



GROWING TO MEET THE NEED



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.

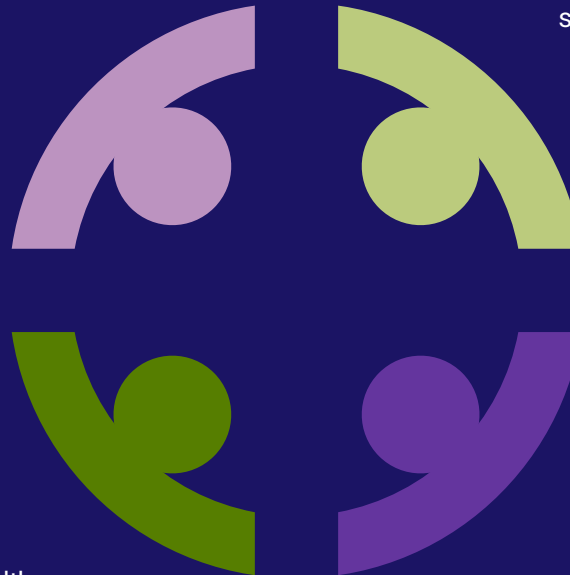
WE EMPOWER self-expression, creativity, and fun.

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.



CEO MESSAGE

Center for Elders' Independence is steadfast in its commitment to serving as many seniors as possible in the San Francisco East Bay Area, as we live through uncertain times. CEI started in 1982, close to 45 years ago, during a time when senior care wasn't a priority. Opening three new PACE Centers this year gave our teams the opportunity to shine like never before and infused our region with hope, optimism, and affirmation that CEI will be here today and in the future to take care of our beloved elders.

We have faced adversity before and came out stronger than ever. CEI will continue to do the needed work and provide the affordable, high-quality care and services our parents, grandparents, friends and neighbors deserve.

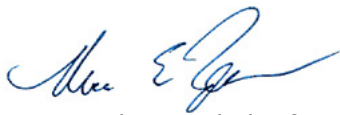
CEI continues to improve our services and their daily delivery to participants. Improvements include getting creative with activities and engagement to using technology to decrease transit times on buses and vans. As we grow, we find it necessary to push ourselves to meet that need, to push boundaries and ask ourselves, "how can we do better?"

I thank each person on my team, from Drivers to Executive Leadership, from Home Care Aides to Clinicians, from Day Center Activity Coordinators to IT and all those not specifically mentioned. It is you who carries out the Charter and the vision of Center for Elders' Independence. It cannot be done without your passion, your commitment, your dedication.

Both CEI and the CEI Foundation are proud of our accomplishments in 2025 and this Annual Impact Report highlights just a few. I hope they give you the same hope and optimism we feel for our future.

Thank you and enjoy.

Warmly,
Maria E. Zamora, MBA



President and Chief Executive Officer



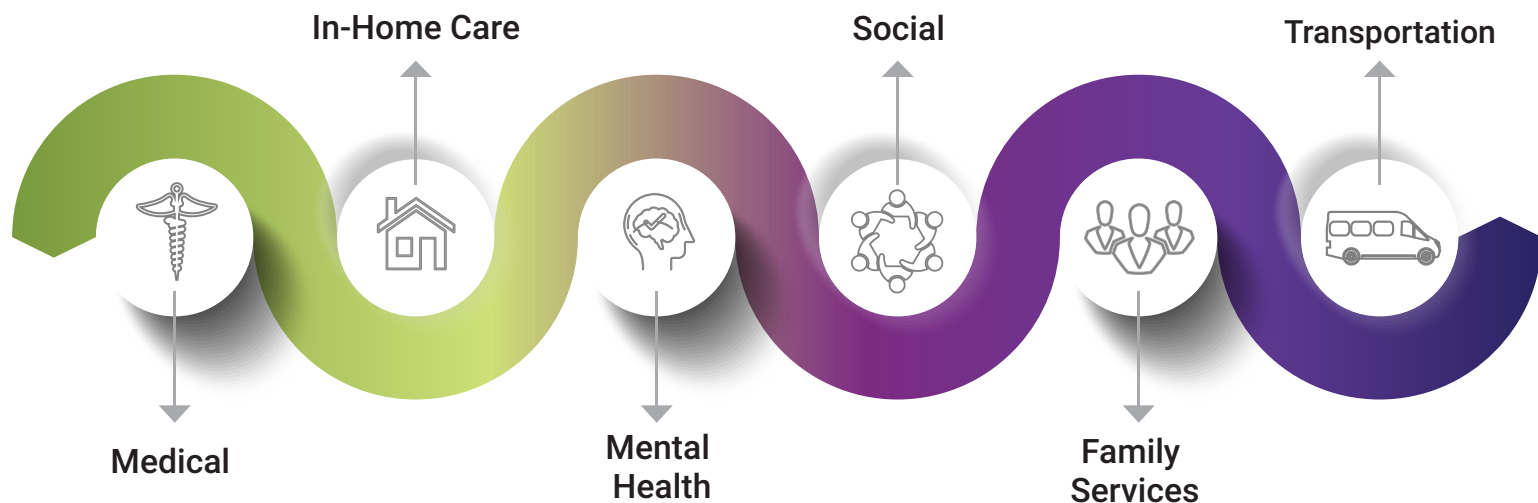
WHAT IS PACE?

