

Application Form

Profile

Kendra

First Name

Marshall

Last Name

Middle Initial

ome res

Suite or Apt

Antioch

City

CA

State

94509

Postal Code

r mary one

ma res

District Locator Tool

Resident of Supervisorial District:

☒ District 3

Kaiser Permanente

Employer

Project Manager V

Job Title

Length of Employment

22 Years

Do you work in Contra Costa County?

☐ Yes ☒ No

If Yes, in which District do you work?

How long have you lived or worked in Contra Costa County?

48 Years

Are you a veteran of the U.S. Armed Forces?

☐ Yes ☒ No

Board and Interest

Which Boards would you like to apply for?

African American Holistic Wellness and Resource Hub Transitional Community Advisory Board: Submitted

Seat Name

District 3 Representative

Have you ever attended a meeting of the advisory board for which you are applying?

☐ Yes ☒ No

If Yes, how many meetings have you attended?

Education

Select the option that applies to your high school education *

☒ High School Diploma

College/ University A

Name of College Attended

Cogswell University

Degree Type / Course of Study / Major

Masters of Art

Degree Awarded?

☒ Yes ☐ No

College/ University B

Name of College Attended

New England Collage of Business & Finance

Degree Type / Course of Study / Major

Bachelor of Science

Degree Awarded?

☒ Yes ☐ No

College/ University C

Name of College Attended

N/A

Degree Type / Course of Study / Major

Degree Awarded?

☐ Yes ☐ No

Other Trainings & Occupational Licenses

Other Training A

N/A

Certificate Awarded for Training?

☐ Yes ☐ No

Other Training B

Certificate Awarded for Training?

☐ Yes ☐ No

Occupational Licenses Completed:

Qualifications and Volunteer Experience

Please explain why you would like to serve on this particular board, committee, or commission.

I would like to serve on the TCAB because I believe the African American Holistic Wellness and Resource Hub is a critical step toward addressing long standing disparities in our community. As a Contra Costa County resident, I have seen firsthand how gaps in access, representation, and culturally grounded services impact African American families. I want to contribute my lived experience, professional skills, and commitment to equity to help ensure the Hub is built thoughtfully, transparently, and with community voice at the center. Serving on this board would allow me to support a process that uplifts vulnerable African Americans and strengthens the overall well being of our county.

Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)

I am qualified for this appointment because I bring both the lived experience of an African American resident in this county and the professional skills needed to support thoughtful, organized, and community-driven work. I currently serve on two advisory boards at Kaiser Permanente: the Education and Development Advisory Board, which focuses on training, workforce development, and equitable access to learning resources, and the Research and Data Advisory Board, which ensures data accuracy, integrity, and alignment with organizational goals. These roles have strengthened my ability to review criteria, evaluate proposals, collaborate across diverse groups, and support equitable decision-making. I also have a strong background in coordinating complex projects and engaging with stakeholders while keeping processes fair, transparent, and on track. I understand the needs and concerns of our community, and I know how to advocate clearly, collaborate effectively, and keep equity at the center of every decision. My experience, voice, and commitment make me a strong fit for the TCAB.

Would you like to be considered for appointment to other advisory bodies for which you may be qualified?

☒ Yes ☐ No

Do you have any obligations that might affect your attendance at scheduled meetings?

☐ Yes ☒ No

If Yes, please explain:

Are you currently or have you ever been appointed to a Contra Costa County advisory board?

☐ Yes ☒ No

If Yes, please list the Contra Costa County advisory board(s) on which you are currently serving:

If Yes, please also list the Contra Costa County advisory board(s) on which you have previously served:

List any volunteer or community experience, including any advisory boards on which you have served.

I currently serve on two advisory boards at Kaiser Permanente: the Education and Development Advisory Board, which focuses on workforce training and professional development, and the Research and Data Advisory Board, which supports data integrity and evidence-based decision-making. I also volunteered with NODA (No One Dies Alone) through Kaiser Permanente, a program led by the Chaplain's office that provides companionship to indigent, homeless, or unaccompanied patients in their final days so they do not pass away alone. This experience strengthened my compassion, my sense of service, and my commitment to supporting vulnerable individuals with dignity and presence. In addition, I participate in local community engagement efforts within Contra Costa County and take an active interest in initiatives that advance African American wellness, equity, and access to resources. Together, these experiences reflect my dedication to meaningful, community-centered work and my readiness to serve on the TCAB.

Conflict of Interest and Certification

Do you have a familial or financial relationship with a member of the Board of Supervisors? (Please refer to the relationships listed under the "Important Information" section below or Resolution No. 2021/234)

☐ Yes ☒ No

If Yes, please identify the nature of the relationship:

Do you have any financial relationships with the County such as grants, contracts, or other economic relationships?

☐ Yes ☒ No

If Yes, please identify the nature of the relationship:

Please Agree with the Following Statement

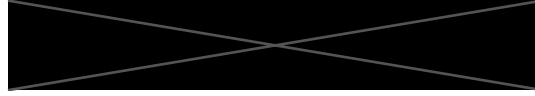
I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and undersand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.

