



**SAN RAFAEL CITY COUNCIL AGENDA REPORT**

**Department: City Clerk**

**Prepared by: Lindsay Lara, City Clerk**

**City Manager Approval:** 

**TOPIC: CITY COUNCILMEMBER INTERVIEWS**

**SUBJECT: INTERVIEW APPLICANTS AND MAKE AN APPOINTMENT TO FILL A VACANCY ON THE CITY COUNCIL TO EXPIRE NOVEMBER 2022**

**RECOMMENDATION:**

Conduct interviews and appoint a candidate to fill the vacancy for a partial term on the City Council ending November 2022.

**BACKGROUND:**

City Councilmember Kate Colin, who was elected at-large in November 2017 to a term of office that was set to expire November 2022, was elected to the Office of San Rafael Mayor at the November 3, 2020 general municipal election. On December 7, 2020, the City Council approved the call for applications and appointment process to recruit for a city councilmember to fill the vacant councilmember seat. While Mayor Kate Colin resides in Council District 2/West, the vacancy created by her election as Mayor is not required to be filled by a resident of that District. Since Mayor Colin was elected as a Councilmember at-large in 2017, her entire term is at large, therefore anyone who lives in the City of San Rafael is eligible to apply to fill her vacant seat for the remainder of that term. However, any candidate running for this seat in the next General Municipal Election in November 2022 will only qualify to run if they reside in District 2/West at that time. Here are the applicants received by district:

District 1	District 2	District 3	District 4
Joshua Sizemore	Aldo Retes Mercado	Andre Fouad Shashaty	John C. Kakinuki
Kenneth Albert Ghiringhelli	Anthony Psychoyos	Esme Octavia Lazare	Judi Cooper
Melissa Day Bradley	Blake Conway Coleman	Gary Thomas Bender	
	Denis Avdic	Matthew A Siroka	
	Diana Lopez	Max Goodberg	
	Elias David Hill	Stephen Bradley Roth	
	Eric Paul Holm		
	Nancy Andrea Palacios		

**FOR CITY CLERK ONLY**

**Council Meeting:** \_\_\_\_\_

**Disposition:** \_\_\_\_\_

The vacancy for the City Councilmember seat was advertised through the City website, Nextdoor, the SanRafaelAwesome Instagram, City Clerk Instagram, City Manager's Snapshot Newsletter and report outs at recent Council meetings, San Rafael Public Library Newsletter, Sustainability Newsletter, Boards and Commission/Public Meeting notification newsletter, Facebook, and an email was sent to all City board members and commissioners.

The recruitment to fill the vacancy for the office of Councilmember was opened on December 8, 2020 with an advertised deadline of January 12, 2021 at 5:00 p.m. The Office of the City Clerk received nineteen (19) applications by the advertised deadline. The requirements for holding office for City Council are to be a resident and qualified registered voter in the city of San Rafael. As a result, the City Clerk's Office verified eligibility of all applicants for this process. Upon receipt of the Candidate applications, staff forwarded the applications to the Registrar of Voters (ROV) for the purpose of completing due diligence with certifying that each applicant was a registered voter in San Rafael. The ROV may deem a candidate ineligible for lack of being a registered voter, but every applicant was a registered voter in the city of San Rafael.

**ANALYSIS:**

As background, past City practice has been to conduct City Council interviews during a Council meeting and Council directed staff to return the week of January 25th with candidates that submitted applications for consideration. Below is an outline of the process for the City Council meeting on Tuesday, January 26, 2021:

- Step 1:** Each applicant will be allotted 2-minutes for an opening statement. As a matter of fairness, all applicants must stop after two minutes and discontinue their opening comments. There will be no extension of time allocated for any applicant that desires to use more than 2 minutes.
- Step 2:** Mayor to invite public comment
- Step 3:** Each individual Councilmember will select their top two candidates. Their top candidate will receive two points and their second candidate will receive one point (ties are not allowed). The four highest ranking candidates will be determined by the four highest total scores. In the event that multiple candidates are tied so that there are more than four candidates, the Council will include those with the highest scores and vote again on the remaining tied candidates using the same two-point scoring system. The tied candidate with the most points will be included with the other highest scorers. This process will continue until there are no more than four candidates selected to move to the next step.
- Step 4:** The four highest ranking candidates to return and answer four questions and provide closing comments
- Step 5:** Council to deliberate and select a final applicant
- Step 6:** City Clerk may administer Oath of Office to newly appointed Councilmember

Below is the list of qualified applicants in alphabetical order by first name:

1. Aldo Retes Mercado
2. Andre Fouad Shashaty
3. Anthony Psychoyos
4. Blake Conway Coleman
5. Denis Avdic
6. Diana Lopez
7. Elias David Hill
8. Eric Paul Holm
9. Esme Octavia Lazare
10. Gary Thomas Bender
11. John C. Kakinuki
12. Joshua Sizemore
13. Judi Cooper
14. Kenneth Albert Ghiringhelli
15. Matthew A Siroka
16. Max Goodberg
17. Melissa Day Bradley
18. Nancy Andrea Palacios
19. Stephen Bradley Roth

**COMMUNITY OUTREACH:**

The vacancy for the City Councilmember seat was advertised through the City website, Nextdoor, the @SanRafaelAwesome Instagram, @san\_rafael\_city\_clerk Instagram, City Manager’s Snapshot Newsletter and report outs at recent Council meetings, San Rafael Public Library Newsletter, Sustainability Newsletter, Boards and Commission/Public Meeting notification newsletter and Facebook.

**FISCAL IMPACT:**

There is no fiscal impact as a result of this recommendation.

**RECOMMENDED ACTION:**

Conduct interviews and make an appointment.

**ATTACHMENTS:**

1. Applications

## New submission from City Councilmember Application

AldoMercado <notify@proudcity.com>

Tue 1/12/2021 1:07 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

**Name**

Aldo Retes Mercado

**Address**

[REDACTED]  
San Rafael 94901

United States

[Map It](#)

**Phone**

[REDACTED]

**Email**

[REDACTED]

**What District do you live in?**

District 2

**Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:**

The relevant knowledge and skills I will bring to the City Council comes from my years as a municipal lawyer, having been involved with various committees, boards and groups that work with diverse groups and people. Since moving to San Rafael in 2016 I have been an active member of our community. I have been part of the San Rafael Planning Commission, Latinx Civic Leadership Initiative and Association of Latinx Marin Attorneys.

For over 15 years I have practiced law dealing with complex housing issues and learned to work under pressure. For the past four years my knowledge has greatly expanded as a deputy county counsel where I have worked on municipal finance issues, health and safety projects, permitting and land use issues, affordable housing projects, homelessness and shelter issues, wildfire prevention and planning issues, parks and recreation projects and am a member of our offices equity and diversity committee. For the past year I have been part of the Covid-19 response team and worked on addressing the health and economic issues that have arisen from the pandemic.

**Have you ever served as a member of a San Rafael Board, Commission or Committee?**

Yes

**If yes, please specify which Board(s), Commission(s) and/or Committee(s) and your length of service:**

San Rafael Planning Commission 07/18 - present

**1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.**

As the proud parent of two elementary grade students, I actively attend San Rafael City school meetings. I aim to be active in our schools in particular in addressing education needs arising from the pandemic. I sit on the San Rafael Planning Commission. I am proud to be part of the current discussions regarding the San Rafael General Plan 2040 and what policies will be implemented to preserve our protected lands while at the same time spur economic growth in

San Rafael.

I also worked with Mayor Collins and Council member Llorens Gulati on creating the Latinx Civic Leadership Initiative (LCLI). The LCLI aims to enhance Latinx engagement at City Hall by recruiting a diverse pool to join our boards and commissions. While living in Sausalito I sat on the Historic Landmark's Board reviewing projects that impacted historic landmarks in Sausalito. I also worked in Sausalito with the mayor's office, planning commissioners and community members in updating Sausalito's planning regulations. For both Sausalito committees I worked with various community members and prepared reports to the City and City Council regarding our recommendations.

**2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?**

(1) Housing, (2) Economic Recovery and (3) Transportation and Traffic.

As a member of the Planning Commission, I hear our community's need for housing. This need is for all types of housing from work force housing to development of larger parcels. In order for San Rafael to thrive we need to be creative in finding ways to increase all our housing stock. This means cultivating inventive projects, looking into using new state legislation to allow for maximum utilization of sites and streamlining our development process.

The pandemic has been very difficult on our San Rafael businesses. I believe we can both bridge our community members and revitalize our downtown by having the various neighborhoods in San Rafael focus on utilizing the downtown business district. This can be through additional safe events and gatherings. There has been success with the Dine under the lights in downtown San Rafael program that should be further evaluated as a long term part of the downtown plan. A critical issue for San Rafael will be the revitalization of the Northgate Shopping which I believe can provide a critical spark to our business and housing needs.