PACE, Program of All-Inclusive Care for the Elderly, is a comprehensive healthcare program only for people over the age of 55 who face health challenges. PACE offers so much more than simple medical care.

With Center for Elders' Independence PACE, older adults get wrap-around senior healthcare services. All healthcare, home care and other services are coordinated in one place by senior healthcare professionals.

- Primary care providers that specialize in caring for only seniors
- Specialists (many specialists are in our network)
- Medical appointment management
- Door-to-door transportation
- Nursing care—both in the PACE clinic and in-home
- Prescription medications delivered
- Outpatient labs, blood tests and X-rays
- Dentistry, optometry, audiology, podiatry and psychiatry
- Licensed, educated in-home clinicians and certified nursing assistants (CNAs)
- Wheelchairs, walkers and other durable medical equipment
- Physical, occupational, speech and mental health therapy
- Emergency care, hospitalization
- A senior rehab gym
- Activities, exercise classes and social engagement programs in the day center
- Hot meals, nutritional counseling and if needed, meal home delivery

As you can see, CEI PACE healthcare provides comprehensive, high-touch, high-quality care. In this report, we will highlight the impact CEI has made in the past year on the lives of seniors.





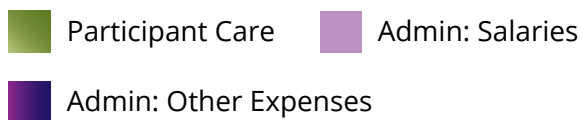
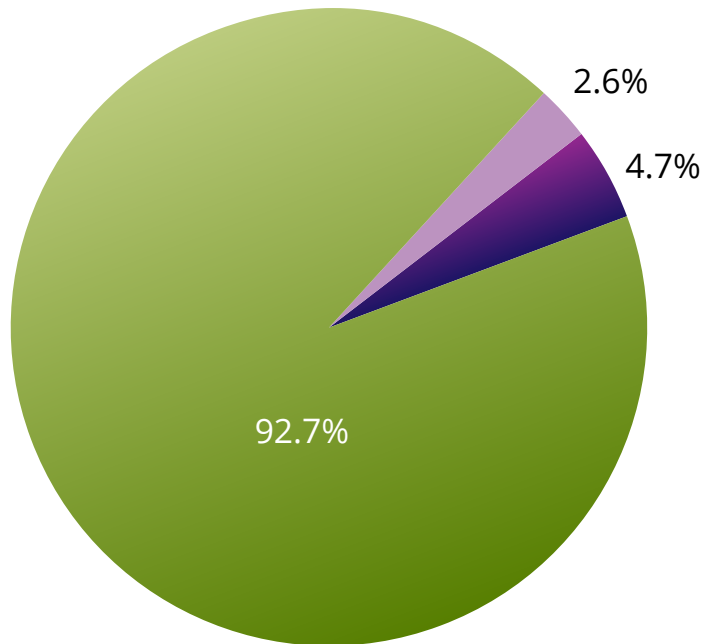
FISCAL STEWARDSHIP

Over **92%** of funding is spent on direct care of participants.

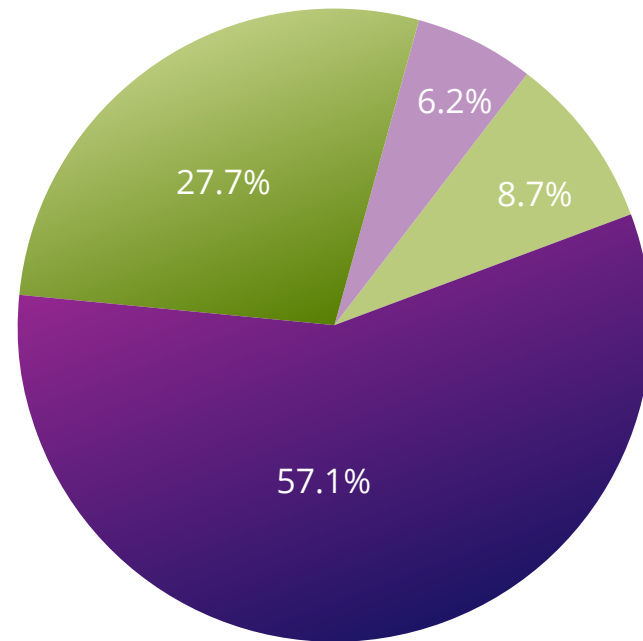
Center for Elders' Independence is funded by Medicare at the federal level and Medi-Cal at the state level. Unlike traditional Medicare plans, CEI PACE is a capitated program, where CEI is paid a flat rate per person rather than payment for individual services. This allows CEI to provide what an older adult needs according to their individual care plan. Being paid like this make PACE incredibly unique. Our focus is on coordinating healthcare services to drive better, stronger health outcomes, eliminating fragmented care.

