
IMPACT REPORT | 2023

Delivering on the PACE Promise



Making the Lives of Seniors in the East Bay Better



CEI Charter

It's important to know where you are going and what you are creating. In 2023, Center for Elders' Independence put together a charter to expand on our mission and declare the future of CEI. These charter statements are our guiding lights as we continue moving forward, innovating and leading the way. Join us in creating something wonderful.

WE ARE PASSIONATELY DEDICATED to supporting the health, dignity, and quality of life for all older adults in our community.

OUR PARTICIPANTS CAN RELY ON US to deliver on our care promises at all times.

WE HONOR OUR WORD. We make things happen.

WE ARE COMMUNITY LEADERS who are inspired to make life better for our neighbors.

WE STAND FOR ACCESS to affordable, comprehensive social and medical care for all seniors and fiercely advocate for healthcare equity.

WE VALUE OUR TEAM as highly skilled healthcare champions. Together, we collaborate to impact lives by delivering what matters most to those we serve.

WE ARE AN EXEMPLARY AND INNOVATIVE care system that addresses the complex medical and social needs of seniors, allowing them to live at home.

WE EMPOWER self-expression, creativity, and fun.

TO ENSURE OUR MISSION ENDURES, we are responsible stewards of our resources.

WE PROVIDE fulfilling and meaningful career opportunities that support our neighbors.

WE ARE A DIVERSE AND INCLUSIVE ORGANIZATION, reflective of our community. We bring our humanity, respective cultures, and life experiences to our work.

WE ARE COMMITTED to the neighborhoods we serve and are catalysts for dynamic connections with caregivers, benefactors, volunteers, and other community partners.



CENTER FOR ELDERS'
independence

Your life just got better

Standing Strong

The PACE model of care makes a significant difference for elders, their families and our communities. No doubt about it. We hear and see those differences daily as we are honored and privileged to make the lives of seniors in the East Bay better.

Taking a stand takes vision and the support of many people to see that vision come to fruition. I take a strong stand for access to PACE healthcare for as many seniors as possible. Many people at CEI and throughout the community share this stand.

As you read through this 2023 Annual Impact Report, you'll get a small glimpse of the amazing work that happens within our doors.



I couldn't be more proud of our incredibly dedicated and committed team members.

Part of delivering on the PACE Promise means expanding access to PACE within our service area in Alameda and Contra Costa Counties. We have two new locations under construction. The need is great and Center for Elders' Independence is perfectly poised to meet that need. By expanding now, we will be able to address many needs of seniors for generations to come. The over-85 population in the East Bay is expected to grow by 485% by 2050. We will be there to serve those seniors.

To help us prepare, we looked to best practices of other healthcare companies and implemented numerous innovative systems that allow us to scale and grow. CEI now has a thriving collaboration platform to connect with all team members. We are hiring for growth and have reached a milestone of 400 employees.

The Charter, as shown on the previous page, is our guiding set of principles as we set strategic goals for everyone at every level. Some goals are aspirational while others are very measurable and tactical. With these goals, our stand for easy access to PACE healthcare for seniors will continue to be strong and become a beacon for those in need.

I humbly thank you for joining me on this journey as we stand together in support of all older adults.

Respectfully,

A handwritten signature in blue ink, appearing to read 'Maria E. Zamora'.