Expanding our housing needs and supporting our businesses can only work if we have an efficient traffic and transportation system. Currently our infrastructure is limited by the heavy impact of vehicles using our main road arteries and the limits imposed by 101. As part of our growth we need to utilize our bike paths and trails. I would encourage we make sure our sidewalks and crossing be up to date, safe and ADA accessible so that our families can easily walk and explore our city. For guests coming to San Rafael we need to encourage the use of SMART that can easily drop folks off near centers of our city.

**3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2. Tell us what suggestions you have for addressing it.**

Bridging San Rafael Communities

We have a vibrant community that at times can feel separated physically, by language and opportunity. My passion is to work on uniting the various neighborhoods that make up San Rafael and encourage them to utilize our city's local businesses and create a vibrant downtown.

I participated in the Latinx Civic Leadership Initiative that aims to enhance Latinx engagement at City Hall. I believe this program could be a model for enhancing cross community engagement in the City. Utilizing our downtown corridor we can promote more events (socially distant or virtual in the instant). These events can promote our City's small businesses and allow for members of different neighborhoods to come together. I believe our farmers market is a great start of something that can be further expanded into more events. This can also be taken to each neighborhood to promote engagement in that neighborhood. For instance the WENA annual picnic can be utilized in other neighborhoods such as having an annual picnic at Northgate Mall and Pickleweed Community Center.

**4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?**

My most important contribution that I bring to the council team is my diverse background. I am a first-generation Mexican American having grown up in a multi-generational Spanish speaking household. I grew up in a working class

neighborhood comprised of immigrants from all over the world where I was taught to appreciate the uniqueness of all our neighbors. This appreciation has been maintained as I ventured to be one of the first in my family to graduate from a four-year university and the first lawyer in my family.

I believe my success is rooted in my family's teaching of hard work and a willingness to tackle complicated issues. This mentality brought me success in school, my career and my continued civic engagement. As such, a strength that I bring to the Council is my ability to take on challenges with a sense of open-mindedness and humility to seek assistance from those around me.

I understand that addressing complicated issues like housing, economic recovery, social service issues can only happen through hard work and making space for all the voices in our community. My strength is being able to listen to all these community voices and make sure their concerns are being addressed the best as possible.

##### **5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is best for the City.**

As a public servant my responsibility is to be loyal in advancing the best interest of the City. In doing so I would aim to listen to all sides of the issue so I can weigh the relevant factors in addressing the situation. I would invite input from staff, experts and all stakeholders to make sure I understand the position and how it may impact our community. I would be honest and transparent in presenting my personal philosophy as part of my analysis and when possible I would raise my dilemma to the Council and public inviting an open discussion at the public hearing. Ultimately my role as a council member is for the best of the City and as such I would need to set aside my personal philosophy if it does not advance what is best for the community.

##### **6.a Housing/Homelessness**

Housing is one of the most critical issues facing our community. As someone who has worked on housing and homeless issues for over 10 years, I appreciate the complexities and emotional challenges when dealing with housing and homelessness. To address such a large issue San Rafael needs to work with our non-profit partners by utilizing state and federal resources that can enhance the City's programs that provide housing for the homeless and assist in expanding housing. For the past year I have worked on the State funded Project Roomkey and Homekey in assisting certain individuals relocate to non-congregate shelter. In order for San Rafael to continue to assist its community in addressing housing and homelessness we need to be inventive and work with the various stakeholders in our community to reinforce the housing pipeline.

##### **6.b Economic Recovery**

The pandemic has greatly impacted all of us but in particular our local businesses and our lower income community members. I believe our recovery will need to be phased, starting with helping our community find relief available to maintain solvency, next provide assistance and flexibility in allowing business to re-open so they can safely bring back their workforce, and finally resiliency in working with our community and businesses on how to be prepared for the next emergency or disaster. Having been involved in Sonoma with the post-fires recovery process I have experienced first-hand the difficult balance of needing to reopen to revitalize the economy but respecting the need for time to have a proper plan in place that will protect the community's health and safety.

I am proud to see how the City created the disaster relief fund. I believe this is a great start and the City should continue to be a resource for our community so they can learn of the other private, State and Federal relief funds available. With the vaccines coming online I am hopeful that we are planning for the re-opening phase and seeking input from our community on how the re-opening can take place. As we know this will not be the last disaster our City faces. As such, I believe that the City should also start planning on how it can assist in educating and communicating with our community for creating a resiliency plan for the next disaster.

The economic, social and emotional impacts of this pandemic are still unknown. As such flexibility is necessary in order to adapt and change with the needs that will continue to arise during this recovery process.

### **6.c Climate Change/Sustainability**

Climate change impacts all of our community and maybe one of the most pressing issues we face. I believe it is important enact policies that protect our air quality, conserve water and improve its quality, be energy efficient and promote the shift from fossil fuels to renewable energy sources. I believe these policies need to be part of the backbone when considering projects and plans (including the general plan).

Addressing climate change requires actions that promote more sustainable living. Sustainable living utilizes resources that are less impactful on the environment. I believe the City is taking the right steps to promote policies that use less impactful resources. However, in taking these steps we must be mindful that different members of our community have different access to these resources. As such we must also create policies to assist all our community be able to utilize less impactful resources.

### **6.d Racial Justice**

I believe a successful community is one that provides for a fair and equitable future where everyone is treated equally. In order to advance racial justice we need to understand and improve our financial, health, educational and environmental disparities.

The first step requires creating a city hall that is welcoming to all our community so they can have their voices heard. The second is tackling racial justice issues directly by having open and transparent community meetings where we get a chance to learn from our community on how to improve the various financial, health, educational and environmental disparities. The last step is ensuring action is taken to implement these improved policies.

In order to address racial justice issues I believe we also need to analyze and understand our own internal biases so we can be conscious of how these biases may impact our decisions. I believe we can address our internal biases by educating ourselves and participating in racial justice and equity discussions.

### **6.e City Finances**

I believe that transparency is at the core of city finances. The City must be transparent in how it seeks to generate funds and spend them. In utilizing public funds, it is critical to make sure the community is aware of how the resources are being expended and invite our community's input. With so much need coming from the pandemic the City must be very mindful on how it allocates its resources. This may take looking for methods to streamline processes and being open to new ideas and methods that will help our community get through these extremely difficult times.

### **6.f Transportation, Transit, and Traffic**

How we travel and use of our transit changing. From working from home to the expanded use of electric vehicles the City must work on updating its infrastructure to meet these new demands.

As I mentioned above, I believe our community's amazing natural backdrop should be the focus for promoting use of bike trails and sidewalks. This would reduce traffic and allow for engagement with the City that can only come from walking or cycling.

Our city is bisected by highway 101. It is time to work with the State to determine how we can reduce the impact of highway 101's traffic on our surface streets.

## **7. Why do you think you are the most qualified candidate to be appointed to the City Council?**

My experience in having worked on various municipal issues accompanied by my tenacity to tackle any project make me the most qualified for the City Council. I have a career of handling complicated issues and a reputation for being able to bridge groups. During these challenging times I can provide leadership that brings in all of our stakeholders to

help rebuild our community. I believe my diverse background enables me to connect with various communities enhancing trust and promoting problem resolution.

I have worked with a broad array of people in addressing complicated issues on housing, racial and equity justice, finance and community infrastructure issues. My upbringing taught me to build trust by listening to those around me and considering their input and how my decision may impact them before rendering an opinion. I believe this philosophy tied with strong personal ethics makes me the most qualified candidate.

### Resume

- [REDACTED]

### Consent

✓ I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.



## **Aldo R. Mercado, Esq.**

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[REDACTED], San Rafael, CA. 94901

Cell: [REDACTED]

<http://www.linkedin.com/pub/aldo-mercado/b/211/8b4>

## **EXPERIENCE**

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**Sonoma County Counsel's Office**, Santa Rosa CA

Deputy County Counsel

01/17 – present

- Work with Permit Sonoma, Public Works, Regional Parks, Auditor Controller and Board of Supervisors on various land use, infrastructure and recovery projects.
- Worked with FEMA, Cal-OES, US Army Corp of Engineers and local agencies in addressing post fire debris removal including coordination of clean up and collection of proceeds to pay for same.
- Work on various service agreements, contracts, leases and other documents related to Covid-19 response and application of CARES Act funding.
- Work with Public Health staff on Project Roomkey.
- Work with Community Development Commission on Project Homekey.
- Prepared and conducted seminars and trainings on Brown Act and Public Records Act.
- Work with Sonoma County Surveyor regarding compliance with Subdivision Map Act and local requirements for development of residential and commercial projects.
- Work with Permit Sonoma staff on project review of new development proposals for compliance with applicable code and county general plan.
- Review and revise conditions of approval for various projects.
- Work with architects, engineers and surveyors regarding planning and building of Behavioral Health Unit.
- Review and revise CC&Rs, BMPs and CEQA documents.
- Work with Sonoma County Agricultural Preservation and Open Space District in drafting conservation easements and associated documents.
- Assist other counsel with multiple complex development and land use projects.