Funding covers PACE required services ranging from transportation and meals to day center activities and medical care. As long as someone is enrolled in the program, they receive any and all services they need, up to and including end-of-life care.

EXPENDITURES



INCOME SOURCES



Extensive Care Makes a Difference

CEI participants interact with more than 10 PACE team members on a regular basis from their home care personal care attendant to their physician or nurse practitioner; from their social worker to the center director; from their activities coordinator to their physical therapist. Wrap-around services are exactly that, through the power of the PACE program. Whether it is help inside the home or making new friends at the center, East Bay older adults blossom with the keen attention and care at CEI. PACE delivers results every day, making a huge difference in seniors' lives.

With everything in one location, participants gain the time to build friendships, enjoy various engaging activities and have the freedom to be themselves. PACE is convenient access to many services under one roof. These services such as activities, visiting the clinic, or working on physical strength, allow seniors to grow in their health and vitality without the hassle of going from one place to another place.



Doctor Visits:
9,343



Meals Served:
78,585



Transportation Trips:
171,849



Day Center Attendance:
80,226



Physical Therapy Sessions: 6,018



Occupational Therapy Sessions: 4,288



INCREASING NEED

More Seniors Need Access to PACE Services

Center for Elders' Independence serves both Alameda and Contra Costa Counties in the San Francisco East Bay. According to the California Department of Aging and the 2020 profile of older adults, both counties will see significant growth in the elder population by 2040, which is just 15 short years away. For Alameda County, 31% of the population will be aged 60 and older and for Contra Costa County, 32% of the population will be aged 60 and older. This is an increase of 11% and 9% respectively. As the populations becomes older, the need for senior services will only increase.

To prepare for this increased need now and in the future, in 2022 CEI looked at current facilities and realized that two PACE centers

were bursting at the seams and began the search for larger locations and in areas that are underserved. It was decided to move PACE Berkeley and PACE Downtown Oakland into new locations and open a location in Livermore. In May 2025, Center for Elders' Independence opened three new PACE centers with grand opening celebrations in July and August.

CEI participants greatly appreciate the new, larger spaces. Rose Usher, a PACE West County participant, expresses it well: "Oh, I love it, because accessibility is a hundred percent better. Everything is accessible and enjoyable. And I can move around by myself." This speaks to the independence that seniors want and need, even when they are in a wheelchair.



Growing Every Month

This past year has seen considerable growth in the number of participants enrolled in Center for Elders' Independence's PACE Program. In January, there were 1,284 participants and now in December, there are 1,555. This is 17.4% growth in just one year.

CEI Leadership has been clear—expanding locations isn't just about growth. It's about meeting the large need for senior healthcare services while honoring the lives, resilience, and the contributions of East Bay seniors.

"These centers are for every older adult in the community who wants to age with dignity, in the comfort of their own home. We are honored to serve you, proud to be part of this community, and excited for what lies ahead. Welcome home."