Maria E. Zamora, MBA
President and Chief Executive Officer

PACE—The Gold Standard of Senior Care

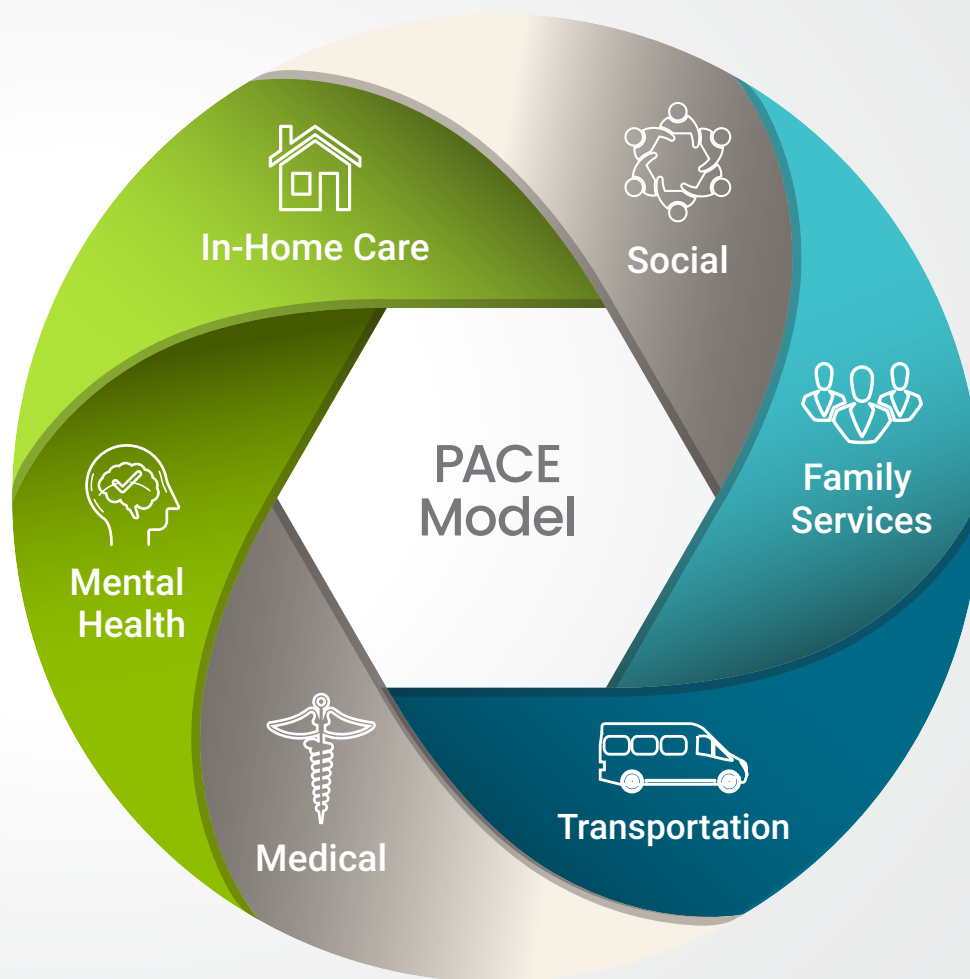
PACE—the “Program of All-inclusive Care for the Elderly” is called the Gold Standard* of Senior Care for a reason. It works. And it works well for older adults with many health challenges who want to continue living at home.

PACE is a comprehensive healthcare program for people 55 years of age or older. It delivers robustly coordinated whole person care with high-touch, highly qualified and engaged teams who have expertise in senior care. There are 155 PACE programs throughout 32 states nationwide.

The comprehensive services are all encompassing. Ranging from medical care to home care, from meals to transportation, from social activities to intensive rehab, PACE puts participants at the center by determining what matters most to them.

Care plans are fully customized and individually developed with the participant and an entire team of senior-care experts who bring their expertise to the table.

Here, we highlight a few of the amazing stories of the specialized care teams getting creative to solve the complex problems and challenges that might show up in the life of an older adult. PACE providers have the flexibility built into the program, blending traditional and non-traditional ways of delivering care services to participants. It's all part of our stand for healthcare equity and easy access to much needed services.



**According to the American Society on Aging.*

Delivering What Matters Most to Participants

Here at CEI, we are deeply committed to providing everything we can to help people live their lives the way they wish. Values and goals of every person cared for by CEI are explored, documented and thoroughly guide every care decision, ensuring that the right approach matches their most important goals.

With PACE, it all starts with Participant, not Patient

Participants are in charge of developing their own care and treatment plans based on What Matters Most to them. It's not only about disease management. It's about optimizing available care based on the individual's needs and desires as a whole person. It means providing high quality care for the highest quality of life possible focused on the things that are most important.

When a person has limited life expectancy, going to various medical appointments or spending time at the hospital for expensive tests may not be as beneficial as it would be for a much younger person. Those treatments may be unnecessary and actually cause more harm than good, especially if a person has limited time.

For many elders, being at home and being in control of their lives in their community is what matters most. Being able to connect and spend time with friends and family is incredibly important. CEI and PACE supports them to thrive at home and at the PACE centers.

Following National Best Practices

CEI strives to elevate the best care possible for all elders. CEI Leadership looks to other healthcare systems for best practices and tools to incorporate What Matters Most in a very thoughtful,



culturally sensitive way. Participants at CEI are vastly diverse in heritage, life experience, education and language. What Matters Most to one person could be different than for another, based on their own personal values and goals.

