$1 million annual budget with a track record of consistent budget surpluses.
- Diversified funding through foundation grants, individual donor campaign, contracts with government agencies and partner organizations, and corporate sponsorships.
- Increased the organization's impact and influence as demonstrated by invitations to meetings by the Administration and legislature and appointments on state advisory committees.
- Hired and retained effective staff.
- Developed successful and trusting relationship with Board of Directors.

## **PROFESSIONAL EXPERIENCE**

### **Leadership and Management**

- Led three comprehensive strategic planning processes, which successfully guided the organization's growth and programmatic direction, in addition to the development of the organization's first communications, fundraising, and evaluation plans.
- Developed strong relationships with foundations and other stakeholders, resulting in increased foundation, individual, and corporate giving.
- Regularly exceeded annual fundraising targets, yielding consistent surpluses.
- Created systems and documented policies for efficient internal operations, including the organization's first finance, operations, and Board policies manuals.
- Incorporated skills assessments in the recruitment process to ensure the hiring of the "right person," conducted annual performance evaluations, and made difficult termination decisions.
- Revised the finance system to accurately track and depict expenditures by program.

### **Policy and Advocacy**

- Set the annual policy agenda and identified the advocacy strategies to advance the organization's goals, which included assessing the political and economic environment and capitalizing on opportunities.
- Oversaw the lobbying efforts of the organization's sponsored bills, including determining acceptable compromises.
- Developed relationships with administrative agency and legislative staff through one-on-one meetings and participating in advisory committees.

### **Program Development and Implementation**

- Developed bilingual outreach project in partnership with three community organizations to promote availability of health care services.
- Provided oversight for Neighbor-to-Neighbor project, which hired and trained health plan members who spoke Spanish, Cantonese, Vietnamese, and Farsi to administer health care satisfaction surveys.

- Implemented “Helmet Safe Workshops” in which staff conducted presentations on bicycle safety.

### **Communications and Messaging**

- Created effective messages across a number of policy areas, such as health care reform and tax policy, using the latest framing research.
- Developed relationships with mainstream and ethnic media reporters, resulting in regular articles and quotes in *New York Times*, *Sacramento Bee*, *La Opinion*, and *Sing Tao Daily*.
- Helped create a cohesive and professional organizational look, which has resulted in reaching a wider audience through its website and publications.

### **Coalition Building**

- Founded and oversaw the coordination of the Having Our Say coalition, comprised of over 30 community leaders, immigrant rights activists, and advocates working to ensure health care reform is responsive to the needs of communities of color.

## **EMPLOYMENT HISTORY**

### **Executive Director**

Urban Habitat, Oakland

2014 – Present

### **Executive Director**

California Pan-Ethnic Health Network, Oakland

2001 – 2014

### **Adjunct Faculty**

San Francisco State University

2004 – 2011

### **Consultant**

Community Health Center Network, Oakland

2000 – 2001

### **Program Officer**

Tides Foundation, San Francisco

1999 – 2000

### **Director of Health Education and Cultural/Linguistic Services**

Alameda Alliance for Health, San Leandro

1995 – 1999

## **EDUCATION**

Master of Public Health - University of California, Los Angeles  
Community Health Sciences Department, June 1993

Bachelor of Arts - University of California, San Diego  
Communication Department, June 1990

## **APPOINTMENTS AND AFFILIATIONS**

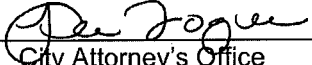
- Metropolitan Transportation Commission’s CASA, Committee to House the Bay Area, Steering Committee, 2017 - Present
- East Bay Housing Organizations Board of Directors, 2017 - Present
- Oakland Parks and Recreation Advisory Commission, August 2010 - Present

- California Budget and Policy Center Board of Directors, 2009 - 2016
- California Association of Nonprofits Board of Directors, 2012 - 2015
- Office of Health Equity, California Department of Public Health's Advisory Committee, 2013 - 2015
- Covered California's Plan Management and Delivery System Reform Stakeholder Advisory Group, 2013 - 2014
- Department of Health Care Services, Medi-Cal Stakeholder Advisory Committee, 2012-2014
- Managed Risk Medical Insurance Board, Board of Directors, Appointed by Senate President pro Tem Steinberg, 2011 - 2014
- Let's Get Healthy California Task Force's Expert Advisory Committee, Appointed by Secretary Diana Dooley, 2012