**Boss Law Firm APLC**, San Francisco CA

*Partner*

07/10 – 06/18

- Negotiated and drafted leases, easements, option agreements, public right of way dedications, road maintenance covenants, and licenses.
- Directed land use transactions in accordance with subdivision map act, including facilitating boundary adjustment applications and creation of Parcel Maps, compliance with coastal commission, and approval from city councils in southern and northern California.
- Supervised various construction projects from review of plans to issuance of final permits.
- Successfully mediated numerous contract, real estate, insurance and land use disputes.
- Drafted pleadings for quiet title and reformation actions.
- Prepared and conducted seminars on real property, title insurance, and land use law in California.

**Boss Law Firm APLC, San Diego, CA**

*Managing Associate*

11/07 – 07/10

- Supervised team of associate attorneys with handling hundreds of insurance claims, escrow disputes and real estate litigation cases.
- Prepared budget planning for cases, including litigation budgets, timelines, and case strategy for clients.
- Member of law firm leadership committee aimed at enhancing law firm's productivity.
- Successfully represented clients in mediations, arbitrations, court ordered settlement conferences, and administrative hearings.

**Law offices of David G. Boss, San Diego, CA**

*Associate*

02/05 – 11/07

- Reviewed hundreds of loan files, escrow files including purchase and sale agreement, disclosure statements, escrow instructions, title documents including policies, reports, and maps in remediating title insurance claims.
- Drafted hundreds of insurance coverage analysis opinions on various title, land use, leasing, and lender claim issues for major title companies in California.
- Researched and drafted memorandums and correspondences on complex real estate and title insurance matters in both English and Spanish.

**Federal Dept. of Labor Employee Benefits Security Administration, San Francisco, CA**

*Student Intern*

06/03 – 05/04

- Collaborated with federal investigators and US Attorneys in ERISA, COBRA and HIPAA investigations, including reviewed and audited welfare and pension plans, assisted with depositions and drafted advisory letters in English and Spanish to plan fiduciaries and participants.
- Advised hundreds of plan fiduciaries and participants regarding general rights and obligations in qualified pension and welfare plans.

**California Rural Legal Assistance, Santa Cruz, CA**

*Legal Assistant*

08/00 - 06/01

- Assisted attorneys with case preparation and intake on unlawful detainers, social security appeals and education expulsion hearings.
- Translated case information for Spanish speaking clients. Assisted attorneys write memorandums and closing letters in both Spanish and English.

**American Center For International Labor Solidarity, Philippines and Washington D.C.**

*Summer Fellow*

Summer 2000

- Researched and drafted report of findings on US -AID funded labor, social and political campaigns in the Philippines.
- Coordinated meetings with financial administrators about Philippine working conditions and standards in the export economic zones.

**EDUCATION**

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**University of San Francisco School of Law, San Francisco, CA**

Juris Doctor,	May, 2004
• CALI Award for Excellence in Advanced Labor & Employment Law	2004
• Elected Class Commencement Speaker	2004
• Student Bar Association President	2003-2004
• Student Bar Association Vice-President	2002-2003
• La Raza Association Vice President	2002-2003
• Maritime Law Journal Editor	2002-2003
• Academic Support Program Torts Tutor	2002-2003

<b>University of California, Santa Cruz, Santa Cruz, CA</b>	
Bachelor of Arts, World and Cross Culture Literature,	June, 2000
• Elected Class Commencement Student Speaker	2000
• Stevenson College Community Service Award	2000

## **PROFESSIONAL AFFILIATIONS**

<i>Member, State Bar of California</i>	11/04 –present
<i>Broker, California Dept. of Real Estate</i>	04/10 - present
<i>Commissioner, San Rafael Planning Commission</i>	07/18 - present
<i>Member, Assoc. Latino Marin Attorneys</i>	07/13- present
<i>Member, Sausalito Historic Landmarks Board</i>	01/15- 10/16
<i>Member, Sausalito Legislative Regulations Committee</i>	07/15 –10/16
<i>Member, USF School of Law Board of Governors</i>	06/04 – 06/05
<i>Member, Ethnic Minority Relations Committee / State Bar of Ca.</i>	10/05 – 10/06
<i>Volunteer, HOME Clinics in San Diego</i>	10/06 – 07/10
<i>Writer, Nolo Press</i>	05/15- 05/18
<i>Member, Elks Lodge 1108, San Rafael CA</i>	10/16- present
<i>Member, San Rafael Toastmasters</i>	08/16 – 08/18

## **LANGUAGES**

Fluent in Spanish conversation, reading, and writing

## **INTEREST/HOBBIES**

Fitness and spending time with my family

## New submission from City Councilmember Application

AndreShashaty <notify@proudcity.com>

Tue 1/12/2021 3:33 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

### Name

Andre Fouad Shashaty

### Address

[REDACTED]  
San Rafael 94901-2418

United States

[Map It](#)

### Phone

[REDACTED]

### Email

[REDACTED]

### What District do you live in?

District 3

### Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:

I have very broad and deep knowledge of government housing and community development policy derived from being a writer and researcher focused in those areas for 40 years. I have written two highly praised books on housing policy. The one that would be most valuable for your reference is called "Rebuilding a Dream: America's new urban crisis, the housing cost explosion, and how we can reinvent the American dream for all"  
<https://www.amazon.com/Rebuilding-Dream-Americas-explosion-reinvent/dp/0990518701>

I am knowledgeable about about sustainable community development principles and advanced those ideas with a nonprofit group I founded, The Partnership for Sustainable Communities

I own and manage workforce apartments in Rohnert Park, giving me first-hand knowledge of the issues affecting low and moderate-income communities and delivering housing at reasonable rents.

I have extensive knowledge of public financial markets and government financing programs for housing and community development. I've served on a number of boards and founded two nonprofit groups with my own donated time and money.

I am highly skilled and knowledgeable in these areas:

- Communication in writing and verbally
- Convening and moderating public discussions
- Researching public issues and analyzing data.
- Urban planning and design and government urban policy
- Investing and financial management
- Land use planning and zoning

### Have you ever served as a member of a San Rafael Board, Commission or Committee?

Yes

**If yes, please specify which Board(s), Commission(s) and/or Committee(s) and your length of service:**

City Council Working Group on Homelessness; I served as long as the organization held meetings.

I applied three times to be on the Planning Commission. I was not selected

**1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.**

City of San Rafael Land Use & Planning Academy

City Council meeting to discuss plans for development of The Strand

Planning commission hearing on Loch Lomond building permit application

Pt. San Pedro Road Coalition annual meetings

Many meetings of Loch Lomond Homeowners Association including as board member

Mission San Rafael Preservation foundation as a board member

**2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?**

1. Our city's financial condition
2. Reviving our economy
3. Making improvements in transportation
4. Dealing with the housing shortage
5. Improve transparency & efficiency in local government operations

The tax increase that helped mitigate the recent budget shortfall probably should not be repeated soon. So increasing austerity is likely. That will require a very careful analysis so as to preserve essential functions. I believe that must be accompanied by creative thinking to increase sales tax revenue as quickly as possible.

That leads to item 2, reviving our economy. We have a hotel going up, a new senior housing/service facility and new housing. But we also have commercial real estate vacancies at very high levels in central city. As of this month, retail vacancies total 112,000 square feet. Office vacancies total 157,000 square feet. That's as per Costar. These are extremely negative indicators and a direct threat to the viability of downtown. It may be an urgent threat to the city's finances, but I don't have the sales tax data or projections to analyze that impact.

Transportation is an obvious concern that is high on the city's agenda. I have not studied the pending issues well enough to make informed comments at this time.

Housing. Please see my response to the question about housing below.

Local government operations.

Cutting spending is a thankless job that requires sensitivity to the people affected. But it also requires efforts to improve efficiency and to show the taxpayers that all reasonable efforts are being made to do so. Tough choices must be made about priorities, and council should guide that process.

As a long-term goal, I propose that we should create a process for objectively evaluating the efficiency of government operations.

**3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2). Tell us what suggestions you have for addressing it.**

My issue of special interest is downtown revitalization. Obviously, this issue is cross-cutting among disciplines and functions. But for me, it boils down to the question of whether working, living, shopping and dining downtown appeals to people. We have to continually ask how the downtown is perceived and work to increase its appeal.

I loved our downtown when I moved to SR in 1995. I was inspired by the renovation of the Rafael Theater and later by the redevelopment of the Macy's site. I loved the Thursday farmer's market. But things began to go downhill after the

recession. We made a strong comeback for a number of years, with new night spots and dining. But now, all bets are off.

We now run the risk that the "Covid recession" will lead to not just empty storefronts but blight, which Wikipedia defines as "the process by which a previously functioning city, or part of a city, falls into disrepair and decrepitude." This must be avoided at all costs. City government could enlist civic and business leaders to mobilize volunteers, including skilled tradespersons, to improve and maintain our storefronts and downtown.

The city should do a review of all the ways it regulates businesses, how this work affects their viability and whether changes could be made to be more accommodating of businesses and helping them prosper.