Systems are in place to capture these goals and focus all providers of care to assist in executing the customized care plans for each individual. Team meetings start with sharing What Matters Most to that participant so that care decisions support those goals and values.

What Matters Most is the foundation of all care here at Center for Elders' Independence in delivering the highest quality care PACE can offer.

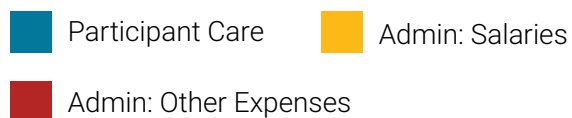
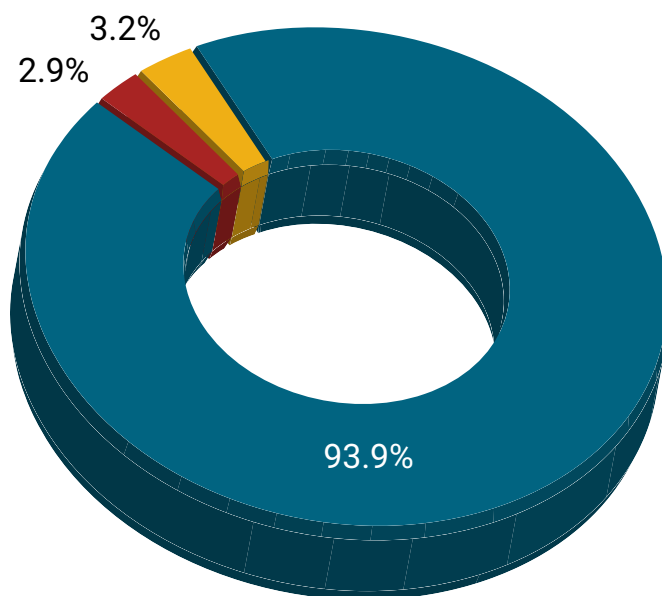
Participant Care Gets Close to 94% of our Funds!

To ensure our mission endures, we are responsible stewards of our resources.

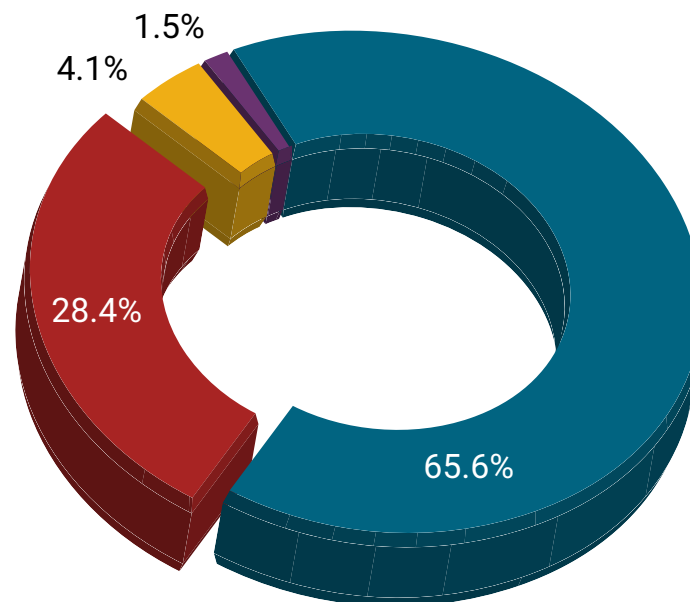
Taking fiscal and financial responsibility to heart, Center for Elders' Independence is proud to be a nonprofit senior healthcare PACE program that directs close to 94% of funding towards the direct and immediate care of participants.

We work very hard to maximize every dollar entrusted to us, whether from Medicare, Medi-Cal or direct donations.

EXPENDITURES



INCOME SOURCES



Direct Care Delivered

We are passionately dedicated to supporting the health, dignity and quality of life for all older adults in our community.

Having a high quality of life means different things to each of us. For elders, this could range from having help at home to prep meals or run the dishwasher to working with a physical therapist three days a week to build strength after a medical event. Bus rides to the centers for a hot meal, group exercise, and to see their doctor make a profound difference for a senior and their family. CEI participants interact with close to a dozen team members on a regular basis and they can rely on us every day to deliver on our care promises to help them flourish and enjoy a high quality of life.



