



City of Mountain View
Community Development Department
Fiscal Year 2016-2017 CDBG/HOME Capital Projects Funding Cycle
1/21/2016 deadline

Bill Wilson Center Quetzal House Renovation

USD\$ 50,000 Requested
USD\$ 50,000 Total Project Cost

Submitted: 1/19/2016 4:02:29 PM (Pacific)

Project Contact

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Bill Wilson Center

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Chief Executive Officer

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Project Overview

1. Address of Project or Program Activity

509 View St.

2. City, State, Zip Code

Mountain View, CA 94041

3. Provide a Brief Description of the Project or Program:

You are limited to 500 characters (including spaces and punctuation).

Quetzal House is a group home for at-risk youth ages 13-17 and was built in the early 1900s. Purchased by Bill Wilson Center in 2008 as a runaway youth shelter, due to finances, only the necessary code/safety/functional upgrades to the house have been made. The kitchen is in dire need of rehabilitation to continue to be serviceable & "home-like." New windows, ventilation, flooring, lighting, cabinets & appliances will not only be energy efficient but improve the functionality of the kitchen.

Pre-Application

1. Which of the following describes your organization? Check all that apply.

- Non-Profit with 501(c)(3) status
- Community Based Development Organization (CBDO)
- Faith-Based Organization

2. Briefly describe the project or program that you are proposing.

Quetzal House is a group home for at-risk youth ages 13-17 and was built in the early 1900s. Purchased by Bill Wilson Center in 2008 as a runaway youth shelter, due to finances, only the necessary code/safety/functional upgrades to the house have been made. The kitchen is in dire need of rehabilitation to continue to be serviceable & "home-like." New windows, ventilation, flooring, lighting, cabinets & appliances will not only be energy efficient but improve the functionality of the kitchen.

3. What are the groups that will be targeted by your project or program?

Female and transgender youth, 13-17 years of age, who have engaged in high risk behaviors due to past traumas and are chronic runaways from the Santa Clara County foster care system. Youth must be referred by a social worker.

Application Questions

PROJECT INFORMATION

Funds Requested

1. City Cost per Unit for Requested Funding (housing/service/activity):

\$

TOTAL

2. Total Amount Requested from Other Entities:

\$

TOTAL

3. Mountain View's Requested Share of the Total Project Budget:

%

TOTAL

4. Total Project Cost

\$50,000

5. Have you requested funds from the City of Mountain View for this project before?

Yes

No

6. If you HAVE requested funds from the City of Mountain View for this project before, please list on separate lines the funds requested in the past FIVE (5) years. **For EACH, include: 1) Year Funds Requested; 2) Amount Requested; 3) Amount Funded.

If you have NOT requested funds from the City of Mountain View for this project before, please enter 'N/A'.

Bill Wilson Center has not applied for funds from the City of Mountain View for this project since 2009. However, the City of Mountain View granted CDBG funds in 2008 that helped Bill Wilson Center acquire the property, which was serving as a youth runaway shelter (Casa SAY). We now refer to the property as Quetzal House.

Project Administration and Monitoring

7. Describe your written policies and/or established procedures for ensuring persons with disabilities and/or limited English proficiency have access to the services or activities associated with your funding request.

Bill Wilson Center (BWC) has formal employee and agency policies regarding staff and volunteers who provide direct services to individuals with disabilities as well as cultural competency and language access plans. First, the Disability Policy states: "BWC is committed to ensuring that our services are provided in a way that respects the dignity and independence of people with disabilities." Second, the Cultural Competency Plan ensures staff and volunteers are representative of the community's demographics to "assure attainment and maintenance of cultural competency within the agency." Finally, 20% of the clients seen are limited English proficient and staff are hired to reflect the predominant languages and ethnicities of our clients. Currently, BWC has the capacity to provide programs and services in 20 languages, with the other major two languages being Spanish and Vietnamese. Staff are trained at point of hire and receive ongoing training is provided to ensure employees are knowledgeable about working with youth with disabilities and are sensitive to the diversity amongst our clientele.

8. Explain how your agency collects income and race/ethnicity data.

At intake youth are interviewed by a trained Bill Wilson Center intake specialist. Clients are walked through a detailed questionnaire, which includes race/ethnicity data and also asks if they are students, if they are employed and their monthly income. Clients are also asked if they receive other benefits or income such as SSI or Cal-Fresh. All data is entered in the AWARDS (by Foothold) database, which is the Bill Wilson Center's electronic health record system. AWARDS is able to analyze data, and give us detailed statistical reports. It is now fully implemented throughout our Mental Health Division and it administered by Director of Program Evaluation & Research. Demographic data is published annually for the Board of Directors and is utilized for reporting purposes.

Consolidated Plan Goals

9. Please indicate which Consolidated Plan Goal(s) will be met by the Project.

Check all that apply.

- Goal #1: Assist in the creation and preservation of affordable housing for lower-income and special needs households
- Goal #2: Support activities to prevent and end homelessness
- Goal #3: Support activities that provide basic needs to lower income households and special needs populations
- Goal #4: Support programs and activities that strengthen neighborhoods
- Goal #5: Promote fair housing opportunities

10. Briefly describe how your Project/Activity meets the Goal(s) selected above.

This project meets the above goals by helping to provide youth residing at Quetzal House a stable living environment as they receive services to help

them transition back into a secure, long-term living situation in an effort to prevent future homelessness. At Quetzal House, the home-like environment in a neighborhood setting, provides supportive services which enable youth to normalize their lives; our unique and highly personal approach combines mentoring, patience, compassion and an integrated care plan, into a successful program where these youth find their “family” at Quetzal House. This, and the optimism in finding strength in themselves, can help the youth trust others, gain self-esteem and break the cycle of running away. Youth develop independent living skills (e.g. learning to cook, doing laundry, responsibility for household chores) as well as social skills, which also help with their transition.

HUD Performance Measures

11. HUD requires that recipients of federal funding assess the outcomes of their programs. Please identify which HUD objective will be addressed by this project.