☒ I Agree

Important Information

1. This application and any attachments you provide to it is a public document and is subject to the California Public Records Act (CA Government Code §6250-6270).
2. All members of appointed bodies are required to take the advisory body training provided by Contra Costa County.
3. Members of certain boards, commissions, and committees may be required to: (1) file a Statement of Economic Interest Form also known as a Form 700, and (2) complete the State Ethics Training Course as required by AB 1234.
4. Meetings may be held in various locations and some locations may not be accessible by public transportation.
5. Meeting dates and times are subject to change and may occur up to two (2) days per month.
6. Some boards, committees, or commissions may assign members to subcommittees or work groups which may require an additional commitment of time.
7. As indicated in Board Resolution 2021/234, a person will not be eligible for appointment if he/she is related to a Board of Supervisors' member in any of the following relationships:
 - (1) Mother, father, son, and daughter;
 - (2) Brother, sister, grandmother, grandfather, grandson, and granddaughter;
 - (3) Husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, and stepdaughter;
 - (4) Registered domestic partner, pursuant to California Family Code section 297;
 - (5) The relatives, as defined in 1 and 2 above, for a registered domestic partner;
 - (6) Any person with whom a Board Member shares a financial interest as defined in the Political Reform Act (Gov't Code §87103, Financial Interest), such as a business partner or business associate.

Kendra Marshall, M.A., LSSGB



PROGRAM MAN TRANSFORMATION

IVES | ENTERPRISE

High-performing Project Manager V with over a decade of experience leading large-scale, multi-year initiatives in complex healthcare environments. Trusted by national leadership to deliver programs that align with enterprise goals, enhance patient care, and drive sustainable change. Known for owning the vision and execution of strategic initiatives from inception to impact. Adept at managing cross-functional teams, balancing competing priorities, and building governance structures that scale. Seeking to fully leverage my ability to oversee interconnected projects, align enterprise goals, and deliver transformational outcomes.

CORE COMPETENCIES

- Project Lifecycle Management
- Strategic Planning & Execution
- Change Management & User Adoption
- Healthcare Operations & Delivery Optimization
- Stakeholder Engagement & Communication
- Performance Metrics & Continuous Improvement
- Team Leadership & Cross-Functional Collaboration

PROFESSIONAL EXPERIENCE

Kaiser Permanente - National Patient Care Services

National Project Manager V | Mar 2023 - Present

Enterprise Program Management | National Strategy | Patient Care Optimization

- Serve as a de facto Program Manager, leading multiple interrelated projects under unified strategic initiatives that span clinical operations, digital health, and patient engagement.
- Develop and maintain enterprise-level roadmaps, managing dependencies, risks, and timelines across national workstreams and functions.

- Coordinate with executive sponsors and advisory groups to ensure initiatives are resourced, governed, and aligned with organizational transformation priorities.
- Design and implement change management frameworks to ensure stakeholder readiness, adoption, and sustained impact across diverse regions.
- Own communication strategy and performance reporting across workstreams, aligning project teams and leadership around shared metrics of success.

**Kaiser Permanente - Office of Labor Management Partnership
Regional Senior Consultant | May 2018 - Mar 2023**

Program Consulting | Labor Relations | Continuous Improvement

- Directed multi-site programs and operational initiatives that supported labor-management relations and improved workforce engagement.
- Designed executive-level proposals and strategic plans that addressed region-wide challenges and aligned with national priorities.
- Managed end-to-end program execution including resource planning, cross-functional team leadership, and change readiness assessments.
- Led research and data analysis initiatives, transforming insights into actionable strategies that improved cost efficiency and staff satisfaction.

Kaiser Permanente - Regional Float Pool

Administrative Services Supervisor | Apr 2017 - May 2018

Workforce Management | Operations Oversight | Service Delivery

- Supervised a decentralized team across three locations, ensuring consistent delivery of administrative services including communications, training, and scheduling.
- Standardized workflows and optimized staff allocation, reducing service inconsistencies and increasing operational agility.
- Handled all aspects of personnel management including hiring, evaluations, and team development.

Kaiser Permanente - Staffing/Payroll & Scheduling Office

Administrative Services Supervisor | Jun 2015 - Apr 2017

Staffing Strategy | Payroll Operations | Process Efficiency

- Oversaw staffing, scheduling, and payroll for 30+ labor employees, ensuring operational accuracy and regulatory compliance.
- Identified and implemented process improvements that enhanced accuracy, reduced rework, and streamlined operations.

Kaiser Permanente - Building Support Services

Decommissioning Project Manager (Temporary) | Jul 2014 - Jun 2015

Asset Integrity | Facility Lifecycle Management

- Directed decommissioning programs for healthcare facilities, ensuring safe and compliant closure of assets across the region.
- Managed budgets, schedules, and cross-functional teams to deliver projects on time and within budget.

Project Manager II (Temporary) | Jul 2012 - Jul 2014

Workplace Safety | Emergency Management | Facility Ops

- Delivered complex projects for EH&S, emergency management, and facilities, collaborating with technical consultants and internal teams.
- Oversaw full project lifecycle—from concept through implementation—driving risk mitigation and program alignment with strategic goals.

EDUCATION & CERTIFICATIONS

Cogswell University

Master of Arts, Innovation and Entrepreneurship (2020) - *Cum Laude*

New England College of Business - National Graduate School

Bachelor of Science, Quality Management (2017)

Lean Six Sigma Green Belt Certification (2017)