DOCTOR VISITS: 7,175



DAY CENTER VISITS: 52,954



**OCCUPATIONAL THERAPY
VISITS: 3,055**



MEALS SERVED: 50,669



VAN/BUS RIDES: 103,192



PHYSICAL THERAPY VISITS: 5,956

Highlights of 2023

Being Community Leaders and Catalysts
for Dynamic Connections

BREAKING GROUND TWICE

CEI hosted groundbreaking ceremonies to celebrate the two new locations going under construction. The Tri-Valley groundbreaking in Livermore welcomed local elected officials and community members in late June. For West Contra Costa County in El Sobrante, the groundbreaking was in early November and welcomed local elected officials from around the county. Both locations will give seniors much easier access to greatly needed medical, social, and day center services.

WALKING TO HONOR & SUPPORT

Many of our participants suffer from various forms of dementia, including Alzheimer's. To honor and support them and to help discover a possible cure, team members from across CEI walked in October at the annual Walk to End Alzheimer's fundraiser. Close to 35 people represented CEI at Bishop Ranch in San Ramon to raise money to support the great work of the Alzheimer's Association.

NPA NATIONAL CONFERENCE PRESENTATIONS

CEI was honored to present at the National PACE Association National Conference in September. Director of Transportation John Byers shared successes in developing his transportation team members to higher levels of performance and accountability. President & CEO Maria Zamora, CFO Laurie Holden, CHRO Bob Scott and Senior Director of Clinical Services Ailanis Wiebe spoke together on "Setting the Stage for Growth and Innovation."



IPAD CLASSES REACH MILESTONE

During the pandemic, CEI began teaching participants how to use an iPad and the internet to stay connected to their friends, family and healthcare professionals. Graduating seniors earn a brand new iPad to keep as their gift for completing the 8-hour curriculum. As of December 2023, close to 400 seniors graduated from the course and are well on their way to enjoying everything the internet offers.

CEI AND FEMA HOST EMERGENCY PREPAREDNESS EVENT

In celebration of September's National Preparedness Month and National PACE Month, CEI and FEMA co-hosted GoldenReady: Preparedness Forum For Older Adults at the California Endowment on September 12, 2023.

Participants from CEI, along with other older adults and Oakland residents, attended the forum in person and virtually. The three-hour forum included a resource room and talks on cybersecurity for seniors, planning for healthcare needs and disaster preparedness.

SERVING 700 THROUGH HCBA PROGRAM

The Home & Community Based Alternatives (HCBA) Waiver Program serves people of all ages who have complex chronic illness, are mobility dependent, need feeding tubes or suffered severe head or spinal injuries. They could also have profound developmental delays and need much support to live. CEI is proud to be the HCBA agency for both Alameda and Contra Costa Counties. CEI manages a wide range of direct and indirect care services such as private duty nursing, case management, respite periods for family and adapting home environments to accommodate the person's needed support. Currently, there are close to 700 active HCBA participants and a staff of 17.



Delivering Healthcare Equity

We stand for access to affordable, comprehensive social and medical care for all seniors and fiercely advocate for healthcare equity.

Health equity is achieved when everyone has a fair and just opportunity to attain their highest level of health. CEI welcomes the most vulnerable seniors: aged, low-income, people of color with complex medical needs – people who often experience barriers to getting good healthcare.

According to the California Health Care Foundation’s 2023 Latino/x Health Care Priorities and Experiences survey, “Spanish-speaking Californians are less likely to say they have a primary care physician than English speakers (71% vs. 85%).” Despite being the largest ethnic group in California, Latino/x people are not well represented in healthcare systems. Only 6% of all California physicians are Latino/x.

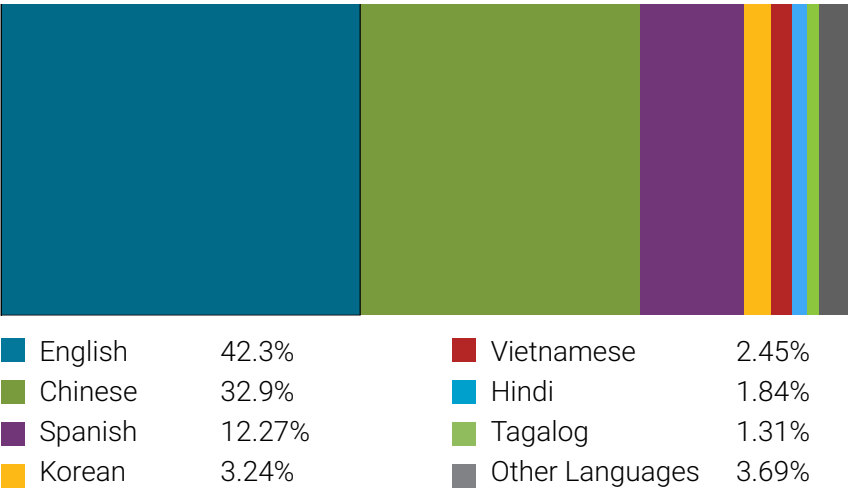
Language accommodation is essential in order to be inclusive in our diverse world.