There is no shortage of ideas from other cities for revitalization. Some of them include:

- o Direct outreach to businesses to make the case for them to consider SR as a place to locate
- o Offer financial incentives to businesses that agree to move here.
- o Help local businesses stay viable and improve their appeal to customers.
- o Start a business incubator
- o Try to provide small grants for facade upkeep and repair

#### **4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?**

I don't have an MBA but I have managed a lot of money in my capacity as a business owner and director of two nonprofit groups and trustee of or advisor to several trusts. I have written extensively on capital markets and municipal finance. I am comfortable with high level financial concepts and capable of dealing with the intricacies of municipal finance. I don't know who else on council has this background. If that is a gap in the knowledge base, I could certainly work to help fill it.

I am very familiar with many policy approaches to urban issues, including housing and community development, and have seen what has worked in dozens of cities. I would draw on my knowledge, gathered in a journalism career which began in 1977 and continued through 2008.

I have written extensively about housing affordability and homelessness at local, state and federal levels. If I was on council, I'd get very involved in evaluating our efforts and looking to improve them.

The most important contribution I can make is to apply my knowledge of these very important functions:

- Financial knowledge and analytic capacity
- Housing supply expansion and affordability, including the "housing first" effort
- Community Development
- Economic development
- Downtown revitalization and mitigation of blight

#### **5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is best for the City.**

If such a situation arose, I would subordinate my personal views to what I believed to be best for the city. However, I cannot think of any situation where my "personal philosophy" would be at odds with needs of the city. I'd recuse myself from a vote on any matter that affected me personally. I would avoid even the appearance that membership on the council was used to promote my own interests, either personal, philosophical or economic.

For the record, I am very much in favor of fair housing and equal opportunity, so I have no problem at all supporting inclusive policies in general.

#### **6.a Housing/Homelessness**

The city has made a consistent and serious effort to address the housing shortage. The effort to house the homeless is worthwhile.

Homelessness must be reduced for the sake of the people without shelter as well as to improve the appeal of downtown. The "housing first" idea is a good one, but I argue that it's not enough. Homeward Bound's Mill Street 2.0 is

a great project. But ways must be found to build on these successes. In the past, I have disagreed with the idea that the presence of homeless people was damaging the appeal of our downtown. But I think we must take this proposition more seriously in a time when retail businesses and restaurants are so badly challenged. The number of vacant stores and deferred maintenance of building facades, coupled with a predictable increase in homelessness post-Covid, must be viewed with alarm. I visited many blighted areas of American cities in my career, and, I know that once decline reaches a certain point, it can be very hard to reverse.

Finally, housing affordability and homelessness must be viewed as a regional problem. The county and other cities near us need to do more, and our council should be upfront about this. I urge the council to lobby aggressively to get more intergovernmental cooperation in this area.

One of the few things the state has done to push local governments to start permitting more housing development is to mandate streamlining of ADUs. I assume our city is complying with the law. But it must not stop with compliance. It must help property owners make ADUs happen. There are many ways to do this, starting with the efficiency of the permitting and design approval process but also being proactive in helping owners succeed in the challenging process of creating housing.

### **6.b Economic Recovery**

Effective economic development is more important than ever. It was worth pursuing the cannabis business in recent years, but I believe a much broader and more carefully planned effort is urgently required.

The Economic Vitality part of our 2020 plan is full of general goals that have very few specific and measurable objectives. I have not yet reviewed the 2040 plan but I hope it has more specific actionable, measurable goals.

For example, diversification of our economic base is a good goal. But we must be specific. What is the current mix?

What sectors need to be expanded? what is the goal to increase those sectors? What sectors are over-represented?

The city deserves credit for capitalizing on Cannabis legalization. But I think the approach may need to be re-evaluated. I lack the information to be specific, but I'd suggest doing a cost-benefit analysis before devoting more staff time and effort here.

We must work deliberately to increase the number of good jobs in the Canal neighborhood. The only federal Opportunity Zone in town is in the Canal. If the city is not seeking developers and sponsors to try to use that federal tax incentive, it should consider doing so.

The need to promote the city should not be underestimated. The slogan of "The city with a mission" is fine for putting on stationery, but it's NOT a slogan that can help us promote. We cannot rely on the presence of a historic building founded by Spanish missionaries. It is not a big enough tourist attraction, and now it is also viewed as controversial.

The need here is to portray and promote the city as a great place to visit and live in the heart of Marin County. We must work to make the city's appeal known.

### **6.c Climate Change/Sustainability**

Density of development and increased reliance on transit are the obvious ways to make a positive contribution.

### **6.d Racial Justice**

The popular liberal position is to focus on the bad acts of a small number of police and talk about defunding the police. But here in Marin, housing discrimination is the biggest obstacle to racial justice. Discrimination includes declining to sell or rent to minorities, but that's a small part of the picture. The bigger part is the failure to build housing affordable to minorities in close proximity to higher priced housing occupied by whites. Having an economy that depends on people who are unable to afford to live here sets up a situation that is unfair to minorities, and affects far more people than police misconduct ever will. It also sets up an atmosphere of mistrust which perpetuates unequal law enforcement practices.

I know the idea of challenging the county's exclusionary and discriminatory land use policies is politically dangerous. I do not expect council to take this on but it is a truth which should not be disregarded. I wrote a book on this topic and will share it with anyone who is interested.

I'm not aware that SRPD is particularly remiss in its treatment of minorities. I'd study the data to see if my perception is correct.

### 6.e City Finances

There has been much discussion about the pension obligations of the city and how to deal with the financial difficulty they represent. It's unclear to me what if any decisive action has been taken to get a handle on this. My impression is that there has been a lot of discussion but not very much action. There's no point in putting forth a facile or general idea for a solution here. It's complex and controversial. My start at a solution would be to propose a collaborative effort between council, staff, citizens and others to find solutions that will be acceptable, if not popular, to all stakeholders.

### 6.f Transportation, Transit, and Traffic

I have not had time to study this issue.

### 7. Why do you think you are the most qualified candidate to be appointed to the City Council?

I believe my skills, viewpoint and knowledge may prove to be unusual, if not unique, among the applicants, so I may well prove to be the best choice.

I bring a fresh perspective and empirical approach to the job that would be very useful. I have a wide breadth of knowledge about many issues and time to work hard on city business.

You may view my background with skepticism. I had a career as a professional journalist and investigative reporter. I provide workforce housing up north, making me a "landlord," with the unfortunate stereotypes that term now carries. I've owned and managed a number of businesses.

I ask you to consider me anyway. At a time when the city faces unprecedented challenges, I ask you to think outside the normal paradigm for this position.

As a new group of diverse people step up to lead the city, I could play a very constructive role on council. I am independent-minded and analytical. I look am meticulous about quantifying goals and evaluating results. I put a high priority on building consensus.

Cities CAN come through problems like we face stronger and better. But that doesn't happen by thinking or speaking in platitudes and generalities. It requires strong leaders, plain speaking and hard work.

In these tough times, council has to set a clear direction, inspire our citizens to get involved and work with us, and empower our professional staff to target their efforts on the goals that will make the biggest positive impact.

### Resume

- [REDACTED]

### Consent

✓ I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.



## **Notable Achievements**

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Wrote two books on housing policy that were very well reviewed.

Founded a successful publishing company and directed all operations for 15 years, building to a staff of 17, with over \$4 million in annual revenue. Created and produced two magazines and two trade shows on housing and mortgage finance that gained a national following. Sold the assets of the company to Hanley Wood LLC in 2006.

Brought a wide range of housing industry leaders together to create The Campaign for Affordable Housing (TCAH), a national nonprofit organization, and served as executive director on volunteer basis.

Established and managed the Partnership for Sustainable Communities, a national nonprofit organization.

Reported and wrote award-winning series of articles in 2007 about political favoritism in contracting at the U.S. Department of Housing and Urban Development under President George W. Bush.

## **Notable Awards**

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American Business Media Neal Awards for best series of articles and best single issue of a magazine  
Western Publishers Association "Maggie Award" for best series of articles and in several other categories

American Society of Business Press Editors, two awards for best commentary or editorial and one award for best series of articles.

The 2005 Robert J. Corletta Award for Achievement in Affordable Housing from the Neighborhood Development Collaborative and the National Association of Home Builders.

## **Employment History**

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### **Real Estate Investor & manager**

**2008 – present**

I own and manage several rental properties and actively invest in syndicated real estate ventures. I am a licensed real estate broker focused on income-producing property.

### **Principal, 360 Investment Advisors present**

**2015 -**

#### **San Rafael, CA.**

I am a registered investment advisor and have started a practice advising clients on managing their investments.

### **President, Partnership for Sustainable Communities (PSC), San Rafael California**

**2009 - 2015**

I served as president on a volunteer basis, overseeing all operations, directing programs, and formulating strategy in collaboration with Board of Directors and Leadership Advisory Board. PSC is a national nonprofit group engaged in advocacy to make communities more socially, economically and environmentally sustainable. Created and edited *Sustainable Communities* magazine.