Select ONE.

- Objective #1: Creates a suitable living environment. This objective relates to activities that are designed to benefit communities, families, or individuals by addressing issues in their living environment (such as poor quality infrastructure) to social issues such as crime prevention, literacy or elderly health services.
- Objective #2: Provides decent housing. This objective focuses on housing programs where the purpose of the program is to meet individual, family, or community needs and not programs where housing is an element of a larger effort, since such programs would be more appropriately reported under suitable living environment.
- Objective #3: Creates economic opportunity. This objective applies to the types of activities related to economic development, commercial revitalization, or job creation.

12. HUD requires that recipients of federal funding assess the outcomes of their programs. Please identify which HUD outcome will be addressed by this project.

Select ONE.

- Outcome #1: Improve availability/accessibility. This category applies to activities that make services, infrastructure, public facilities, housing, or shelters available or accessible to low/moderate income people, including persons with disabilities. In this category, accessibility does not refer only to physical barriers, but also to making the affordable basics of daily living available and accessible to low/moderate income people where they live.
- Outcome #2: Improve affordability. This category applies to activities that provide affordability in a variety of ways in the lives of low/moderate income people. It can include the creation or maintenance of affordable housing, basic infrastructure hook-ups, or services such as transportation or day care.
- Outcome #3: Improve sustainability. This category applies to projects where the activity or activities are aimed at improving communities or neighborhoods, helping to make them livable or viable by providing benefit to persons of low/moderate income or by removing or eliminating slums or blighted areas through multiple activities or services that sustain communities or neighborhoods.

SUPPLEMENTAL INFORMATION

A. Project Information

13. Type of Project

Check one. If applying for multiple projects, complete a separate application for each project. Click the Open Programs tab, above, to create additional application(s).

- Housing - Tenure: Rental
- Housing - Tenure: Ownership
- Public Facilities
- Infrastructure
- Other:

14. Type of Activity

- Acquisition
- Rehabilitation
- New Construction
- Expansion of an Existing Project

15. If the project involves acquisition of property, has a specific site been selected?

- Yes
- No
- N/A - This project does not include acquisition of property.

16. If the project involves acquisition of property and a specific site has been selected, please provide the address and Assessor's Parcel Number.

If this project does not involve acquisition of property and/or a specific site has not been selected, enter 'N/A'.

N/A

17. Do you have site control?

- Yes

No

18. Explain if an option to purchase has been obtained.

The property was purchased by Bill Wilson Center in 2008.

B. Organization Information and Experience

19. Does your organization qualify as a Community Housing Development Organization (CHDO) under the HOME program?

Yes

No

20. If your organization does not qualify as a CHDO under the HOME program, are you willing and able to meet the qualifications as set forth in federal regulations 24 CFR Part 92 (For affordable housing projects)

Yes

No

N/A - Our organization qualifies as a CHDO under the HOME program.

21. Describe the proposed ownership and management structure of the Project.

As mentioned, Bill Wilson Center owns the property where the proposed renovation will take place. The project will be managed by our Facilities Manager (Mark Meyers), who will serve as the General Contractor for this project and will oversee the project from start to completion. Mr. Meyers will interview and hire the vendor (licensed contractor) who will perform the work at Quetzal House as outlined in our proposed timeline. Bill Wilson Center COO, Greg Garrett, oversees the Facilities Department and directly supervises Mr. Meyers.

22. As document uploads, please provide the following information:

Project income, expense and cash flow analysis for a 30-year period.

23. Provide a detailed project schedule.

If you'd rather, you may enter 'See attached.' here and instead upload your project schedule in the Documents tab.

See attached.

For Affordable Housing Projects Only...

24. For affordable housing projects only, state the number of affordable housing units to be created/rehabilitated and the target income population(s).

If the project does not pertain to affordable housing, enter "N/A".

N/A

25. For existing housing developments, provide a listing of the current unit composition and rent structure as well as the proposed unit composition and rents.

If the project does not pertain to affordable housing, enter "N/A".

N/A

26. Provide an explanation of how the project will impact any existing tenants. State if existing tenants will need to be temporarily or permanently relocated. If so, explain how the need for any temporary or permanent relocation will be addressed.

If the project does not pertain to affordable housing, enter "N/A".

N/A

27. Upload a list of other similar projects carried out by the agency (include the project name, address, date when it was carried out, funding sources used, number of housing units, and description of the project).

When you finished with the upload, check here to confirm.

We have uploaded the list of similar projects in the Documents tab.

This is not an affordable housing project so this document request does not apply.

Agency Qualifications

28. Provide an overview of how the property will be managed and how any current management or tenant problems will be handled.

Located in a charming 100+ year old house in old Mtn. View, Quetzal House has been a Bill Wilson Center owned and managed property since 2008. Currently a group home for at-risk youth who have been engaged in high risk behaviors due to past traumas and are chronic runaways, Quetzal House serves as a stable home environment for 30 youth annually. Although the aging building is in desperate need of the renovations listed in the subject grant, much of the stability for the youth in this unique group home comes from the fact that the property is well maintained and managed and any property issues are dealt with quickly and efficiently with little or no disruption in the daily routine, living quarters or services to the clients. This promptness to address any issues happens because of an organized and planned out facilities systems, which includes an extensive preventative maintenance program.

Since 1977 Bill Wilson Center has worked with youth ages 11-24 at housing properties throughout Santa Clara County. Currently we own 13 of the properties that are used for our programs. We have experienced facility managers on our staff who manage and maintain multiple properties (22 of 27 we operate) by using internal facilities staff as well as outside vendors. All sites are maintained to standard using a preventative maintenance and a

quarterly inspection system. The facilities department has an established system in place for creating work orders, and for maintaining records of property upgrades and improvements. Overall, vendors are responsible for 60% of the property maintenance schedules in all our facilities. The use of volunteers over the last few years has increased our leverage in keeping the buildings painted and well- maintained.

