

Amy G. Rassen
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PRINCIPAL, RASSEN AND ASSOCIATES

SUMMARY OF QUALIFICATIONS

Turning around faltering organizations: As an Interim Executive Director or Consultant working with organizations vital to the community challenged to maintain functionality and seeking to sustain viability.

Strategic planning and evaluation: More than 30 years providing leadership to non-profit organizations, planning programs and businesses, ensuring revenue generation, evaluating projects and working to accomplish organizational objectives.

Communication: Expertise in working with lay committees and diverse staff to enable rich discussion of organizational objectives, inclusion of stakeholders in processes, and understanding among key partners of agreed upon directions and deliverables; extensive experience in developing documents, reports and presentations that promote understanding and use of information by a broad range of community members; Skilled in designing and facilitating conversations that support organizational learning and approaches to increase effectiveness.

Communal context: Extensive experience working in the local community; first-hand familiarity with local and national organizations as well as philanthropic commitments and choices.

Content knowledge in range of health and social service fields: Far-reaching health and social service content knowledge “cradle to the grave,” including age and life cycle related program and business development, initiation of research studies and publication of articles and manuals.

Organizational assessment and capacity building: Comprehensive knowledge and experience in making possible organizational sustainability through Board involvement, developing resilient infrastructures and hiring quality personnel.

Knowledge of the Non-Profit World: Knowledge of and familiarity with organizational practices of nonprofits, government agencies and foundations including strategic planning, program development, governance, grantmaking, capacity building and evaluation.

PROFESSIONAL ACCOMPLISHMENTS AND EXPERIENCE

Principal, Rassen and Associates
San Francisco, CA

2006 – Present

- Heads consulting firm to ensure that children, individuals and families lead the best lives possible by helping public agencies, non-profits, foundations and philanthropists, create, provide and/or improve strategies, services and/or programs with specific focus on:
 - Start-ups: feasibility studies, projections and initiating new non-profit enterprises

- Turn-arounds: correcting operational, staffing and board-related problems; restoring a positive bottom line.
- Effective internal structures: Creating systems, resource development and management; establishing written policies and procedures.
- Service Development: Implementing proven approaches to long-term sustainability.
- Personnel management: Developing employment handbooks, job descriptions, and employee evaluations; ensuring employee satisfaction.
- Effective Leadership: Coaching executive directors in providing vision and direction
- Institutional advancement: Shaping an organization's future and aligning future directions with resource development.

Undersecretary for Clinical Services (Acting), California Department of Corrections and Rehabilitation 2008 – 2009
Sacramento, CA

- Consulted in the revamping of the health care system for California's 170,000 adults incarcerated in California's 33 prisons, under the direction of the U.S. Federal Receiver's Office:
 - Headed a team of approximately 40 professionals from a variety of disciplines, including mental health, medical, nursing, dental, custody and corrections rehabilitation to develop a health care service delivery model that would ensure an integrated and coordinated approach to providing health care services to inmate-patients
 - Drafted staffing plans for new facilities involving 1,300 staff positions and over \$111 million in annual personnel costs
 - Worked closely with facility design and construction staff to create a prototype for new health care facilities to house mentally and/or chronically ill inmates
 - Advised the Chief Executive Officer of Health Care on strategic planning, organizational development and tactics to achieve goals
 - Authored papers on best practices for *Patient-Centered Care*, *Team-Based Care*, *Foundations of Care* and *A Model Service Delivery System* for use in planning

Executive Director, American Asthma Foundation 2007 – 2008
San Francisco, CA

- Working closely with founding philanthropists, started-up a national foundation to prevent, treat and find the causes of asthma:
 - Worked collaboratively with foundation leadership to develop a vision and strategic plan to lead the organization
 - Worked closely with foundation leadership to raise over \$13 million over a twelve-month period
 - Provided fiscal stewardship to the foundation, including the development of accounting and monthly reporting procedures; filed tax reports
 - Oversaw fundraising planning and implementation, including identifying resource requirements, researching funding sources, establishing strategies to approach donors, preparing written materials and administrating fundraising recommendations

- Directly solicited contributions
- Oversaw the development and implementation of a marketing plan, the design of communication tools and the distribution of promotional materials
- Developed and maintained internal systems to track donor activity, grant-making, financial accountability, human resource management and other systems to ensure a smooth-functioning, legally compliant organization with management controls
- Determined staffing requirements for organizational management and program delivery; recruited and selected employees
- Developed and implemented personnel policies; managed the human resources of the organization including implementing a performance management process for all staff

Associate Executive Director, Jewish Family and Children’s Services of San Francisco, the Peninsula, Marin and Sonoma Counties (JFCS) 1985 – 2006
San Francisco, CA

- For 28 years provided the vision and direction for a large non-profit agency and was instrumental in founding national, statewide and local organizations to improve the lives of children, seniors and their families. Developed pioneering programs that have been replicated around the country; she is one of a handful of leaders who has shaped the family support movement in the U.S.
- Institutional Advancement and Operations:
 - Grew an agency serving 6,000 people a year to 40 programs in five counties serving 55,000 individuals a year and a \$28 million operating budget, in partnership with the Executive Director
 - Provided vision and leadership for business and program development
 - Oversaw fiscal planning and management of programs
 - Created innovative, cutting edge “cradle to grave” programs that have been nationally recognized and replicated
 - Raised over \$20 million annually from fees and contracts
 - Directed internal operations, including responsibility for 800 employees and supervision of executive management staff across 12 offices in five counties; hired and terminated staff
 - Developed relationships with local and national foundations to secure over \$3.5 million dollars in grant awards on an annual basis
 - Set the preconditions for effective fundraising; worked closely with development staff to meet annual fundraising goals
 - Oversaw program evaluation; developed research projects, outcomes-based quality assurance and improvement programs, including benchmarking objectives
 - Worked collaboratively with a 30 member Board of Directors to develop, implement and monitor the agency’s strategic plan and annual work plans
 - Represented the Agency to the community on policy and planning matters