**Founder, owner & president, Alexander & Edwards Publishing Inc. 1991 to 2006**

Developed a national reputation as an expert on housing policy and an advocate for affordable housing as owner and editor of two magazines and two trade shows which I founded and ran for 15 years. I sold the assets of the firm in 2006 and managed the media properties through 2008.

- Editor in chief, *Affordable Housing Finance* magazine, 1991 to 2008
- Editor in chief, *Apartment Finance Today* magazine, 1998 to 2008
- Chairman, AHF LIVE, the Tax Credit Developer's Summit, 2003 to 2008
- Chairman, AFT Developer's Conference, 2004 to 2008

**Chairman and acting president, Northeast Fabricators Ohio**  
**Chairman & CEO, Fairfield Machine Co. 2003 to 2005**

I took on these positions after the previous CEO died after a short illness. I focused on stabilizing the businesses, which were losing money, addressing immediate financial problems and recruiting more appropriate management talent. I sold my stake in 2010.

**Editor of business newsletters New York & San Francisco**  
I was editor in chief of *Maturity Market Perspectives* and *The Tax Credit Advisor* 1989 to 1994**Editor-in-Chief New York City**  
*Commercial Property News*, Gralla Publications 7/87 to 2/88

I supervised a staff of 10 in putting out a weekly national newspaper covering commercial real estate development and finance.

**Senior Editor New York City**  
*Multi-Housing News*, Gralla Publications 10/84 to 7/87

I covered the apartment industry as a reporter and edited a section on seniors housing

**Writer/Editor Washington, DC**  
1979-1984

Researched and wrote feature articles on federal housing and urban policy for *Housing & Development Reporter* and other periodicals based in Washington.

**Staff Writer and Photographer 11/77 to 11/78**  
East Liverpool, Ohio, *Evening Review* and Salem, Ohio, *News*


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**Philanthropic & Volunteer Work**


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Marin Symphony Association, member of board

Homeward Bound of Marin, member of Development Committee

Loch Lomond Homeowners Association, treasurer & member, Board of Directors

Mission San Rafael Archangel Preservation Foundation; board member

California Mission Studies Association, board member

Marin Community Housing Assistance Initiative

St. Raphael School, Golf Tournament and Principal Search Committee

City Council of City of San Rafael, Working Group on Homelessness, member

Society of Professional Journalists, Northern California chapter, board member  
 Obama for President Housing Policy Committee member and volunteer fundraiser  
 Cushing Dolbeare Awards for journalists covering affordable housing; founder and supporting donor  
 Washington, D.C., Crisis Intervention Hotline, volunteer counselor and board member

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## A r t i c l e s & P u b l i s h e d W o r k s

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### Media in which my articles have appeared:

*Huffington Post, American Journalism Review, Columbia Journalism Review, Better Homes and Gardens, Good Housekeeping, Venture Magazine, Financial World, Dun's Business Month, US Air Magazine, Metropolitan Home, Washington Dossier, Historic Preservation, Ohio Magazine, Cincinnati Magazine, Builder Magazine, Chief Executive Magazine, The Washington Post, The New York Times, The Chicago Tribune, Newsday, The Christian Science Monitor.*

### Significant articles (selected examples):

- Investigation of influence peddling in federal housing programs (*Multi-Housing News*, July, 1988), funded by grant from Fund For Investigative Journalism
- *Jack Kemp's Free Ride*, Profile of Jack Kemp and his term in the Bush cabinet (*American Journalism Review*, 5/93) funded in part by grant from Fund For Investigative Journalism
- *The Trouble with HUD and How to Fix It*, a multi-part series that won several national awards (Affordable housing Finance magazine, 2007)
- *Beyond Green Building*, a special supplement to *Sustainable Communities* magazine, 2010

### Books

*Rebuilding a Dream: America's New Urban Crisis, The Housing Cost Explosion, and How We Can Reinvent the American Dream for All*

*Masters of Inequality: 50 years after our cities burned, why American society is still so divided, and what we must do now to avoid chronic conflict.*

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## E d u c a t i o n

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- B.S. Journalism, Ohio University, 1977, Summa Cum Laude
- City of San Rafael, Calif., Planning Academy, a program that explained the basics of city planning, traffic management, land use and zoning, 2007
- The Wharton School of the University of Pennsylvania, Certified Investment Management Analyst Program (executive education), 2013
- Course work prescribed by CA Dept of Real Estate for broker's license.

## New submission from City Councilmember Application

AnthonyPsychoyos <notify@proudcity.com>

Tue 12/15/2020 3:43 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

### Name

Anthony Psychoyos

### Address

[REDACTED]  
San Rafael 94901

United States

[Map It](#)

### Phone

[REDACTED]

### Email

[REDACTED]

### What District do you live in?

District 2

### Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:

I grew up in Latin America and retired as a finance and planning executive for the New York Stock exchange. I have lived in District 2 for 3 decades where I have volunteered with various non profits working to end the cycle of poverty. My life is bookended by the ability to communicate complex ideas to people who are willing to engage in intelligently planned solutions. My view is one that starts with what success looks like and then works backward to understand the steps that are needed to get there. The arrows in my quiver draw from financial expertise, ability to communicate in both english and spanish and to distill vast amounts of data into a simple 5 minute conversation over a cup of coffee. But more than anything I rely on the need to be humble because when you work out of humility you open yourself to the ideas of many and draw from the collective intelligence that is around you.

### Have you ever served as a member of a San Rafael Board, Commission or Committee?

No

### 1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.

I participated in the Police Academy program that was made available to the Latino Community

### 2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?

1. COVID
2. Economic Recovery
3. Flattening the Hierarchy of City Government

The Pandemia is foremost in minds of all. Health authorities provide us with sound guidelines but as a city we need to come together in areas where we can give original thought space to bloom. Urban density is one of our biggest

vulnerabilities. At issue 80% of the cases come from less than 15% of the population, namely our urban poor. Accordingly homelessness is perhaps one of the biggest threats to our communal health. ADU legislation, Nonprofits like SMILE...these are all resources that can help us rethink how to address housing needs of our poor. But urban density is also a good organizing concept on how to reimagine an economic recovery. Intelligently planned development that allows us to lower density by making San Rafael a more open air community reduces population concentration. Closing down are streets with WIFI corridors that encourage open air access to store fronts creates opportunities to work, function and entertain in healthier environs. Inspired thinking is however being hampered by City government. Our city workers are talented, dedicated and caring. But the current city setting makes it ridiculously hard to get projects approved because all of these capable workers are forced to function as Silos rather than teams.

**3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2. Tell us what suggestions you have for addressing it.**

Economic Recovery is critical to the financial health of this community. While it is a daunting task it gives us license to take bold steps. If there was ever an opportunity to address an issue like homelessness this is it as we are painfully aware of the costs of not taking care of our most vulnerable and poor. While it is a sad tragic chapter in our lives we now have license to bring growth through development based on shelter solutions, the reduction of indoor commercial experiences

**4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?**

I do not have any political experience. I do not have any experience in city planning either. But I am a good ambassador. Given my professional training I can understand and convey technical ideas, with my cultural background I can communicate in multiple languages, and thanks to my nonprofit work I can understand how how helping our most disenfranchised can help our community as a whole.

**5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is best for the City.**

My brother was violently attacked by a homeless person. He was literally bitten, traumatized and punched. My go to emotion is to distance my kids and family from the homeless given my personal experience. But when I look at transmission rates and the cost of not addressing this issue, I realize we have to come together as a community and find the "better angels" that help us navigate this crisis. I tend to advocate for smaller government, so in a cash strapped space I think we need to look for creative ways to leverage our efforts. You will see a continuation of my thoughts on this matter in question 6.

**6.a Housing/Homelessness**

I think you know how I struggle with this issue given the prior question. I would also imagine that the city is starved for cash given present circumstances. We need to rely on non profits to help us in this space. Agencies that facilitate housing solutions using in kind payments are starting to take hold in Sonoma county. We also see non- profits like Hello Housing in the south bay providing ADU assistance in exchange for 3 to 4 years of below rent relief to new builders. Surely the city does not have the core competence to deal with the volume of addiction and mental illness that plagues the homeless. Catholic Charities, CAM and Canal Alliance all have enterprise approaches where they help the individual make it through the flashpoint but then through the intake they come to find that there is a more central problem behind the common themes of addiction, abuse and other forms of trauma. This is a time for us to accept both responsibility and lack of funds. In this setting we need to embrace and leverage the help of outside agencies and start thinking of them as extensions of the resources that San Rafael can engage.