For this project, we will utilize our Facilities Manager to directly oversee the rehabilitation project. He will act as the "general contractor" and will request bids for the projects, hire and oversee the contractors and obtain the necessary permits and inspections. This staff member will work hand-in-hand with Bill Wilson Center's COO to ensure the property meets the program goals needs we have set out to accomplish.

On an ongoing basis we will continue to conduct regular inspections to ensure that Quetzal House is maintained in good condition and that all safety issues are dealt with immediately. Bill Wilson Center has a preventive maintenance schedule that is completed by licensed vendors. Fire and life safety inspections are conducted quarterly to ensure that code requirements are met as Quetzal House is a state licensed facility. Finally, the clients at Quetzal House are responsible for rotating regular cleaning duties as well as a weekly "deep cleaning" of the entire house, with the Program Manager overseeing these routine processes.

29. What amount and percentage of the total cost of your project is dedicated to Green upgrades?

| | |
|-----------|-----------------|
| 22,500 | \$ Amount |
| 45 | % of Total Cost |
| 22,545.00 | TOTAL |

Green Construction/Rehabilitation

30. Please fill in the table regarding Green Construction/Rehabilitation in the Green Construction/Rehab tab, then check the box below to confirm.

We have filled in the table in the Green Construction/Rehab tab, as applicable.

31. Does your agency charge fees for the services for which you are requesting funding?

If so, please upload in the Documents tab a copy of your fee schedule.

- Yes
- No

Total Agency Budget

| Total Agency Budget | Proposed 2015-2016 | 2014-2015 | 2013-2014 | 2012-2013 |
|---------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Administration | USD\$ 1,690,493.00 | USD\$ 1,597,394.00 | USD\$ 1,328,285.00 | USD\$ 1,240,457.00 |
| Fundraising | USD\$ 383,971.00 | USD\$ 248,582.00 | USD\$ 280,884.00 | USD\$ 225,272.00 |
| Total | USD\$ 2,074,464.00 | USD\$ 1,845,976.00 | USD\$ 1,609,169.00 | USD\$ 1,465,729.00 |

Program/Activity Budget & Green Construction/Rehab

Proposed Capital Project Expenses

| | Use of Prior City Funds (if applicable) | Current 2015-2016 Funding Request |
|--|---|-----------------------------------|
| Project Management/Soft Costs | \$ | \$ 7,000 |
| Site Acquisition | \$ | \$ 0 |
| Pre-Development Expenses | \$ | \$ 0 |
| Entitlement and Building Fees/ Permits | \$ | \$ 1,000 |
| Construction/Rehabilitation/Repair Costs | \$ | \$ 37,000 |
| Other | \$ | \$ 5,000 |
| Total | \$ 0 | \$ 50,000 |

Proposed Project Revenues

| | CDBG/HOME | Other (please identify in next column) Type of Funding |
|------------------------------------|-----------|--|
| Mountain View | 100 | \$ 50,000 CDBG |
| Other Jurisdictions/Sources | | |
| | | \$ |
| | | \$ |
| | | \$ |

| | | |
|--------------|------------|------------------|
| | | \$ |
| | | \$ |
| | | \$ |
| | | \$ |
| Total | 100 | \$ 50,000 |

Green Construction and Rehabilitation

| | Green Improvement/Upgrade | Annual Cost Savings | Lifetime Savings | Rater Used? | Use of Cost Savings |
|--------------|----------------------------------|---------------------|------------------|-------------|----------------------------------|
| 1 | Low "E" windows (2) double paned | \$ 15 | \$ 150 | ☐ | Improve/increase client support. |
| 2 | Dishwasher - energy star rated | \$ 31 | \$ 310 | ☐ | Improve/increase client support. |
| 3 | Rangehood | \$ 12 | \$ 120 | ☐ | Improve/increase client support. |
| 4 | Low VOC flooring | \$ 0 | \$ 0 | ☐ | |
| 5 | Refurbish existing cabinets | \$ 0 | \$ 0 | ☐ | |
| 6 | | \$ | \$ | ☐ | |
| 7 | | \$ | \$ | ☐ | |
| 8 | | \$ | \$ | ☐ | |
| 9 | | \$ | \$ | ☐ | |
| 10 | | \$ | \$ | ☐ | |
| 11 | | \$ | \$ | ☐ | |
| 12 | | \$ | \$ | ☐ | |
| 13 | | \$ | \$ | ☐ | |
| 14 | | \$ | \$ | ☐ | |
| 15 | | \$ | \$ | ☐ | |
| 16 | | \$ | \$ | ☐ | |
| 17 | | \$ | \$ | ☐ | |
| 18 | | \$ | \$ | ☐ | |
| 19 | | \$ | \$ | ☐ | |
| 20 | | \$ | \$ | ☐ | |
| 21 | | \$ | \$ | ☐ | |
| 22 | | \$ | \$ | ☐ | |
| 23 | | \$ | \$ | ☐ | |
| 24 | | \$ | \$ | ☐ | |
| 25 | | \$ | \$ | ☐ | |
| Total | | \$ 58 | \$ 580 | | |

Required Documents

| Documents Requested * | Required? | Attached Documents * |
|---|-----------|--|
| ARTICLES OF INCORPORATION/BYLAWS | ☐ | Articles of Incorporation |
| LIST OF BOARD OF DIRECTORS: Include the name, telephone number, address, and occupation or affiliation of each member. Identify the principal officers of the governing body. | ☐ | Board of Directors |
| NONPROFIT DETERMINATION: Submit determination letters from the Federal Internal Revenue Service and the State Franchise Tax Board documenting the organization is tax exempt. | ☐ | IRS Letter |
| AUTHORIZATION TO REQUEST FUNDS: Submit documentation of the governing body's authorization to submit the funding request. This consists of a copy of the minutes of the meeting in which the resolution, motion, or other official action is recorded. | ☐ | Authorization to Request Funds |
| DESIGNATION OF AUTHORIZED OFFICIAL: Document the governing body's action authorizing agency's representative to negotiate for & contractually bind the agency. Upload signed letter from Chairperson with name, title, address, & phone # of officials. | ☐ | Designation of Authorized Official |
| ORGANIZATIONAL CHART: Include the organization's administrative framework and staff positions. | ☐ | Organizational Chart |
| FINANCIAL STATEMENT AND AUDIT: Describe any findings or | ☐ | Audited Financial Statement |

concerns that were cited in the audit or in any accompanying management letter, particularly pertaining to use of CDBG funds. Describe any actions taken to correct identified findings/concerns.