— Maria Zamora, CEO

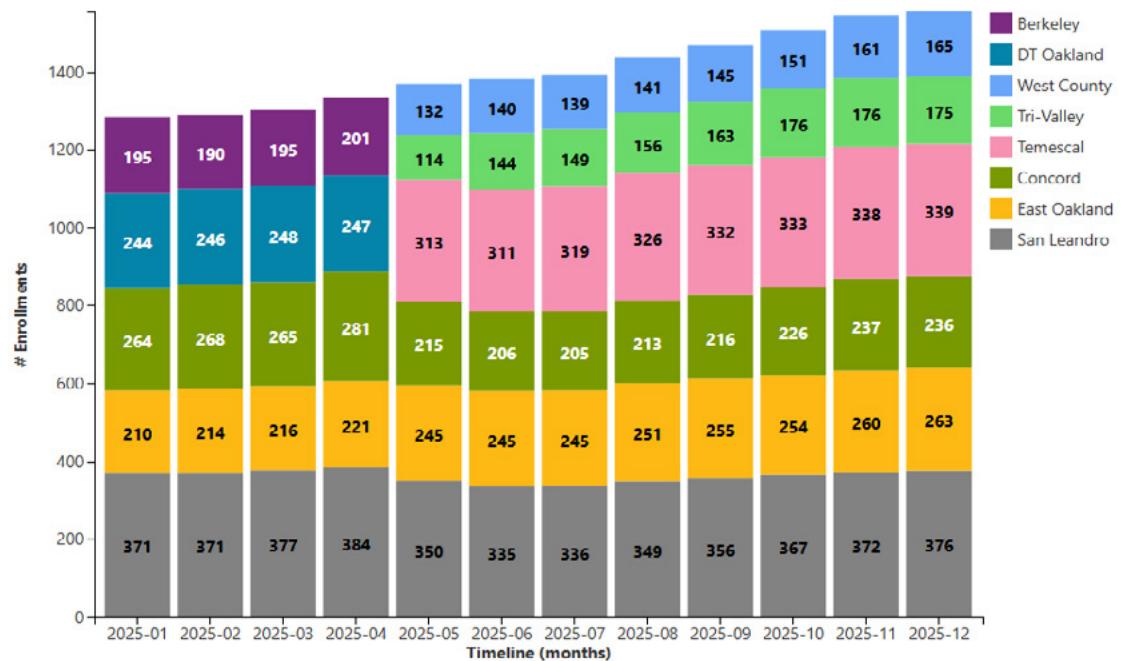
CEI Participant Demographics

CEI participants are very diverse in race, age, and language. They speak over 30 different languages and come from just as many countries and backgrounds. Ages range from 55, which is the minimum age to enroll, to 102 years old. Approximately 42% of participants are over 80.

THE TOP 5 LANGUAGES SPOKEN ARE:

- English: 51.20%
- Chinese: 26.09%
- Spanish: 10.61%
- Korean: 2.34%
- Vietnamese: 2.34%

ENROLLMENT BY CENTER



	2025-01	2025-02	2025-03	2025-04	2025-05	2025-06	2025-07	2025-08	2025-09	2025-10	2025-11	2025-12
Total	1284	1289	1301	1334	1369	1381	1393	1436	1467	1507	1544	1554

QUALITY IMPROVEMENTS

Leading with Team Expertise & a Quality Focus

CEI medical providers are leading the way by using a best practice approach focusing on quality and safety to reduce use of potentially dangerous medications, which we know can lead to falls, hospitalizations, long-term care stays or even death.

All of our medical providers (medical doctors and nurse practitioners) have advanced education and specialized experience in caring for elders, with four of our physicians being board certified in geriatrics.

Reducing High Risk Medication Use

CEI medical providers are extremely careful in using high risk medications for older adults. Specifically, these include opiates for pain, sedatives for sleep, and anticholinergic medicines. These medications can often increase the risk for falls and balance issues and/or memory impairment. We avoid them as much as possible, especially for long term use. Rather than rely on these medications, our teams work with our participants to find alternatives to these potentially dangerous medications.

Reducing Unnecessary ER visits

We are incredibly proud of our quality improvement plan to lower the use of these high risk and potentially dangerous medications for our participants. We know that not taking medications as directed is one of the Top 5 reasons elders go to the hospital.

CEI has amongst the lowest hospitalization rates in the nation. We avoided about 10% of those hospitalizations by using Age-Friendly Healthcare practices. Our expert teams pay close attention to the 4Ms (Mentation, Mobility, Medication and Matters Most) when solving the complex medical puzzles of seniors.



Medications Delivered to Their Homes

Another contributing factor is the availability of delivering the right medications to CEI participants. Because there are no additional costs for medication delivery and they arrive right at the participant's home, timely access to helpful medications has improved their compliance.

It all starts with deep education and expert knowledge to ensure our participants receive the highest quality senior healthcare.

Technology to Enhance Participant Experience

With heavy investments in staffing and technology, CEI is deepening its strategic capacity and unifying technology, people and processes across the entire organization. These advances are strengthening CEI's resilience, improving staff and participant experience and positioning the organization for scalable, intelligent growth.

Intelligence and Workflows

CEI developed intelligent automations to streamline data exchange between CRM (Salesforce) and EHR (eClinicalWorks) platforms. Staff members can now deliver faster, safer service delivery as they are freed up from manual coordination. This greatly supports the complex, multi-step processes such as intake, referrals and care coordination. CEI is already applying intelligent automations and data mining to transportation.

Transportation Optimization

For example, transportation delays created frustration for participants and staff, and our team had no insight to predict when or where issues would occur. We addressed it by using data analytics to build a predictive model and a data visualization dashboard that flags upcoming high-risk trips so dispatchers can adjust routes in advance. The outcome has been fewer late pickups and smoother appointments. Teams are thrilled to finally have real-time insight that helps keep participants on schedule.