Additional studies show that while Black people have strong intentions about their healthcare, they are not taken seriously by healthcare professionals, who are generally English-speaking white men. Almost one-third of Black Californians surveyed reported they experience unfair treatment because of their race or ethnicity. That number goes up to nearly half if the person faces mental health challenges (47%), is LGBTQIA+ (43%), disabled (40%) or female (40%).*

We take great satisfaction in changing this experience for CEI participants.

We Provide Care in a Participant’s Language of Choice

Over 57% of current participants need care in a language other than English.



Language accommodation is essential in order to be inclusive in our diverse world. We regularly translate printed materials in six languages as well as provide free interpretation services for all kinds of interactions with our staff. We offer audio, video and in-person interpretation services depending upon the services and care needed.

Meeting Diverse Needs

While others may shy away from diversity, CEI embraces it. Nearly 78% of our team members are non-white and we mandate implicit bias training for all direct care positions. We celebrate the hundreds of backgrounds, races and traditions coming through our doors every day and honor their lived experience. Everyone truly is welcomed, supported and cared for here.

*Listening to Black Californians, California Health Care Foundation survey, 2022.

Our Commitment Makes a Profound Difference

For a Black man, getting healthcare is challenging. Before coming to CEI, Mr. Tillman didn't really trust medical providers as he wasn't taken seriously about the pain he experienced in his left leg. He had to convince the doctors that amputation was the right choice for his overall health. Even though he was missing much of his left leg, it took his previous healthcare company over 2.5 years to get him a manual wheelchair. The manual wheelchair was extremely difficult for him to maneuver, so shortly after joining CEI, Mr. Tillman received an electric wheelchair, making it super easy to get around. "I have improved. I do everything. I clean. I do my laundry. I take care of myself. I do everything I need to do," shared the 69-year-old. "I'm deeply grateful to PACE."

Speaking someone's native language really makes a difference in getting high quality healthcare. At her previous clinic, Ms. Lopez couldn't communicate with the doctor or the nurse as no one there spoke Spanish and Ms. Lopez only speaks Spanish. Her blood sugar was always too high and she was at high risk of developing Type 2 diabetes. About a year ago, her doctor referred her to CEI PACE, as we could offer her far more services in her language. Now, her blood sugar is normal. Instead of taking insulin daily, she only takes it once every two weeks. She also decreased her daily Metformin dose. The doctors give her confidence that she can control her blood sugar well. She gives CEI a 10 out of 10!

CEI has been committed to full self-expression for many years. When Mr. Wolf shared that he wanted to transition from female to male for as long as he could remember, CEI started helping him make that transition. After a number of years adjusting to hormones and additional therapies, Mr. Wolf is preparing for surgery to finalize the transition. "I've been battling depression all of my life since asking Santa to be a cowboy when I was five years old. This final piece will make a difference for my life," he said. "Without CEI, it would be impossible for me. They opened the doors for me. I'm living my true self now. I'm 90% whole and the surgery will make it complete."

"I have improved. I take care of myself. I do everything I need to do. I'm deeply grateful to PACE."



Mr. Tillman is deeply grateful to PACE.



Ms. Lopez gives CEI 10 out of 10!



Mr. Wolf now lives his true self.

Celebrating Cultural Diversity

At Center of Elders' Independence, we embrace the rich tapestry of our community. Our participants and staff come from all over the world and speak many languages. Sharing our culture of origin and celebrating our history and diversity is something we all enjoy.

Inclusivity and accessibility are fundamental to promoting social engagement, emotional well-being and a sense of belonging. We want everyone to feel at home.