| | | |
|---|---|---|
| RESUME OF CHIEF PROGRAM ADMINISTRATOR | € | Resume of Chief Program Administrator |
| RESUME OF CHIEF FISCAL OR FINANCIAL OFFICER | € | Resume of CFO |
| COST BREAKDOWN: Provide a detailed breakdown of the total cost of the project (budget), including any acquisition, rehabilitation, relocation or other costs. | ⓑ | Cost Breakdown |
| REVENUE BREAKDOWN: Provide a detailed breakdown of anticipated sources of revenue and proposed expenses, including the funding being requested from the City of Mountain View. | ⓑ | Revenue Breakdown |
| PROJECT PROFORMA: Provide a copy of the project proforma: the project income, expense and cash flow analysis for a 30-year period. | ⓑ | Project Proforma |
| PROJECT SCHEDULE: Attach a detailed project schedule. (*REQUIRED if you did not provide a detailed project schedule in the application questions.) | € | Detailed Project Schedule |
| SITE/FLOOR PLANS: If applicable and available, include a site plan and floor plans and elevations of the project. | € | |
| LIST OF OTHER PROJECTS: Provide list of other projects similar to proposed project carried out by agency (include project name, address, date when carried out, funding sources used, # of housing units, & description of projects). | € | |
| STAFF QUALIFICATIONS/RESUMES: Provide a statement of qualifications and/or resumes of the development/project team staff members. | ⓑ | Resume of Facilities Manager Resume of COO |
| FEE SCHEDULE: Please upload a copy of your fee schedule, if you charge a fee for the services for which you are requesting funds. | € | |
| BUDGET DOCUMENTATION AND/OR AGENCY BUDGET: Upload any documentation to support your Total Agency Budget or a copy of your agency budget. | € | |

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Application ID: 48288

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**Bill Wilson Center
Quetzal House Renovations
Revenue Breakdown**

Projected Revenues

| | Projected Costs | Projected Revenues City of Mtn. View CDBG |
|---|----------------------------|--|
| Permits | \$1,000 | \$1,000 |
| Appliances, Flooring <ul style="list-style-type: none"> • Dishwasher, Stove/Oven • Vinyl Flooring, baseboards (low VOC) | 7,000 | 7,000 |
| Vendor (Licensed Contractor) <ul style="list-style-type: none"> • Labor: Demolition & Installation • Refinishing Cabinets • Installation of appliances • Sink, Windows, Rangehood, Flooring, Baseboards | 30,000 | 30,000 |
| Facilities Director (General Contractor) | 7,000 | 7,000 |
| Contingencies | 5,000 | 5,000 |
| TOTAL | \$50,000 | \$50,000 |

**Bill Wilson Center
Quetzal House Renovations
Cost Breakdown**

Projected Costs

| | |
|--|-----------------|
| Permits | \$1,000 |
| Appliances, Flooring <ul style="list-style-type: none">• Dishwasher, Stove/Oven• Vinyl Flooring (low VOC) | 7,000 |
| Vendor (Licensed Contractor) <ul style="list-style-type: none">• Labor: Demolition & Installation• Refinishing Cabinets• Installation of appliances• Sink, Windows, Rangehood | 30,000 |
| Facilities Director (General Contractor) | 7,000 |
| Contingencies | 5,000 |
| TOTAL | \$50,000 |



Board of Directors 2015-2016*

Officers

| | |
|---|---|
| <p>Cynthia O’Leary, President 2048 Rancho Higuera Court Fremont, CA 94539 Home: (510) 656-3181/Cell: (510) 676-0684 cindy@cindyoleary.net</p> | <p>Realtor Intero</p> |
| <p>Ron Ricci, Vice President Cisco Systems/170 West Tasman Drive San Jose, CA 95134-1706 Work: (408) 527-8085/Cell: (408) 218-7567 rricci@cisco.com</p> | <p>Vice President of Strategic Marketing Cisco Systems</p> |
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| <p>George Delucchi Delucchi, Hawn & Co 333 W Santa Clara St. #750 San Jose, CA 95113 Home: (408) 983-0503/Work: (408) 918-1551 gdelucchi@delucchihawn.com</p> | <p>Founding Partner Delucchi, Hawn and Company</p> |
| <p>Helen Grays Jones P.O. Box 50008 Palo Alto, CA 95303 Cell: 408-892-0581 hgrays@kpcu.com.com</p> | <p>Senior VP, Member Strategies KeyPoint Credit Union</p> |