**6.b Economic Recovery**

I would feel naive if I prescribed a solution to the problem that we are all in some way struggling with. So I will share with you how I tend to work on problems like this instead of prescribing a "secret sauce." The starting premise is to

look at constraints as clues to a solution rather than seeing constraints as a limitation on what we can do. As members of this community we are cash strapped, and forced into a world where work mobility needs to be celebrated, indoor density is unhealthy and housing solutions for our community's poor are a must. Rather than thinking of these factors as limitations, we need to embrace them as an organizing concept for a reimagined town. An outdoor wifi corridor, European style use of city streets, repurposing ADU legislation to encourage intelligently planned construction....these are all cash friendly ways of fostering healthy growth.

### **6.c Climate Change/Sustainability**

In the last 2 years insurance companies have lost 30 years of profit in the California wildfires. Talk to any park ranger and they will tell you that it is not a matter of whether or not Mt Tam catches fire its a matter of when. Yesterday I was at the top of Indian Tree Open Space preserve: there is nothing scarier than a rising tide level when you look at Bel Marin from a mountain. We live in this world where we think that addressing climate change concerns cost us more than doing nothing. I am not an avid environmentalist but the economics of addressing an issue now rather than later is a compelling call to action.

### **6.d Racial Justice**

My first job out of college was in sales. I had the South Central Los Angeles territory. I would often get profiled in those early days: seems a suit and a fancy company car did not go very well with someone of dark complexion. Every time I got pulled over it would play with my head, self esteem, sense of capacity. There is nothing more counterproductive than lowering the ceiling of expectations on a person. If we want to thrive as a city, a community or country we need to realize how self-sabotaging racial inequity is.

### **6.e City Finances**

There is reality and expectations. I have run many budgets in my life but the biggest failure of any capital or operating budget is for the user to wish there was more money instead of working to innovate the economics of what we are tasked to do. As a city we always press to cut costs, but I can tell you that there is nothing more expensive than not finding ways to have a value-add proposition. As a city we need to re-imagine ourselves rather than continually trying to cut the costs of what we are doing.

### **6.f Transportation, Transit, and Traffic**

When was the last time you drove down Mission through the train tracks? Have you noticed the gauntlet of fits and starts that takes you across that space: poorly metered lights, a ridiculous number of signs for the number of traffic actions you are being asked to perform. There is no better metaphor for the transportation problem in San Rafael than that crossing. The effort to solicit user and safety officer feedback needs to improve. It is a hurricane created from good intentions. San Rafael will benefit from a process that elicits taxpayer feedback in a more effective manner.

## **7. Why do you think you are the most qualified candidate to be appointed to the City Council?**

I do not. On the contrary I think that you have candidates that know much more about city management than I do. Humility however gives me license to talk to people more and understand their points of view better. When you couple these qualities with my technical skills in finance and my ability to communicate, you start working with a person that perhaps is a more effective proponent for change. So if you think you need someone to manage funding, resource, and flashpoints in the same we always have, higher someone with the conventional skill set. But if you think this is a time that we need to advocate for change that balances technical skills with communication and empathy, consider my submission.

### **Resume**

- [REDACTED]

**Consent**

I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.

**Tony Psychoyos**

San Rafael, CA 94901

Bay Area Executive with solid background in key areas of corporate finance, strategic planning and financial planning and analysis. A Berkeley MBA, with proven team leadership in measuring, tracking, analyzing and adhering to strategic and operational initiatives

**Vice President, Financial Planning and Analysis, New York Stock Exchange (NYSE**

**Euronext)** Feb 2013 to April 2014 Responsible for the Financial, Planning and Analysis of the Options division of NYSE Euronext. Reporting to Senior , Executive VP Finance, main responsibilities include:

- Responsible for all forward-looking financial analyses of division. Scope included strategic analysis, ROI on technology initiatives and IRR on strategic partnerships.
- Managed the budget, variance, and management reporting of the options line of business.
- Led cost cutting initiatives, revenue enhancement efforts for division generation over \$160 million in operating profit.
- Developed, implemented and maintained dashboard reporting of key initiatives

**Director, Finance, New York Stock Exchange (NYSE Euronext)** Sept 2005 to Jan 2013

- Ensured strategic acquisitions were compliant with financial performance expectations.
- Outlined strategic direction, revenue and expense forecasts of operational efforts and new endeavors. Quantified revenue/expense impact of strategic initiatives.
- Oversaw development and adherence to operating budget for division generating \$210 million in revenues and \$50 million in operating expenses.

**Vice President, Finance, Pacific Exchange (PCX)** June 2000 to September 2005 Responsible for the Corporate Finance function of the Pacific Stock and Options Exchange. Reporting to CFO and managing 7 staff members, main responsibilities included:

- Responsible for the financial forecasting/reporting of the Exchange
- Responsible for the overall direction of all budgeting, forecasting, management reporting, strategic planning and quantitative analysis of the corporation.
- Overseeing, developing and presenting the financial planning and analysis initiatives of the company. Efforts and areas of focus encompass financial reporting, cash and profitability forecasts, performance statistics and new product pricing.

**Manager, Finance, Pricing and Competitive Analysis, PCX** August 1997 to June 2000 Lead the financial planning and analysis efforts of the company; tracked, analyzed and reviewed the competitive landscape of corporation. While reporting to Senior VP of Finance main responsibilities included:

- Responsible for all facets of the budget process. Developed, tracked and presented performance metrics of the company; formulated and represented standards for financial performance.
- Responsible for the analytical support related to new product pricing and competitive review.
- Provided leadership in analyzing and implementing process improvement and cost reduction initiatives.



- Prioritized, key information technology projects. Acted as Technology liaison and as project leader in the development efforts of the information and financial reporting system.

**Senior Financial Analyst(August 1992 to August 1997), Under general direction from the VP of Finance**

- Planned, and oversaw the capital and operating budget process for the Exchange.
- Managed the day to day treasury functions(\$20 to \$40 million in cash) of the Exchange.
- Formulated,presented and maintained the cash and profitability forecasts.

***University of California at Berkeley, MBA ·College of William and Mary, BBA· ·Bilingual:  
English/Spanish***

***Past President of the Board and Executive Committee member Canal Alliance. Current  
Board Member, Community Action Marin.***

## New submission from City Councilmember Application

BlakeColeman <notify@proudcity.com>

Tue 1/12/2021 2:37 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

### Name

Blake Conway Coleman

### Address

[REDACTED]  
San Rafael 94901-1130

United States

[Map It](#)

### Phone

[REDACTED]

### Email

[REDACTED]

### What District do you live in?

District 2

### Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:

I believe I could bring relevant knowledge related to business administration to the City Council. Specifically, having studied subjects including accounting, finance, marketing, negotiation, and organizational management while earning an MBA at UC Berkeley, I think I could translate business solutions to city applications while being mindful of the focus on the well-being of San Rafael residents rather than only the bottom line.

From undergraduate study in engineering, I believe I could bring an efficient and logical approach to system analysis, setting progress metrics, and devising solutions.

Lastly, as a former naval aviator, I believe I could bring a mission-oriented perspective approaching city challenges.

### Have you ever served as a member of a San Rafael Board, Commission or Committee?

No

### 1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.

No

### 2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?

I believe that affordability, income inequality, and homelessness are three of the most significant issues San Rafael currently faces. These issues are particularly significant in Marin county because our relative affluence forces us to question whether we are living up to our stated mission to enhance the quality of life and provide for a safe, healthy, prosperous and livable environment for all residents. These issues are not easily solved, and the longer they go on the more apparent it becomes that our past ideas of how to solve them may be inadequate. It will take brave leadership to consider and investigate new ideas about how to better address these issues.

**3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2). Tell us what suggestions you have for addressing it.**

COVID-19 has had innumerable negative effects on society, but it has had a few positives as well. Since the pandemic began, my partner and I have noticed a significant increase in the number of families going on outdoor walks, talking with neighbors outside, or just generally enjoying the outdoors. I'd very much like to see this new activity continue, perhaps by tying it in with, and expanding and enhancing, the Dining Under the Lights events. As COVID eventually recedes, it would be fantastic to see San Rafael continue to enhance the walkability of the 4th street and downtown areas such that even more restaurants and retailers are able to open businesses, existing stores are able to successfully operate during extended hours, and downtown is able to increase foot traffic permanently.

**4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?**

I believe I could bring conscientiousness and attention to detail in addressing city issues. With a dual background in both a high-stress mission-oriented environment and having spent my developmental years in a very progressive environment I believe I could effectively develop innovative yet practical solutions. Additionally, my partner and I have been fortunate to travel extensively, and having spent time in more than 60 countries have been able to observe myriad 'best practices' to maximize citizen quality of life. I believe I could bring this knowledge to provide innovative yet practical ideas to keep the city at the forefront of quality-of-life living locations.

**5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is best for the City.**

Having lived in many different states during naval service, and having spent considerable amounts of time with people with vastly different backgrounds than my own, I've been afforded the opportunity to consider the viewpoints of people 'outside the bubble' of my east bay upbringing. These experiences have helped me realize that people often have deeply different-though no less valid-priorities. I believe that all citizens must compromise to operate successfully together.