Clinic Data Intelligence

Recent optimization work within the EHR platform focused on usability, workflows and staff empowerment through redesigned, role-specific training and the automation of routine documentation tasks. These improvements allow primary care providers and clinicians to focus more on participant care while the system intelligently shows relevant data, reducing cognitive load and operational friction.

Other developments are in the works such as real-time connections with pharmacy and diagnostic imaging partners designed to eliminate delays with manual handoffs.

These developments will continue CEI's evolution toward an intelligent, fully connected care environment where insight and action are seamlessly unified creating a culture of foresight to drive efficiency, to improve service quality and to support continuous improvement.



PARTICIPANT PICNICS

A Day of Joy, Connection, and Community

The annual PACE Participant Picnics are some of the most anticipated events of the year—for participants and team members alike. These celebrations take a true all-hands effort, bringing together various departments—Transportation, Activities, Center staff, and Nutrition so participants can enjoy time outdoors—a vital part of staying healthy, socially connected, and engaged.

With the opening of CEI's new centers, many seniors who had been separated by transferring to a new location finally had the chance to reunite with old friends. This year's three picnics brought everyone together: Concord and Tri-Valley gathered in Danville; Temescal and West County met in Richmond; and East Oakland and San Leandro celebrated at the San Leandro Marina.

The theme was costumes, and participants showed up in full spirit—bright, creative, and ready for fun. Activities included chair volleyball, a seated relay race, and frisbee tossing, filling the day with laughter and movement. The CEI team members enjoyed the event just as much as the participants—the joy was truly shared. The photos capture the joy, color, and heart of our CEI community.





CELEBRATION OF LIVES

Remembering, Honoring, and Healing Together

In February 2025, CEI Foundation's sponsorship of the first Celebration of Lives event brought together more than 80 participants, family members, and staff for a meaningful day of remembrance and healing. Led by CEO Maria Zamora and CEI Chaplain Mi Chun, the ceremony celebrated the lives of those who have passed on, while creating space for families and the CEI community to reflect, connect, and support one another.

This community-facing event was made possible through donations to the CEI Foundation's Hope and Healing Fund, which was established to expand emotional and spiritual support for the CEI PACE community. Throughout the year, the Spiritual Care team has also hosted smaller center-based gatherings, offering moments of comfort for both staff and participants.

The Celebration of Lives reaffirmed CEI's deep commitment to caring for the whole person—mind, body, and spirit—and to standing with families during times of grief and transition.



Improving Mental Health

In 2023, California Department of Aging conducted a study regarding depression among older adults and found that 43% reported feeling depressed. Contributing factors include social isolation, physical health challenges, grief and loss, barriers to healthcare, and the negative stigma of needing mental health services. Programs like PACE address many of these factors to reduce depression symptoms.

CEI Social Workers are using a more reliable measure of clinical depression alongside the Age-Friendly Health Initiative. Using improved depression screening tools and conducting annual depression screenings, they are able to provide better and more timely mental health interventions. Our participant screenings occur annually or whenever a participant shows new signs of mental health distress. Follow up consists of a social worker offering behavioral health services, psychotherapy and/or a consultation with a psychiatrist. In addition, one or two times a month, each center conducts psychosocial rounds to track participants who have behavioral health treatment or intervention needs. Over 99% of participants were screened for depression in 2025.

At CEI approximately 150 participants (about 10% of all our participants) receive mental health services and interventions to feel better and reduce their symptoms. These services are provided internally and externally depending upon the participants' needs and specified in their individual care plans. We are finding that medications and psychotherapy are often the best treatment approaches for many people. Especially, for those with dementia, medications and increased center days work best.

Overall, participants receiving services report feeling better and team members notice a decrease in their symptoms.



ACTIVITIES

Engaging through Activities

One of the essential services CEI PACE provides is socialization at each of the six centers. We know that social isolation is detrimental to overall well-being and often leads to depression. PACE day centers focus on being engaged, building friendships, and participating in activities and games. The PACE Activities Department works hard to engage all seniors with a wide range of activities and entertainment by offering many ways to stay mentally and physically active. This can be quite the challenge given the diverse range of languages, ages, tastes and abilities.

Andrew Hayes, Activities Functional Manager, credits the activities team with their creativity to bring new engagement tools to each PACE center. These include games with an occupational therapy focus, targeted complex activities to challenge fine motor skills plus problem solving challenges. These activities engage the brain by building on previous tasks.

Group Engagement Builds Community

Overall, activities are also planned to focus on groups of participants rather than individualized activities. This builds teams, teamwork and communal engagement.

Participants are highly motivated to actively participate in educational, physical, creative, and entertainment activities. They are having more fun with flexible options of table games such as mahjong, dominos and Chinese monopoly as well as afternoon group exercising and dancing.