Bill Wilson Center

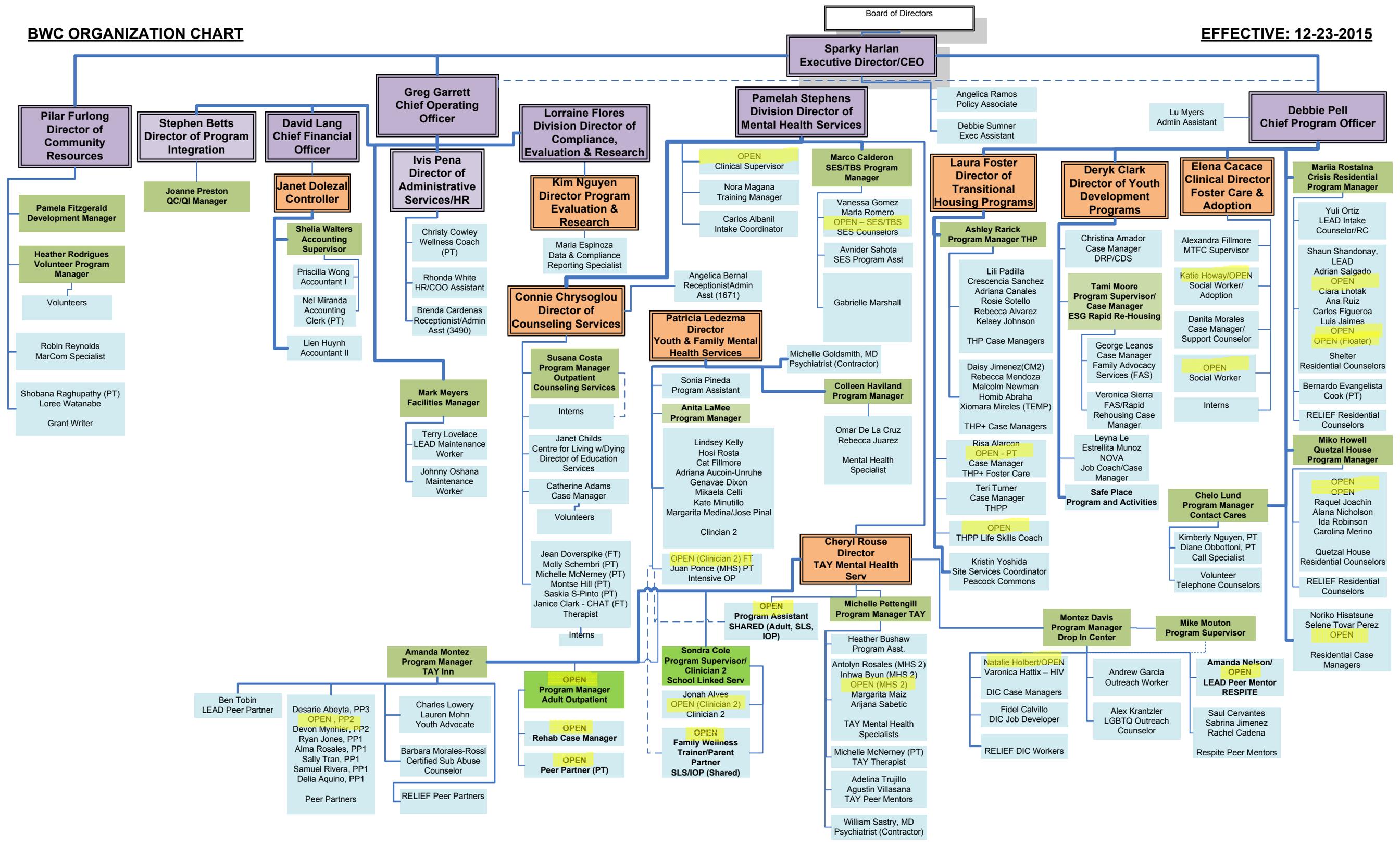
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|--|--|
| <p>Karen Guldán 2434 Park Avenue Santa Clara, CA 95050 Cell: (408) 410-3222 Karenguldán@gmail.com</p> | <p>Attorney/General Manager, Time & Frequency Division Trimble Navigation</p> |
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| <p>Pedro Murillo P.O. Box 112213 Campbell, CA 95011 Cell: 408-858-0849 xhicanismo@gmail.com</p> | <p>Home Mortgage Consultant Wells Fargo Bank</p> |
| <p>Art Plank 130 East San Fernando #321 San Jose, CA 95112 Cell: (408) 613-4159 art_plank@yahoo.com</p> | <p>Attorney (Retired)</p> |
| <p>Deborah Stanley 35 Palm Ave. Los Gatos, CA 95030 Cell: (408) 761-1075 dlstanley01@comcast.net</p> | <p>Tech Industry Executive (Retired)</p> |
| <p>Alex Wilson 551 Hilmar Street Santa Clara, CA 95050 Home: (408) 246-9435</p> | <p>Community Volunteer</p> |

*As of December 2015

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 408-243-0222
 408-246-5752 (fax)
www.billwilsoncenter.org

BWC ORGANIZATION CHART

EFFECTIVE: 12-23-2015



Mark Meyers, FMP

732 Garland Drive || Palo Alto, CA 94303

ommmgm@gmail.com

(650)-771-1358

SUMMARY OF QUALIFICATIONS

Dynamic and results-driven facilities management professional with 20+ years experience managing others and the proven ability to problem solve issues under minimal supervision. Excellent written and verbal skills including the ability to comfortably interact with executives. Demonstrated understanding and application of management approaches for directing work, motivation, performance management, and disciplinary action. Management expertise to develop and plan goal-driven and team-spirited approaches via clear and effective communications and exceptional people skills. Skilled at relationship building and promoting a culture of teamwork, accountability, and achievement of team results. Reputation as a self-directed professional in providing outstanding leadership and management skills – responding 24/7 to on-site building emergencies.

Highlights of experience:

- Education equivalent to a bachelor's degree in facilities management, construction management, engineering, architecture, and risk management. Expertise in ADA code compliance for outdoor/indoor construction standards: repair/maintenance of existing structures and code requirements for interior/exterior projects.
- Condominium Homeowners Association multi-level housing maintenance experience.
- Management of contractors and vendors for quality control, timeliness, and cost evaluation.
- Responsibility for annual maintenance of \$500,000 cache of supplies at ready for deployment.
- Expert at competitive bid process as well as purchasing and vendor management experience.
- Effective in emotional, complex, and stressful situations to achieve mutually beneficial outcomes.
- Mentor and manage employees to optimize effective teamwork via a positive/safe work environment.
- Experience with work order systems and preventive maintenance program scheduling via efficient repair and maintenance schedule planning. Understand blueprints, take-offs for estimating, and ground-up experience.
- OSHA standards and safety trained; knowledge of building codes and OSHA 300 workplace regulations. MSDS management and research for OSHA regulations specialist.