This year's summer picnics honored everyone's cultural heritage with flags, dress, and music. These celebrations brought the participants together outdoors to smile and laugh while enjoying being at the park.





In-House Participant Care Expands

More On-Site Services Gives Time Back

To give easier access to dental, eye and hearing care services along with professional foot care, CEI now offers these key services directly at the centers instead of different “out-of-house” locations.

This provides many benefits to participants including:

- Easier accessibility
- More appointments
- Quicker care
- Shorter wait times
- Fewer transportation trips

Beginning in May 2023, dental services are now offered five times a week to accommodate the high demand. Eye care appointments expanded to 4 times a week in July 2023 and in October 2023, hearing care is offered one day a week after starting out with twice a month. Foot care is also very important for seniors and this service is also offered at the centers. This year alone, over 3,600 appointments happened on site. We are proud to bring in these additional high quality care services, giving PACE participants quicker and easier access to all-inclusive healthcare.



Caring for the Spirit

All-inclusive care for seniors and their families includes caring for the spirit, soul and heart. CEI is proud to have two chaplains who care for participants.

In the process of aging, many people go through transitions and the chaplains help facilitate these shifts through rituals, memorial services, spirituality groups, and one-on-one consultations. Spiritual care is integrated into PACE healthcare, as it has an impact on overall mental wellness. Chaplain Mi Chun says the bulk of the work is “being available in those delicate moments of need.”

Of all age groups, the senior population is the one with the highest rate of religious affiliation and spiritual practice. One study* attaches the role of spirituality to the aging process and management of chronic disease. Spiritual care becomes a resource used for participants, creating positive impact on quality of life and well-being.

“Loss is a part of daily life as we age. We lose parts of ourselves—our loved ones, physical health, memory, and self-understanding,” Mi continues. “But when faced with honest attention, loss can teach us how to go deeper and connect to our true essence. It is fascinating to work with older adults with all the layers of human experience they carry in their minds and bodies.”

*When faced with honest attention,
loss can teach us how to go deeper
and connect to our true essence.*

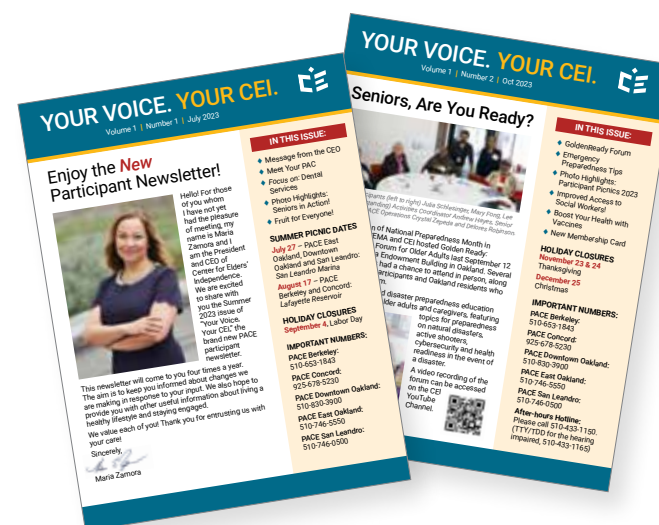


* Spirituality and Quality of Life in Older Adults: A Path Analysis Model by Sara Lima, BMC Geriatrics, 2020.

“Your Voice, Your CEI” Newsletter

At CEI, we understand the importance of providing personalized and exceptional healthcare to older adults. To track and improve the quality of the participant experience, CEI takes suggestions from the Participant Advisory Committee (PAC). Consisting of dedicated senior participants across the five centers, the PAC plays a pivotal role in shaping and improving our healthcare model.

Entitled “Your Voice, Your CEI,” the participant newsletter was created to communicate the changes CEI is making, sometimes directly attributable to feedback from the Participant Advisory Committee. Published quarterly, the newsletter offers CEI news, health education and resources valuable to seniors. The newsletter fosters a sense of community, as it often features profiles and photos of participants enjoying CEI activities.



Walking Tall: Celebrating 18 Years of Resilience and Triumph at PACE

Sophia Edmonson recently marked her 75th birthday at PACE Berkeley while surrounded by her center friends and her CEI support team. The significance of this event goes beyond the candles on the cake.