## CHAPTERS/STUDIES

- Finocchio, Len and Wu, Ellen. "An Introduction to Health Care and Health Policy in the United States." In *Foundation for Community Health Workers*, 2<sup>nd</sup> edition, ed. Tim Berthold. San Francisco, CA: Jossey-Bass, 2016.
- Gans D, Kinane CM, Watson G, Roby DH, Graham-Squire D, Needleman J, Jacobs K, Kominski GF, Dexter D., and Wu E. *Achieving Equity by Building a Bridge from Eligible to Enrolled*. Los Angeles, CA: UCLA Center for Health Policy Research and California Pan-Ethnic Health Network, 2012.
- Fernandez, Alicia, Vilorio, Joyce, Wu, Ellen, et. al., *The Impact of Race/Ethnicity and Language on Access and Experience of Care Among California's Commercially Insured Adults*, February 2007
- Wu, Ellen and Martinez, Marty, *Taking Cultural Competency From Theory to Action*, October 2006.
- Nordyke, Bob, and Wu, Ellen, *Policy Implications of Racial and Ethnic Differences in Managed Care vs. Fee-for-Service Utilization Disparities in California*, October 2004.



  
City Attorney's Office

## OAKLAND CITY COUNCIL

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

INTRODUCED BY MAYOR LIBBY SCHAAF

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**RESOLUTION CONFIRMING THE APPOINTMENT OF TIA HICKS AND REAPPOINTMENT OF BALDOMERO GONZALEZ, DANIELLE HARRIS, GARY JIMENEZ, DANIEL SWAFFORD, AND ELLEN WU AS MEMBERS OF THE AFFORDABLE HOUSING & INFRASTRUCTURE (MEASURE KK) PUBLIC OVERSIGHT COMMITTEE**

**WHEREAS**, on July 19, 2016, the City Council of the City of Oakland ("City") adopted Resolution No. 86335 C.M.S., which submitted to the November 8, 2016 statewide general election a proposed ordinance to authorize the issuance of \$600 million in general obligation bonds to fund various City infrastructure and affordable housing projects ("Measure KK"); and

**WHEREAS**, Measure KK was passed by Oakland voters on November 8, 2016; and

**WHEREAS**, Measure KK requires that the City Council establish a new Board or Commission or assign to an existing Board or Commission the responsibility for citizen oversight of Measure KK; and

**WHEREAS**, section 601 of the Charter of the City of Oakland authorizes the City Council to create by ordinance such boards and commissions as may be required for the proper operation of any function or agency of the City and prescribe the board's function, duties, powers, jurisdiction, number of members, and membership terms; and

**WHEREAS**, on October 20, 2020, the City Council adopted Ordinance No. 13619 C.M.S, which established pursuant to Charter Section 601 the Affordable Housing & Infrastructure Public Oversight Committee (Measure KK Committee) and prescribed the functions, duties, powers and terms of its members; and

**WHEREAS**, pursuant to Ordinance No. 13619 C.M.S., the Measure KK Committee shall be comprised of nine members that are appointed by the Mayor and confirmed by the City Council in accordance with Charter Section 601; and

**WHEREAS**, pursuant to Ordinance No. 13619 C.M.S., each Councilmember may nominate one Committee member to be appointed by the Mayor; and

**WHEREAS**, the Honorable Mayor Libby Schaaf hereby appoints **Tia Hicks** and reappoints **Baldomero Gonzalez, Danielle Harris, Gary Jimenez, Daniel Swafford, and Ellen Wu** as members of the Measure KK Committee; subject to confirmation by the City Council; now, therefore, be it

**RESOLVED:** That pursuant to City Charter section 601, the City Council confirms the Mayor's appointment of **Tia Hicks** to serve the three-year term that began on January 1, 2020 and ends December 31, 2022 filling the seat previously held by Michael Pyatok; and be it

**FURTHER RESOVLED:** That pursuant to City Charter section 601, the City Council confirms the Mayor's reappointment of the following members to the Affordable Housing & Infrastructure (Measure KK) Public Oversight Committee:

- **Baldomero Gonzalez** to serve the three-year term that began on January 1, 2021 and ends December 31, 2023 filling the seat previously held by himself.
- **Danielle Harris** to serve the three-year term that began on January 1, 2021 and ends December 31, 2023 filling the seat previously held by herself.
- **Gary Jimenez** to serve the three-year term that began on January 1, 2021 and ends December 31, 2023 filling the seat previously held by himself.
- **Daniel Swafford** to serve the three-year term that began on January 1, 2021 and ends December 31, 2023 filling the seat previously held by himself.
- **Ellen Wu** to serve the three-year term that began on January 1, 2021 and ends December 31, 2023 filling the seat previously held by herself.

**FURTHER RESOLVED:** That this Resolution shall take effect immediately upon its passage.

3013759v1

IN COUNCIL, OAKLAND, CALIFORNIA,

PASSED BY THE FOLLOWING VOTE:

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

NOES -

ABSENT -

ABSTENTION -

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