PROFESSIONAL EXPERIENCE

Bill Wilson Center

Facilities Manager / Safety Review Committee Chair

Santa Clara, CA

2012 – Present

- Experience making properly informed and timely decisions in complex situations – managing 21 properties with complete facility services, and vendor management to ensure that electrical, lighting, HVAC, plumbing, and mechanical systems are operational 24/7. Monitor security and manage the key card access program.
- Provide leadership in establishing protocols for emergency situations outside of normal work hours.
- Responsibilities include planning and budgeting for maintenance work, repairs, and new projects.
- Negotiate and complete all finance and legal paperwork to onboard new vendors. Oversee and closely monitor new building renovations, space planning, and construction oversight of future projects.
- Manage building safety protocols, planning, and routine training sessions to ensure disaster preparedness.
- Lead in management and support (employee needs or maintenance) during normal hours of operation.
- Manage janitorial services, including scheduling of monthly floor and refrigerator cleaning. Excellent understanding of negotiation skills on vendor proposals. Provide 24/7 on-site response as required.
- Support on-site recruiting and management social events that may occur on nights and weekends.
- Manage and maintain all necessary certifications and code requirements for elevators, life safety, and other mechanical systems as required by law. Manage volunteers at site-specific events for donated service to improve facilities. Managed over 400 volunteers and \$300,000 in project work completed.
- Oversee contract administration for vendor services and labor associated with managing 21 properties.
- Responsible as manager for all aspects of recruiting, training, evaluating, and supervising of workers.

Atherton Healthcare**Menlo Park, CA****Maintenance Director/ safety officer****2011 – 2012**

- Managed a staff of 5 – assessing and evaluating staff in job performance, scheduling, counseling and disciplinary action as needed. Followed general staffing requirements as outlined by the director.
- Reviewed budgetary needs as provided by accounting. Completed daily rounds to check on facility conditions and wrote reports for work order systems. Was effective in following up on set procedures.
- Updated work logs for specific site requirements; activated/deactivated building alarms, and responded to alarm calls during and after regular work hours. Maintained clean, safe, and orderly work sites.
- Risk Manager: Prepared and implemented training programs for OSHA standard compliance. Performed disaster and fire drills as required by state OSHPD (18 per year) for each shift. Experienced operating and maintaining fire alarm and suppression systems. Retained logs and assured that all logs were up to date.
- Performed weekly trainings with staff for OSHA compliance of workplace safety regulations. Trained staff to respond to fire and disasters in skilled nursing facility – life safety code compliance.

Stanford University**Stanford, CA****Graduate Student Housing Inspector****2007 – 2010**

- Inspected student-housing apartments for preventive maintenance and maintenance repairs. Created clear and comprehensive work orders for maintenance staff through SHARE and Oracle programs.
- Managed work flow and organized cleaning staff for efficiency in fast turnovers (72 hour turn limits).

MGM Enterprises**Palo Alto, CA****Manager****1989 – 2005**

- Managed company of 7-15 employees. Provided staff supervision by scheduling projects, supporting work teams, and training new employees. Was an expert in designing and building fences, gates, deck, retaining walls, arbors, and trellis construction/maintenance for residential and commercial properties.
- Estimated and worked with vendors to secure cost effective contracts via competitive bidding processes to evaluate clear contract proposals. Ensured clearly written contracts in order to minimize change orders.
- Scheduled/facilitated safety meetings, various OSHA trainings, and sexual harassment training for workers.

City of Palo Alto**Palo Alto, CA****Park Ranger Maintenance/Special Events Assistant****1988 – 1998**

- Was responsible for Palo Alto City Parks – addressing daily maintenance issues, repairing new construction, and maintaining curb appeal within each park facility. Worked directly with staff and public.
- Managed special events set ups and breakdowns, annual Chili Cook Off, Japanese Festival, 10 scheduled specialty run/walks per year, Black and White Ball, Sand Castle Contest, Jazz Festival, and Snow Men and Sleigh Rides, with very high customer satisfaction for events serving more than 10,000 participants.

FEMA – California Task Force Three, Urban Search & Rescue Palo Alto, CA**Logistics Specialist****1997 – 2004**

- Was fully responsible for annual maintenance of \$500,000 cache of supplies at ready for deployment.
- As Logistics Specialist, also served as communication / HAM radio operator as a secondary specialty.
- Served as World Trade Center/Ground Zero rescue worker after attacks on September 11, 2001.
- Haz/Mat, Confined Space and First Responder training graduate
- Base Camp Manager graduate – all categories California State Certified; Rescue Systems 1 & 2 graduate
- Fort Ord Mock Deployment Exercise 2000 - 2 days, Logistics Specialist

EDUCATION / TRAINING

IFMA Silicon Valley 2015 – Facility Management Professional Credential – #777752

Foothill College – General Studies

Lassen Community College – General Studies

LANGUAGE

English and Spanish 80% fluent (solid working knowledge)

COMPUTER SKILLS

Proficient with PC and Microsoft Office (Word, Excel, PowerPoint, Outlook) spreadsheet, scheduling, email, etc.

GREGORY C. GARRETT, MPH

2522 S. Norfolk Street, San Mateo, CA 94403 | (510) 206-4440 | ggarrettmail@gmail.com

INNOVATIVE COMMUNITY SERVICE NON-PROFIT EXECUTIVE

Program Operations | Strategy, Policy and Program Development | Financial Planning

VISIONARY & PASSIONATE SOCIAL CHANGE LEADER with a 20-year record of public service solving issues related to public health, and social/income inequities. Experienced in community and economic development, healthcare access for at-risk communities, and social justice.

CORE COMPETENCIES

- Program Development/Operations
- National/State/Local Advocacy
- Public Policy / Public Relations
- Program/Process Improvement
- Budgeting/ Financial Planning
- Staff Development and Training
- Housing Projects
- Leadership Development
- Facilities Management

CAREER ACCOMPLISHMENTS

Program Development/Operations Management

- **Directed a 28% improvement in operational performance over 5 years** for a managed care plan operating 4 Medicare/Medi-Cal community clinics integrated with Adult Day Health Care centers.
- **Developed a network of community-based Long Term Services and Supports** organizations to create a complete continuum of care supporting aging in place communities for at-risk seniors.