Back in 2005, Sophia was living alone in Berkeley when she slipped in the bathroom and lost consciousness. It was a three-hour wait before a neighbor found her and rushed her to the hospital to receive treatment. Her spine was injured in the accident, leaving her without the ability to walk. Having no immediate family to support her, she decided to enroll in PACE. Now one of CEI's longest PACE participants at 18 years, Sophia is grateful for every team member who has contributed to her road to recovery and enhanced her quality of life.

Sophia shares, "Every week, I would come to the Berkeley center and see my physical therapist Esther for exercises. I really had to learn how to walk again. I would eat my meals at the center and then have my medical check-up all in the same place. The PACE vans picked me up and brought me home."

Determined to recover, Sophia embraced physical therapy and rehabilitation, taking one step at a time, quite literally. The progress was slow and often challenging, but Sophia never gave up. Today, she walks with the support of a cane and still lives by herself independently.

"The 18 years have flown by," Sophia says as she reflects on her journey. "Everyone feels like family here. I have made many good friends over the years. Some have passed away already, but I cherish all of them for helping me stay active and happy."

At CEI, we celebrate the enduring spirit of resilience and the bright futures that await Sophia and all PACE participants.



At CEI, we celebrate the enduring spirit of resilience and the bright futures that await Sophia and all PACE participants.



It's always a happy reunion at the rehab gym when Sophia and Rehab Supervisor Esther Akiba meet. They have worked together countless of hours over the past 18 years.

Sophia shares a photo of her 27-year-old self. "Life goes by fast! Live well and cherish those memories!"



Thank you to everyone who supports the important work of the CEI Foundation. Your donations make a profound difference in the daily lives of seniors and our team members. I'm proud to help seniors in this most impactful way.

Tom Hyland

Tom Hyland
Executive Director, CEI Foundation

The CEI Foundation offers five funds for empowerment to ensure the older adults we serve can lead fulfilling, independent lives.

- **THE FUND FOR EXCELLENCE** supports CEI's non-healthcare related expenses, including maintaining our day centers, creating new services, and supporting the CEI-owned transportation fleet.
- **THE HELPING HANDS EMERGENCY ASSISTANCE FUND** serves as a last beacon of support for older adults facing immediate crisis who have exhausted all other means of financial aid.
- **THE MARK ABAR, RN, MEMORIAL SCHOLARSHIP FUND FOR CLINICAL EDUCATION** provides financial assistance to eligible employees pursuing formal education in clinical fields.
- **THE LANGUAGE BRIDGE FUND** invests in tools and translation technology so our diverse staff and participants can communicate with ease and comfort.
- **THE WEBLINKS PROGRAM** consists of a comprehensive eight-hour iPad training course to bridge the digital divide for older adults. Upon graduating from the course, each participant receives an iPad and 24 months of home internet connectivity for those without high-speed internet access in their residence.



PACE Party Roars in the 20s

Held once again in early May 2023, the annual PACE Party is the crown jewel of the CEI Foundation. This annual fundraising event brought together approximately 275 people to show their support for senior healthcare. Partygoers dressed in the style of the Great Gatsby and the Roaring 20s against the backdrop of the art deco surroundings of Uptown Station. The *Cosmo Alleycats* made a return appearance along with a live auction, a raffle, a lifetime achievement award to Flo Raskin, caregiver of the year award to the Luong Family, plus a video of the Luong Family sharing how CEI made a difference in their parents' lives.

Proceeds from the PACE Party were awarded to several funds to ensure continuity of programs, availability of crucial equipment, and support for both staff and participants.

This year, \$180,000 was awarded by the CEI Foundation to:

- WebLinks Program \$80,000
- Language Bridge Fund \$40,000
- Helping Hands Emergency Assistance Fund \$40,000
- Mark Abar, RN, Memorial Scholarship for Clinical Education \$20,000

We thank you for attending and donating at the PACE Party. It's a great opportunity to recognize and showcase the amazing work happening in our centers.

The next PACE Party is scheduled for Thursday, May 2, 2024. Mwark your calendar!



Contributing & Supporting

There are many ways to contribute and support the CEI Foundation's work in caring for the older adults at Center for Elders' Independence. Your financial donations make a real difference as the Foundation augments equipment, education, and services that PACE does not cover. With your help, we can get creative to solve the complex challenges seniors sometimes face. On behalf of the seniors we serve, thank you for your contributions.

How to Support Seniors

To financially support and help expand programs for seniors, you can:



Visit our website: ceifoundation.elders.org to support a specific cause.