Throughout next year, the Activities Department is excited for future growth and opportunities to build out more engaging programming as well as increasing community presenters and guests.



VOLUNTEERING IS REWARDING

Meet Deb Weberling: an Illinois native who moved to the Bay Area when she was only 12 years old. Now in her 70s, Deb volunteers several hours every Wednesday at PACE West County. She found Center for Elders' Independence a long time ago when her mother was in the program at CEI's Guardian Adult Day Center first, then as a participant at PACE Berkeley. "CEI is a blessing, and it works well. I was my mother's caregiver for years and when CEI became part of her life, my mother started to have a life outside of the home. She was seen as important, as a person and valuable. I'll always be grateful."



After her mother passed in 2019, Deb started volunteering at PACE Berkeley working closely with both the kitchen and the activities coordinator, Mona Leones. "I help clear plates and bring activities to the

participants. I get to know their likes and dislikes. Most importantly, I get to know them. We've become friends. In addition to my great fondness towards the participants, I feel doubly blessed in being allowed to GIVE BACK to the organization that meant so much to my mom."

Volunteering is not just doing a job for free. "It's very rewarding to watch someone blossom by rekindling an old talent such as painting or needlecrafts. The people here are still bright and helping them find their spark again is really rewarding to me," shared Deb.



PARTICIPANT PROFILE

A Gift of Angels

Ms. Maria Martinez is a bright, happy, 58-year-old woman who loves to smile. She found Center for Elders' Independence in September 2024 when she realized she needed dedicated help to walk properly again. Walking like a robot, Maria lacked strength, balance and feeling in her legs and feet. "Through the grace of God and the angels here, I walk much better now. I'm very happy I can move and walk again!"

Maria attends the PACE San Leandro center multiples times a week for both physical therapy and acupuncture. She calls acupuncturist Camille Schindler an angel for helping Maria with feelings in her feet. After seven months of hard work of exercise and strength training, Maria walks again.

She works out on the bicycle and practices balance on the parallel bars. Although she's not quite strong enough for stairs, she's very happy with her progress thus far. "I don't have very good balance in my legs yet. The right one is okay but the left one needs more work and time. I'm confident I'll get there with the help of the angels here."

Maria also loves to dance and participates in group exercises with her friends. Her joy comes out in her smile as she moves around the day center. "Thank you to everyone here. I came here for help and it worked. Thank you. Thank you. Thank you."

"Thank you to everyone here. I came here for help and it worked. Thank you. Thank you. Thank you."

— Ms. Maria Martinez, 58,
PACE San Leandro Participant





TEXAS INSTRUMENTS

HEALTHCARE FOR SENIORS

CEI
CENTER FOR ELDERLY
INDEPENDENCE
Your life just got better

PACE

drive

Liz Anders Joins CEI Foundation as New Director



Bringing Vision and Vitality to Community Care

The CEI Foundation is proud to welcome Liz Anders as its new Director, ushering in a dynamic era of growth, compassion, and strategic fundraising. With a deep-rooted passion for community support and a proven track record in nonprofit development, Liz brings both heart and expertise to her role. Her leadership is already making waves, with new initiatives and expanded funding streams aimed at enhancing the lives of CEI participants and team members alike.

"I'm passionate about fundraising," Liz shared in a recent interview. "It's about standing behind our participants and acting quickly when they need us

most." Her enthusiasm is matched by a clear vision: to accelerate CEI's strategic goals and fill critical gaps that federal funding cannot reach. The Foundation fills those gaps—stepping in to provide flexible, rapid support where government and traditional systems fall short. "The dollars donors give go directly to participants and to our initiatives in real time," Liz explains.

The CEI Foundation can offer innovative personalized solutions where the PACE organization may not be because of regulatory constraints. For example, the Foundation continues to make a direct impact through its Helping Hands Emergency Fund, which provides urgent financial assistance to participants during a crisis. Liz highlighted the stories of Shannon Hendon and Esterline Ridge Hill, two participants who were at risk of homelessness. Thanks to donor support, the Foundation covered back rent and fees, helping them remain safely housed and treated with dignity.

Looking ahead, Liz envisions a Foundation that is nimble, responsive, and deeply embedded in the lives of those it serves. "We're here to act when others cannot," she said. "Our donors empower us to move quickly, compassionately, and effectively."

With Liz Anders at the helm, the CEI Foundation is poised to expand its reach, deepen its impact, and continue building a community where elders and their caregivers thrive.



PACE PARTY: Your Dollars at Work

This year's PACE Party, held at the historic Rotunda Building in Downtown Oakland in May, delivered both celebration and impact. Thanks to generous community support, the event raised \$150,000, all of which is being invested directly into CEI's transportation system. These funds will purchase three new fully electric, accessible buses and a charging station, thereby modernizing the fleet and improving safe, eco-friendly transportation for participants who rely on CEI to stay active and connected.