Financial Administration/Budget Planning

- **Spearheaded 15% monthly census growth within one year** by creating innovative outreach strategies and marketing initiatives complemented by internal process improvements.
- **Led cross-functional teams** that improved operations and services across continuum of care.

Policy and Planning

- **Worked closely with elected officials, strategic partners and key stakeholders** in the development of innovative strategies and policies to improve outcomes for at-risk seniors and their families.
- **Directed statewide and national advocacy, public relations and regulatory affairs initiatives**, member of various boards, steering committees, and regulatory planning initiatives.
- **Analyzed and continually monitored current initiatives, policies and legislation** and developed policy and programmatic options and recommendations for the Board of Directors and City Council.

PROFESSIONAL EXPERIENCE

Bill Wilson Center, Santa Clara, CA *Chief Operating Officer*

June 2014 - Present

Plan, direct, and execute BWC's day-to-day business operations and oversee a budget of \$16 million, 180 staff members, 15 residential facilities and 20 programs serving at-risk youth and their families. Supervise the Executive Team and Division Directors and oversee strategic planning, budget development, and program operations. Provide leadership to **Finance; Human Resources; Residential Programs and Facilities; Program Operations & Evaluation; Performance & Quality Improvement**

Bill Wilson Center's ("BWC") mission is to support and strengthen underserved at risk youth and their families through counseling, housing, education, and advocacy. Bill Wilson Center programs are dedicated to building self-confidence and developing personal assets of at-risk youth leading to independent living in the community.

Innovative Housing Solutions, San Mateo, CA
*Principal Consultant***October 2013 – June 2014**

Create service rich housing communities for at risk youth, families and seniors, and special needs populations; conduct feasibility analysis of housing and mixed-use projects via independent contracts.

- **Created a development plan and feasibility analysis** for a proposed \$30 million mixed-use development with 40 units of affordable housing. (Davis Properties Co., LLC, San Francisco, CA)
- **Developed a business plan for a housing developer to access \$2.5 million in Mental Health Services Act (MHSA) funding** for Special Needs housing development. (TeamWrkx Inc, CA)

InnovAge - PACE, San Bernardino, CA**May 2013 – October 2013***Regional Executive Director, Program of All-Inclusive Care for Elders' (PACE)*

Spearheaded start-up operations for a Medicare/Medi-Cal managed care, capitated health plan providing fully integrated health care services, including long-term services and supports, for at-risk seniors.

- **Developed \$5M budget, performance objectives and operating policies and procedures** for program serving primarily dual eligible seniors, 40% with Axis 1 behavioral health diagnosis.
- **Drove business development for a network of integrated community clinics and adult day health centers.** Led recruitment, hiring and staff development for 20+ business and clinical staff.

Center for Elders Independence, Oakland, CA**June 2007 - May 2013***Chief Strategy Officer and Government Affairs, Program of All-Inclusive Care for Elders' (PACE)*

A fully integrated managed health care plan operating 4 Medicare/Medi-Cal community clinics/adult day-care centers throughout Oakland and Berkeley with a \$45 million operating budget. Worked with CEO to evaluate program operations; directed and implemented system and process improvement initiatives to improve financial performance and quality outcomes. Managed four facilities and facility department.

- **Led multi-function, multi-discipline performance and quality improvement teams; achieved a 28% improvement in operational performance over 5 years.**
- **Identified national and local health plan market trends and industry best practices** that resulted in development of new programs and services, and business growth. Led program implementation.
- **Directed all legislative and policy advocacy on a federal, state and local level.** Sat on multiple boards and advisory commissions. Maintain excellent relations with elected officials and regulators.

Davis Properties Company, LLC, San Francisco, CA**March 2003 - June 2007***Vice-President and General Manager*

Directed an affordable senior housing, urban in-fill development and property management company. Full P&L responsibility for \$10M operating budget, 700,000sf of commercial and residential facilities.

- **Created \$25M increase in value in four years by directing the adaptive reuse of Eastmont Town Center,** a 32-acre, former regional mall in East Oakland, resulting in \$77M sale of property in 2007.
- **Directed \$11M conversion of a blighted building** into 69-unit affordable senior housing community.
- **Directed all facets of developments:** initial conception, financing, acquisition, entitlements, construction, and lease-up, facility management. Experienced with HUD 202 and 9% tax credits.

City of Oakland Economic Development Agency, Oakland, CA**August 1995 - March 2003***Division Manager*

Planned, organized and directed economic development business strategies and programs to encourage business retention, attraction and expansion. 15 staff, \$3million operating budget.

- **Underwrote and administered \$50M of HUD, SBA, and Economic Development Agency loans;** Leveraged \$100M of private investments. Created 100's of jobs for residents of Oakland.
- **Presented complex reports** to the City Council, Mayor, City Manager and Community-based Organizations. Represented City of Oakland in Washington DC on Empowerment Zone Commission.

EDUCATION

Master of Public Health (MPH), San Francisco State University

Master Degree Candidate, City and Regional Planning, University of California-Berkeley

Bachelors of Art in Political Economics, University of California-Berkeley

PROFESSIONAL AFFILIATIONS AND AWARDS

Commendation for Community Service, April 2014 - Alameda County Board of Supervisors

Coach - LeadingAge California, EMERGE Leadership Academy

Graduate - LeadingAge, National Leadership Academy

Member: LeadingAge California - Housing, Policy and LTSS Committees

Certified Economic Development Finance Professional, National Development Council

Board Director (past-Chair), California Housing Partnership Corporation.

SKILLS

Certified Teacher of English as a Foreign Language (TEFL): Worked in Istanbul, Hong Kong and Macau.

MS Word, Excel, Outlook, PowerPoint, Project.