Call our Fund Development Department at 510-318-7162 and speak with us directly about your gift.



Mail the enclosed return envelope with your check or credit card information.

Show Your Caregiver Pride!

Wear this Caregiver Pride pin to show your support for caregivers. To receive one for free, scan the QR code and complete the request form. A pin will be mailed directly to you.



VOLUNTEER, JOIN OR ADVOCATE

Getting involved can be a one-time activity or a monthly commitment if you wish to contribute your time.

Volunteering in our social day centers is a fun way to engage with seniors and share your talents. We look for people who can lead a group in an art project, an exercise class or bring your own skills and hobbies to share with participants. We are really interested in English speaking lessons. Visit our website to inquire or visit a center near you to speak with the center director.

Community organizations can also be involved by hosting fundraising activities on our behalf. Joining the Board of Trustees is another way to serve, as well as helping with various events throughout the year.

Finally, advocating for seniors at a local, state or federal level shows elected officials that seniors matter. Reach out to our director of government affairs for details.

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*"Because we are
all caregivers."*

Playing Poker Raises \$40,000

People from around the Bay Area came together to sit at card tables to play Texas Hold 'Em Poker to support the opening of the upcoming Tri-Valley location in Livermore. Wiletta Strong was the champion out of nearly 150 players at the CEI Foundation's first ever poker tournament, held in August 2023. Over \$40,000 was raised to help furnish and equip the new location slated to open in late spring 2024. Many hundreds of seniors will benefit from the Tri-Valley location now and far into the future who live in the Livermore, Dublin, Pleasanton and San Ramon areas.



The People Who Make it Happen

January 1, 2023 – December 31, 2023

✦ CEI Team Member

\$25,000 & Above

Contra Costa County
Transportation Authority
Kaiser Permanente

\$10,000 to \$24,999

Dr. David Anderson
& Beichen Li
California Health Care
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Gloria & Eddington Lee
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LifeLong Medical Care
Mechanics Bank
Proco Insurance Services
Florence & Paul Raskin
Rossi Builders
Robert Scott ✦
VisibilEDI, Inc.

\$1,000 to \$2,499

AARP
Bishop Ranch
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\$500-\$999

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Malaika Stoll
Andre Taylor
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\$250-\$499

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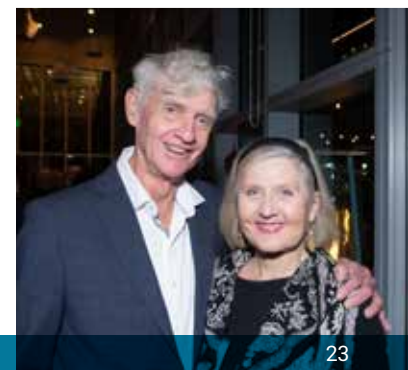
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(Continued on next page)



HOLIDAY TOAST

Shimmering lights, heartfelt laughter and the spirit of gratitude filled the air at our annual Reception and Holiday Toast event, attended by our dedicated donors and supporters.
Here's a toast to the incredible individuals who light up the lives of our participants!



In Honor/Memory of:

All the great staff who have made such a big impact at CEI

by Melanie Antioquia

Mark Abar

by Cielo Tembol

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by Maria Mendez

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by Ralph Banta

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David Howekamp

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My Compassionate Angel
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Kathleen Kimmel

John Kyu Lee

by Yoon Ja Lee

Patricia Masagaya

by Lorenza Delarosa

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by René Lewellyn, MFT

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Naidu Permual

by Naidu, Jane,
& Lauren Permual

Regina Edge Pugh

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by Cynthia Shane Smith

Joanna Kim Selby

by Jackie Selby

Pan Suk Shin

by Duk H. Shin

Jan Eldred & Peter Szutu

by Eddington & Gloria Lee

Linda Trowbridge

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Berkeley, CA 94702
2. PACE Concord
1465 Civic Court
Concord, CA 94520
3. PACE Downtown Oakland
510 17th Street
Oakland, CA 94612
4. PACE East Oakland
7200 Bancroft Avenue, Suite 188
Oakland, CA 94605
5. PACE San Leandro
1850 Fairway Drive
San Leandro, CA 94577

COMING SOON

6. West County
3645 San Pablo Dam Road
El Sobrante, CA 94803
7. Tri Valley
2441 Constitution Drive, Suite A
Livermore, CA 94551