The PACE Party also doubled as a celebration for CEI's opening of three new PACE centers in 2025. CEI presented Awards of Recognition to Wendy Peterson, the Director of Senior Services Coalition of Alameda County, for her years of advocacy work for vulnerable seniors. Alameda County Supervisor Elisa Márquez was also recognized for her two decades of dedicated public service. She has been a strong advocate for CEI's efforts to electrify our fleet of buses, championing the initiative at the county level. Thanks in part to her leadership, CEI was awarded a grant from Alameda County to help move this important sustainability effort forward.



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FUTURE DIRECTION

The Future Direction of the CEI Foundation

Looking ahead, the CEI Foundation is positioning itself to meet immediate challenges while building a strong foundation for long-term growth.

In the short term, the CEI Foundation is focused on meeting the moment of uncertainty through fundraising. The Foundation's mission is to respond to changes with care and adaptability, ensuring that participants' needs—beyond what CEI can provide—are met through the generosity of individuals and organizations who share its values.

The CEI Foundation is also transforming how it engages with donors, focusing on building authentic, lasting relationships. By meeting supporters where they are and aligning engagement with their capacity, interests, increasing our media engagement, and impact goals, the Foundation creates a transparent culture. Every contribution strengthens the collective effort to improve the lives of CEI participants.

Over the long term, the CEI Foundation aims to strengthen its role as a trusted and strategic partner to CEI. By broadening and diversifying its network of supporters—including local businesses, community partners, corporate allies, and family philanthropists—the Foundation is laying the groundwork to more fully support CEI's programs and initiatives.

These efforts reflect a broader understanding that time, talent, and treasure each play a vital role in building a community of care. Through thoughtful growth, strategic partnerships, and a deep commitment to community engagement, the CEI Foundation is preparing for a future defined by compassion, adaptability, and collective impact.

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.

Ways to Donate & Support Seniors

Join us in supporting seniors.



Visit the website <https://ceifoundation.elders.org/fund-for-excellence> to donate.



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



Call the CEI Foundation at 510-452-8835 and speak with us directly about your gift. We can facilitate complex donations such as stocks, IRA or Roth distributions, wills or real property.

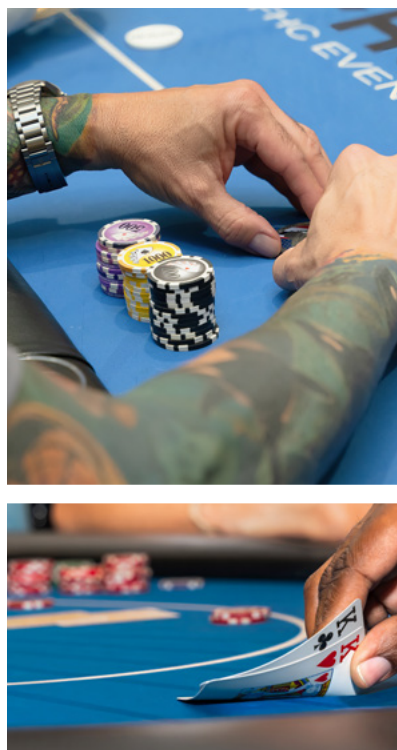


Esterline was saved from homelessness through our Helping Hands Emergency Fund.

THIRD ANNUAL TEXAS HOLD'EM TOURNAMENT

In October, the Third Annual Tri-Valley Texas Hold'em Tournament was a resounding success, raising over \$42,000, surpassing the initial goal of \$30,000. All proceeds directly support CEI's growing Memory Care Initiative, which aims to add memory care rooms in centers that currently lack them, develop system-wide care processes, and ultimately train more than 180 direct care team members to be better prepared to support participants living with cognitive change. This fun and spirited community event continues to make a meaningful difference for seniors and their families.

This fundraising event sits alongside other key strategies to bring memory care excellence to all six PACE centers. The team is actively writing grants and building relationships with private donors who care deeply about dementia and its impact on families to grow our ability to impact this important work. This annual community event continues to make a meaningful difference for seniors and their loved ones.



Mark Abar Memorial Scholarships Awarded

Investing in the future of Senior Care

The Foundation also invests in CEI's workforce through the Mark Abar Memorial Scholarship, which awards up to \$10,000 annually to team members pursuing further clinical education.

This year, the CEI Foundation proudly awarded the Mark Abar Memorial Scholarships to four exceptional CEI team members: Angelique Ogden-Jarata; Modupe Lawani, RN; Darlyn San Jose; and Doris Chavez.