David B. Lang

Experience

Bill Wilson Center, Santa Clara, CA 8/2011 – Present

Bill Wilson Center is a 501(c)(3) community based organization with an annual revenue of more than \$16M. Programs and services include counseling, housing, basic needs, and prevention education for at-risk youth, young adults and families.

Chief Financial Officer

- Oversees and directs treasury, budgeting, audit, tax and accounting activities for the organization.
- Supervises the Controller and oversees the Finance Department of 5 professionals.
- Guides financial decisions of agency by establishing, monitoring, and enforcing policies, procedures, and internal controls.
- Achieves budget objectives by scheduling expenditures, analyzing variances and initiating corrective actions.
- Develops and manages cash flow projections and ensures that funds are available as needed.
- Provides status of financial condition by collecting, interpreting, and reporting financial data.
- Oversees preparation of annual reports to all funding sources.
- Establishes and maintains contacts with financial institutions and the investment community.
- Assures compliance with federal, state, and local legal requirements.
- Evaluates current cost allocation systems for Medi-Cal funding.

Trimble Navigation Limited, Sunnyvale, CA 6/1991 – 7/2011

Trimble, with approximately \$1.3 billion in fiscal year 2010 revenue, is a leading innovator of Global Positioning System (GPS) technology. Trimble is a heavily matrixed multinational hardware, software and services company with offices in over 18 countries.

US Operations Controller, 1/2004 – Present

Responsible for the day-to-day valuation of ~\$150M in gross inventory and associated costs working closely with 9 Business Area Product Operation groups, 12 Business Area Controllers and a Manufacturing team >300 while remotely managing my direct reporting team, international conversions and projects.

- Managed ERP conversions of inventory, costs and BOM set-up for our China entity and 4 domestic entities providing consistency and improved visibility across the enterprise.
- Fully leveraged the Operations Finance team through process improvements and expense reviews resulting in reducing close by 3 days without headcount additions.
- Ensured compliance with Sarbanes-Oxley quarterly reviews and year-end audits.
- Managed 2 ASK and 1 Oracle database to generate one legal entity report for inventory and other cost of sales.
- Managed and improved the quality of the quarterly E&O and purchase part reviews through automation reducing the amount of business invested time to complete at quarter end.
- Managed quarterly cost rolls from factories in Sweden, Germany and France; contract manufacturers in China, Mexico and the USA; a Japanese joint venture and Americas based factories.

Sunnyvale General Ledger Controller, 8/2003 – 12/2003

Responsible for maintaining the P&L and balance sheet for the Sunnyvale ledger through the implementation of Oracle GL as well as the Payroll and AP organizations at our Dayton Site.

- Generated and reviewed worldwide bad debt analysis to insure correct reserve requirements on a global basis.
- Generated and reviewed US-based medical/dental benefit reserves.
- Outsourced AP for our contract manufacturing vendor eliminating the need for annual settlement negotiations saving the company ~\$250K year one.
- Staff responsible for sales return reserve analysis for the 3 prime databases.
- Staff responsible for the maintenance and monthly booking of fixed assets and monthly depreciation expense for the 2 ASK databases.

Interim European Finance Director, Hook England, 4/2003 – 7/2003

Stabilized the accounts organization until the permanent director was hired, cleaned up the open audit issues from prior year end and Q1 and to support the sales team with the cleanup of the conversion data to Oracle. Worked closely with the European Sales Director to achieve better customer support.

- Cleaned up all bank reconciliations. All were current as of the end of Q2'03 for EY review.
- Upgraded the collections staff by hiring more senior, multi-lingual staff which improved DSO significantly within 90 days.
- Reduced unapplied cash from over 3 million Euros to an acceptable ½ million by quarter end, with a targeted plan of zero for Q3'03.

Strategic Resources Controller, 1/1998 – 12/2002

Responsible for what is commonly referred to as the Corporate Division. Customers included IS, HR, Intellectual Property, Investor Relations, Public Relations, Strategic Policy, Marcom, Office of the President, Office of the Controller, Legal, Trimble Labs, Tax, Treasury and Site Services. Worked closely to understand and support each business model.

- Created and generated monthly budget versus actual reporting used to manage department costs.
- Established allocation models still being used today.
- Managed the quarterly worldwide profit sharing program.
- Generated the company's annual proxy report which required direct access to company officers and board members and outside legal counsel.
- Coordinated the printing and distribution of the Annual Report and Shareholder meeting materials with Marcom and Investor Relations saving the company in excess of \$40K in postage costs year one.
- Managed employee loan program for officers and key employees to ensure compliance with SEC regulations.

Interim European Finance Controller, Hook England, 5/1997 – 12/1997

Due to 100% turnover in the accounts staff, spent 7 months in our European headquarters partnering with the European distribution and marketing organizations until we could fully staff the accounting organization.

- Responsible for the Hook payroll and all European commission payments.
- Coordinated global profit sharing program from the UK.
- Continued to manage the US Accounts Payable, Payroll and Stock Administration organizations and proxy process from the UK.
- Resolved taxable income issues related to stock options and ESPP with Inland Revenue.
- Streamlined European close process through additional process automation.

General Accounting Manager, 6/1991 – 4/1997

Responsible for AP, Payroll, Invoicing, Accounts Receivable, Stock Administration, Proxy, Profit Sharing and Corporate Travel.

- Through process improvement, system utilization and automation, reduced AP staff from 13 to 6; Payroll from 3.5 to 2; Invoicing/Accounts Receivable from 2 to 1.
- Month-end close went from 5 days to being completed on day -1.

Education

AA Liberal Arts, De Anza Junior College, Cupertino, CA – 1976

Outside Interests – Non-profit

Board of Directors – Silicon Valley Gay Men's Chorus, San Jose, CA 9/2010 – Present

Board of Directors – Bill Wilson Center, Santa Clara, CA 9/2004 – 7/2011

Board of Trustees – The Centre for Living with Dying, Santa Clara, CA 7/1994 – 9/2004