Having served in the navy, I've internalized the idea that often what's best for an individual can be in conflict with what is best for an organization, and I have learned how to subordinate one's own interest for the success of the organization.

**6.a Housing/Homelessness**

Housing is currently one of the most pressing issues of not only San Rafael, but California as a whole. Addressing the issue of homelessness will require a very delicate balance between supporting and assisting the unhoused, maintaining a positive environment for business, and ensuring a continued high quality of life for citizens. I believe that San Rafael, like many other cities, will need to continue to address high costs of permitting, construction, and overall affordability.

**6.b Economic Recovery**

It seems increasingly apparent that we're going to experience a K-shaped recovery from the economic damage inflicted by COVID-19. City planners will need to address the challenges of citizens struggling to make ends meet while maintaining a business landscape suitable to employers. San Rafael will benefit from its increasing property tax base, but will doubtless have to consider methods to ensure the well-being of an increased number of residents dealing with unemployment.

**6.c Climate Change/Sustainability**

With several low-lying areas within city limits, San Rafael will doubtless benefit from their early planning to deal with the effects of climate change. The city will need to continue to explore best-practices from other cities (and countries) to begin to move towards more sustainable practices to the maximum financially sustainable extent.

#### 6.d Racial Justice

As the son of an African American father and Irish American mother, I have been considering issues of racial equity for more than 40 years and have an intimate and personal understanding of what true inclusivity feels (and doesn't feel) like. Having considered these issues for my whole life I bring them with me-if not explicitly-to all my interactions and my very way of thinking.

#### 6.e City Finances

I expect to be a steward of San Rafael's solid financial standing. With its AA Standard & Poor's credit rating the city enjoys access to lower interest rates, which will enable it to take on financially sound obligations. Maintaining this solid footing is a privilege that will help the city continue to make improvements to maintain its exceptional quality of life.

#### 6.f Transportation, Transit, and Traffic

Decreased transportation levels during the COVID-19 pandemic have allowed city leadership to focus on post-COVID transportation considerations, and between telework and citizen relocations it seems that the transportation landscape may be permanently changed. I look forward to the opportunity to be a part of the engineering design phase of the new Transit Center to maximize the utility of other than automobile transportation options.

Additionally, I believe the next decade will see a major change in new transit modes, including aerial vehicles. As a pilot, I look forward to being a participant in considering and implementing these changes to make San Rafael one of the most successful cities to incorporate these changes in a highly efficient and unobtrusive way.

#### 7. Why do you think you are the most qualified candidate to be appointed to the City Council?

I think I may be able to bring an unusual and effective background to the City Council. My combination of a diversity of experiences, attention to detail, MBA background, and empathic communication and listening ability would make me a valuable City Council member.

#### Resume

- [REDACTED]

#### Consent

✓ I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.



# BLAKE COLEMAN

Pilot, San Rafael, California

## CONTACT

PHONE:

[Blake Coleman | LinkedIn](#)

## HOBBIES

### Travel

-Have visited 60 countries

### Athletics

-Completed many triathlons, bicycle races, open water swims, and climbed highest mountains on several continents

### Cooking

-"Excellent"--my partner

## SKILLS

Google (G) Suite  
Microsoft Excel  
Microsoft PowerPoint  
Business Process Improvement  
Research and Analysis  
Interpersonal Communication Skills  
Strategic Planning  
Project Scheduling  
Budget Management  
Basic Spanish

## EDUCATION

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### Haas School of Business, University of California, Berkeley

2010-2013  
MBA

### US Naval Academy, Annapolis, Maryland

1992-1996  
BS, Aerospace Engineering

### Bishop O'Dowd High School

1987-1991

## WORK EXPERIENCE

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### Southwest Airlines First Officer

2015-2020  
*Operate Boeing 737 during domestic & international flights. Currently on a 5-year leave of absence.*

### US Central Command Operations Planner

2014-2015  
*Developed intermediate range plans to support US objectives. In this role I developed and delivered presentations to General staff using PowerPoint. I worked with Judge Advocate lawyers to analyze courses of action and verify accordance with international law. I worked with planners from diverse backgrounds to include many foreign countries.*

### US Navy & Navy Reserve Naval Aviator

2000-2014  
*Land & aircraft carrier-based pilot in F-14 Tomcat & F-5 Tiger aircraft. Additionally, I served as Aircraft Division Officer, and was responsible for the supervision of 60 senior enlisted leaders and aircraft mechanics who conducted the inspection, removal, functional test and adjustment and installation of components in such areas as powerplants, airframes and aviator's equipment. I was responsible for mentoring these 60 sailors, ensuring their career development, and producing, delivering, and submitting their performance reviews.*

## New submission from City Councilmember Application

DenisAvdic <notify@proudcity.com>

Tue 1/12/2021 4:59 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

### Name

Denis Avdic

### Address

[REDACTED]  
[REDACTED]  
San Rafael 94901  
United States  
[Map It](#)

### Phone

[REDACTED]

### Email

[REDACTED]

### What District do you live in?

District 2

### Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:

Over the course of the last ~decade (7 yrs), professionally, I have been responsible for 3 successful projects of over 45MM (and managed at least 21 reports).

However, the most relevant knowledge that I think I can bring to the City Council is from my personal experience. I grew up in an "ethnically-mixed" family in Yugoslavia during the Yugoslavian War and Genocide, which made me very aware of the importance of just governance. As war refugees, my family and I escaped to the United States from Yugoslavia 22 years ago with 2 suitcases and maybe 10 words of English between us. Over those 22 years, I have been privileged to become a citizen of our country, but more importantly, I have seen/ been exposed to circumstances that are far different than those of San Rafael. (Especially during the Yugoslavian War)

I have experience, and am personally familiar, with the daily hardships associated with profound poverty and disenfranchisement just as much as I do with the daily blessings of our current lives.

I believe my true value to the City Council, and more importantly our community, is centered around compassion that comes from my experience, rather than only competence.

### Have you ever served as a member of a San Rafael Board, Commission or Committee?

No

### 1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.

I have not attended any San Rafael city meetings in the last 18 months. Prior to that, I was involved in the community in San Francisco, although the majority of my time was spent focusing on issues related to mental illness and its

impact in the operational capacity of the area in regard to revenue generation and maintenance (of op. capacity) cost mitigation.

**2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?**

I am a firm believer in the broken windows theory, and I think the most impactful way to deliver change is through issue induction, with a focus on outward aesthetic and appearance as a means of addressing major overarching issues such as crime, homelessness, fire danger etc.

1. Homelessness

- + Increase support for HOT team
- + Support for the Abandoned Vehicle and Grefitti Team
- + WPC Program focus

2. Fire Prevention

- + Need to prioritize the way we would the day after a fire (it really can happen anywhere and in the last 24 months we had 2 legitimate scares (both within 1 mi. of the 101)
- + NEED TO EXPAND EDUCATION ON AVAILABLE PROGRAMS

3. Shelter During Emergencies (COVID or Otherwise)

4. Zoning/ Planning (Goes hand in hand with 1-3)

**3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2. Tell us what suggestions you have for addressing it.**

Homelessness-

- + Increase support for HOT team
- + Increase Awareness of the WPC Program
- Involve SRHS and SRSD to potentially leverage students as a way to increase access
- 
- + Outreach Team needs to be specific, we have an opportunity to have a team focused on information dispersal (via the HOT) to the homeless community on COVID/ community updates. Information in that community is transmitted/ diffused differently
- + Outreach Team needs to have an action arm and I think with the increased pressure on the healthcare system, the HOT team can potentially have the capacity to minimize that stress.

**4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?**

I firmly believe that the most important contribution I can provide for our city Council is a very unique (/unusual) perspective on each issue, along with the comfort that comes with my unrelenting commitment to my community and results.

Outside of the experiences that come along with growing up during a genocide in an ethnically mixed family, I have had the privilege of truly starting from nothing in this country with my family. Our 1st apartment in the US in NY was ~700 sq. ft. for the 4 of us, which is quite different than our current circumstances, but that 22-year-journey certainly exposed me to the kind of living situations, environments, circumstances, and reality that I think would add value in our meetings as we examine possible decisions.

Furthermore, my academic background should allow me to be uniquely positioned to help under the current circumstances. As a Research Resident at the Masonic Medical Research Laboratory, and a doctoral candidate at Cedar Sinai, I studied Nano-particle Synthesis and Functionalization in Metabolic Imaging. I think the simple fact that I spent nine years in school following my high school graduation in translational medicine should give us some added insight as we plan for COVID-19 and 2021

Moreover, my MBA and professional history should add an efficacy and expediency factor as well.

Finally, I think my value is manifested by the sheer fact that I know how lucky we all are to have each other and live here. I certainly can't stress enough how important remembering that is, and how much easier everything becomes when we all remember that

#### **5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is best for the City.**

I think it may be a common place to have a representative's personal opinions be at odds with what's best for our city and constituents. The best comparison that I can think of is the one that I run into almost on a weekly basis. My wife and I are expecting our second child here in San Rafael, and being that my family is from Yugoslavia and hers from China, we often differ in our opinions in "what's best".