This summer's recipient, Angelique Ogden-Jarata, a 22-year CEI veteran, is using her scholarship to advance from LVN to RN—an inspiring example of the Foundation's commitment to supporting staff development and ensuring exceptional participant care. The Foundation is here to support the clinical training and advancement of staff who devote their careers to caring for seniors—people just like Angelique.



THANK YOU TO OUR GENEROUS DONORS

✦ CEI Team Member

January 1, 2025 – December 31, 2025

\$200,000 to \$500,000

The William G Irwin
Charity Foundation
The Harry and Jeanette
Weinberg Foundation

\$25,00 to \$199,999

Steve Manning

\$10,000 to \$24,999

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**Thank you to the
contributing writers and
artists for the creation
of this 2025 Annual
Impact Report.**

Writers: Elaine M. Noble,
M. Aurelia Santos

Editors: Elaine M. Noble,
Justine Medina Tammillo

Photographers:
M. Aurelia Santos,
Alain McLaughlin,
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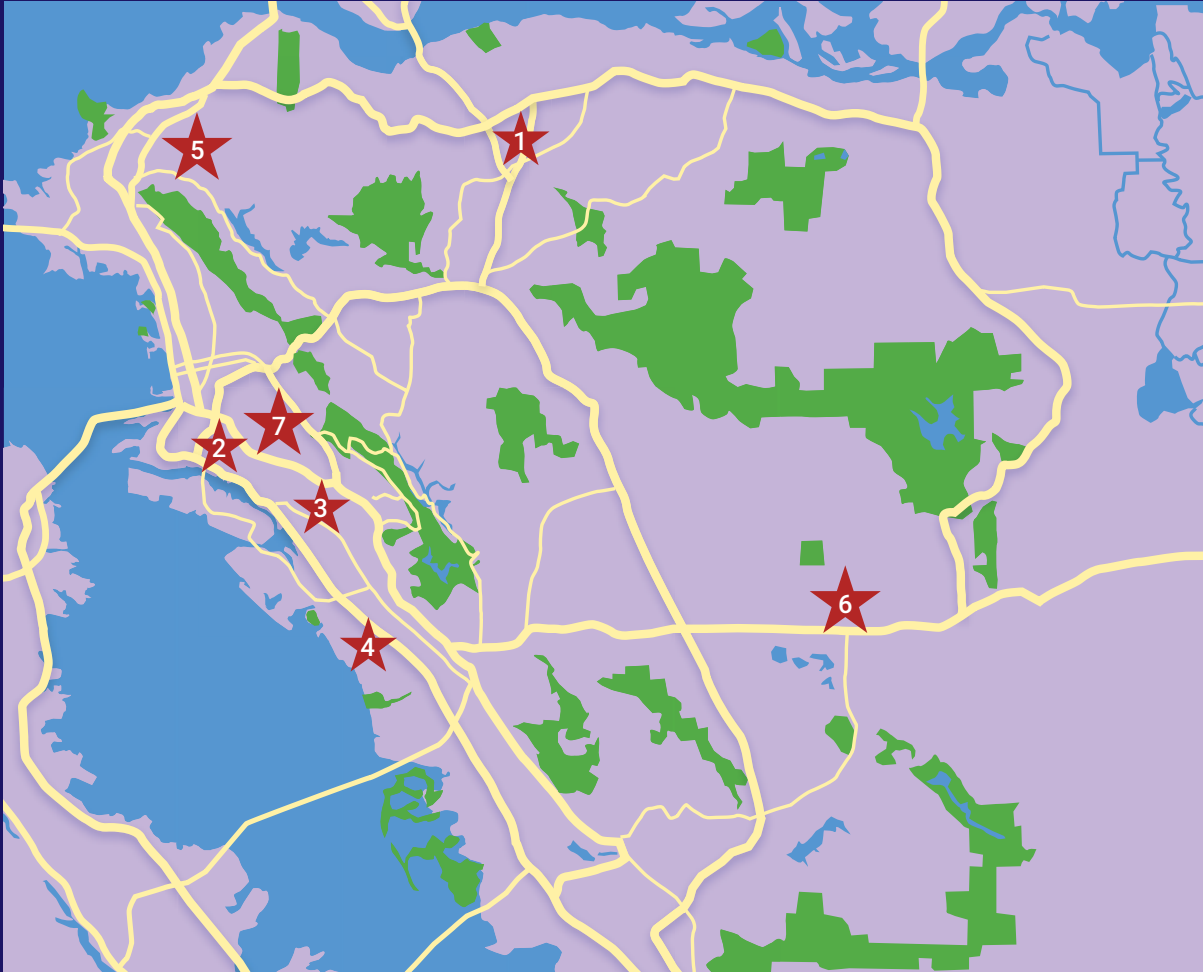
Graphic Designer:
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