**Interim Executive Director, Rhoda Goldman Plaza
Assisted Living Facility
San Francisco, CA**

2004

- Turnaround of an organization (on Loan from JFCS):
 - Stabilized a \$7 million Jewish housing facility for 155 elderly people in keeping with community expectations and Title XXII regulations
 - Provided a vision for the future, involving residents, the Board of Directors and employees
 - Developed personnel systems; oversaw 150 employees; hired and terminated staff
 - Improved staff morale through team building, open communication and recognition of accomplishments
 - Developed an effective working relationship with the Board of Directors, focused on capacity building, role differentiation, collegiality and common purpose
 - Developed and implemented financial accountability systems, including monthly reports, cash flow and annual projections, reports to bond holders; health, worker's compensation and liability insurance plans; capital expenditures
 - Handed over to incoming Executive Director a fully occupied, strong, accountable organization

Founder and Director, Parents Place

1981 -1985

San Francisco, CA

- Founded and operated one of the first family resource centers in the U.S.
- Developed a vision for a comprehensive, strengths-based system of support for families with young children that has been replicated in over 200 communities

Coordinator, New Parenthood Program

1978 – 1981

San Francisco, CA

Medical Social Worker, Children's Hospital of San Francisco

1974 – 1976

San Francisco, CA

Clinical Social Worker, Jewish Family Services

1970 – 1971

St. Louis, MO

Child Welfare Worker, Division of Welfare, State of Missouri

1969 – 1970

St. Louis, MO

VISTA Volunteer, U. S. Government, East Los Angeles, CA

1968 – 1969

Los Angeles, CA

MAJOR RESEARCH PROJECTS (SAMPLE LIST)

- The Early Childhood Mental Health Project: Child Care Center Consultation in Action, funded by The California Endowment, Marguerite Casey Foundation and the Zellerbach Foundation

- Care for the Elderly: The Effect of Case Management on the Costs of Health Care for Enrollees in Medicare HMOs, funded by the Robert Wood Johnson Foundation
- Social Work Case Management in the Care of Frail Community Dwelling Elderly Persons, funded by the California Healthcare Foundation, the Retirement Research Foundation and the Walter & Evelyn Haas Jr. Fund
- The Schools Partnership Project: A Successful Model Towards Improving School Performance, funded by the Walter and Elise Haas Fund, Crescent Porter Hale Foundation, James Irvine Foundation, Jewish Community Endowment Fund, Walter S. Johnson Foundation, Louis R. Lurie Foundation, San Francisco Foundation, Morris Stulsaft Foundation and the Stuart Foundations

PUBLICATIONS (SAMPLE LIST)

- Draft *Service Delivery Model: Best Practices* for CDCR's Patient Inmates. March 2009
- *Patient-centered Care: Best Practices* for CDCR's Patient Inmates. January 2009
- *Team-based Care: Best Practices* for CDCR's Patient Inmates. January 2009
- *Foundations of Care: Best Practices* for CDCR's Patient Inmates. January 2009
- *Improving Care for Unbefriended Elderly in San Francisco*. BIFOCAL: Bar Associations in Focus on Aging and the Law. April 2006.
- *Seniors ●At ●Home: A Case Management Program for Frail Elders*. Journal of Clinical Outcomes Management, November 2003.
- *The Early Childhood Mental Health Project: Child Care Center Consultation in Action*. March 2003.
- Chad Boulton, MD, Joshua Rassen, MD, Amy Rassen, LCSW, et al: *The Effect of Case Management on the Costs of Health Care for Enrollees in Medicare HMOs*. Journal of the American Geriatric Society, August 2000.
- *Geriatric Training Manual*, 2000.
- *Senior Care Manual*, 2000.
- *Final Report, Schools Partnership Project*. 1992
- *Welfare Reform and Its Impact on JFCS*. 1993
- *Serving the Elderly and Paying for It*. 1994.
- *The State of the Family*. 1990.
- *Strengthening Young Families Manual*. 1987.
- *Briefing Paper: Aging and Long-Term Care for the Elderly*. 1994, 1997, 2000 and 2003
- *Briefing Paper: Status of Children and Families*. 1994, 1997, 2000 and 2003
- *Briefing Paper: Needs of Adults*. 1994, 1997, 2000 and 2003

BOARD AND COMMITTEE MEMBERSHIPS (PARTIAL LIST)

- Northern California Community Loan Fund 2011 - present
- Sour Flour 2010 - present
- Family Support America
 - Board member 1985 - 2003

- Chair 1996 - 1999
 - Treasurer 1993 - 1996
- Family Support California
 - Founding member 1993 - 2003
 - President 1993 - 2001
- In-Home Supportive Services Consortium
 - Board member 2000 - 2008
 - Treasurer 2001 - 2004
 - President 2005 - 2008
- National Steering Committee on Promising Practices 1997 - 2005
- National Friends of Community Based Resources 2002 - 2005
- San Francisco County Medicaid Waivers Committee 2002 - 2004

EDUCATION AND LICENSURE

- Brandeis University, Waltham, Mass., Bachelor of Arts, *cum laude* 1968
- Washington University School of Social Work, St. Louis, Masters of Social Work 1971
- Licensed Clinical Social Worker LCS 4536 1974 – present
- Residential Care Administrator 2006 - present