However, regardless if it is a child, a municipality, or nation; if you truly care for the outcome, you don't seek validation of your opinions but rather a resolution and plan moving forward.

I think understanding the duty and weight of the office is a part of why I believe that I would be the right choice for the vacancy. I have seen 1st hand the literal bloodshed that can result on a very local level when that duty is abused and weight weaponized.

#### **6.a Housing/Homelessness**

I think this is one of the top (if not the TOP for many) priority that we have, and something particularly important to me. We have an opportunity, due to our location and homeless history, to be a leader in both Marin and Northern California. I think the state and federal resources can be maximized with the proper optimization (much like applying for research funding)

#### **6.b Economic Recovery**

In my opinion, this is PRIORITY #1 because its success directly impacts the success of each of the other topics. The critical issue will be balancing the health and safety of the community with the economic health of our community. I can write a small thesis on this issue, but overall, my medical and business background make me very excited to sink my teeth in and help push us forward.

#### **6.c Climate Change/Sustainability**

Since COVID-19 started in March, I left my job and opened a local solar company to employ sales individuals whom had lost their jobs due to the pandemic. We currently have 6 employees (all who lost their jobs to COVID!!) and are going strong in making an impact in every way that we can. I think there are ways to mechanize a change to sustainability so that it supports economic growth and community awareness.

#### **6.d Racial Justice**

I think we have a ways to go. This summer showed how important this is to our fellow neighbors and we have to prioritize it in a productive, functional and responsible way.

#### **6.e City Finances**

I will have to examine the books extensively before I would feel comfortable commenting.

#### **6.f Transportation, Transit, and Traffic**

I will have to examine the financials and 3rd party contracts to comment.



**7. Why do you think you are the most qualified candidate to be appointed to the City Council?**

My CV and professional success speak volumes, but I am the most qualified candidate because I know how lucky we all are to have each other and live here.

I know how fragile that is, and because of that I will do everything I can to protect it

**Resume**

- [REDACTED]

**Consent**

✓ I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.

# Denis Avdic

## Personal info

Address: [REDACTED], San Rafael 94901, United States  
Phone: [REDACTED]  
Email address: [REDACTED]  
Web: <https://www.linkedin.com/in/denis-avdic/>



## Work experience

**System Pavers**  
**Union City**  
**USA**  
**Sales Manager** 04/2019 – present  
Established and currently managing a team of design consultants with annual team goals of \$6,00,000+

- Hire and develop new employees with varying experience in the industry.
- Exceeding team quota by 155%+ since starting with the company.
- Has personally made sales of \$250k+
- Implemented anonymous employee satisfaction surveys to develop workshops and training tools to promote productivity.
- Working with Director of Training and On-Boarding to standardize interview and selection process for prospective employees.

**Tesla Inc.**  
**Burlingame**  
**United States**  
**Associate Store Manager** 01/2019 – present  
Developed and Oversaw a team of 11 people in a unique Tesla location with the goal of leveraging the novelty into a significant competitive advantage.

- Designed novel pilot program focusing on an untapped sales funnel that has launched nationally and currently accounts for ~10% of total revenue in the energy funnel nation-wide
- Oversaw the development of 3 pilot programs, 2 of which were launched nationwide
- Led the development of silo-wide manager training program for standardization and implementation of national pilots.
- 400%+ Increase in new energy orders month to month

**Tesla Inc.**  
**San Francisco and**  
**Burlingame**  
**United States**  
**Energy (Sales Team) Manager** 07/2018 – 01/2019  
Entrusted with over two lowest performing teams in the region with the clear direction to turn-around or reduce team.

- 310% Increase (avg. between 2 teams) in KPIs from the territory within the first 4 weeks of taking over.
- Ranked top 2 in sales nationwide within 4 weeks of taking over.
- Saved 4 positions between two teams based on 1st months results
- Drove contract pull through from 19% to twice the company average to 89%
- Managed contracts worth 10 million + in revenue.
- Maintained an average team monthly performance at >130% of quota
- Developed Team Development Plan which was rolled out company wide to increase: communication, cross-functionality, and production through coaching and "soft" skill development.

**Tesla Inc.**  
**Napa/ Sonoma County**  
**United States**  
**Territory and Business Development (FE) Advisor** 09/2017 – 07/2018  
Executed the development of the Napa/ Sonoma territory for Tesla Energy, taking the region from near-worst to first in Northern California in revenue within 6 months.

- 540% Increase in revenue from the territory within the first 6 months of taking over.
- Managed, closed and negotiated contracts worth 2.2 million in revenue.
- Maintained an average monthly performance at >170% of quota
- Generated over 80 new accounts in the first 9 months of employment.

# Work experience

**National Collegiate Scouting Association**  
**Chicago**  
**United States**

## **National Recruiting (Sales) Director**

09/2014 – 07/2016

Led multiple high-performing sales teams for the Western region to success in recruiting prospective athletes – football players ages 14-18.

- Directed team market research on demographics and psychographics of customers to modify sales techniques
- Conducted quantitative and qualitative analysis of primary market research to develop future sales strategies
- Ranked between #1 and #3 in sales nationwide.
- Managed, closed and negotiated contracts worth ~\$2.6 million in revenue.
- Maintained an average monthly performance at 194% of quota
- Generated over 400 new accounts in the first year of employment.
- Led training series with VPs and teams to develop more efficient sales techniques company-wide.
- Created a webinar series formalizing my sales techniques for engaging new clients, launched company-wide.

# Education

**Hult Business School**  
**San Francisco**

**M.B.A. (Project Management)**

07/2016 – 08/2017

**Cedars-Sinai Medical Center**  
**Los Angeles**

**Doctoral Candidate- Ph.D. (Nanoparticle Synthesis and Functionalization in Metabolic Imaging)**

07/2011 – 08/2014

**Utica College of Syracuse University**  
**Utica**

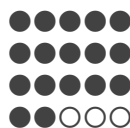
**B.S. (Chemistry - Biochemistry)**

08/2007 – 05/2011

# Skills

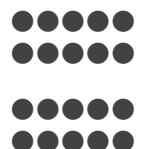
## Languages

Serbo-Croatian  
Bosnian  
English  
Slovenian



## Proficiencies

Coaching  
Personal/ Team Development  
Planning  
Client/ Partner Relationship Mgmt.  
Strategic Prospecting



# Achievements

2008 - **Discovery of CACNb1 Cardiac Gene** - Masonic Medical Research Laboratory (Utica, NY,USA) -9th known gene related to cardiac arrhythmia and Long QT Syndrome

2004 - **Bronze Medal** - *Tokyo Goodwill Games* (Tokyo, Japan) - US National Team (Karate)

2002/2003 - **Gold Medal** - *Junior Olympic Games* (Detroit, MI, USA) - US National Team (Karate)

2002 - **Gold Medal** - *US Karate National Championships* (Salt Lake City, UT, USA)

# Hobbies



Skydiving



Coaching/  
Teaching Karate,  
Soccer, and  
Basketball



Chemistry



Student  
Mentorship



SPCA Humane  
Society

# Leadership Philosophy

Denis Avdic

As an individual, I have had both the privilege and misfortune of surviving/ living through some of the more turbulent events over the past few decades, and resultantly have had an intimate experience with the meaning of leadership under the harshest of circumstances. One permeating realization throughout the time I've had the opportunity to observe "leadership" in various environments, be it a war zone or a conference room, is that the circumstances (or surrounding reality) has never defined what leadership should look like. Although wide-spanning, I have always been a firm believer that there are a universal set of traits which we can nurture within ourselves and our surroundings which can create an environment that is "leadership". In other words, leadership is not a characteristic, it is certainly not an individual who manifests a set of traits, but rather an environment that is created by a group of individuals with a common goal that produces a greater output than the sum of it's parts in every conceivable metric, from happiness to productivity, to satisfaction.

As a result, the central piece of my leadership philosophy revolves around servitude to the individuals around me. I believe that it is my role to help create an environment of leadership through service from a professional, emotional, and personal standpoint. From a philosophical standpoint, my goal is to foster and build an environment of "leadership", and if I and we are successful, anyone who becomes a part of that environment will undoubtedly become a leader themselves.

In order to lay foundation for this environment, I hold myself (and all others around me) to the highest standards when it comes to honesty and integrity. These values cannot be limited to our professional lives, but rather need to be focused on in every aspect of our being; I have jokingly said that even in our dreams these two things can never leave us. Honesty and integrity allow me to serve my team and our shared environment in the most effective and fulfilling way. With "leadership" being an environment that is created, dishonesty and a lack of integrity are truly devastating because they have the potential to lay a false foundation and create circumstances that can take a very long time to correct, if able to correct them at all.

In addition, I consider it my responsibility to create a culture and environment of personal/ professional empathy, so that there is a foundation for a true learning team culture. Often times groups seek a "learning culture" without realizing that such an environment is the manifestation of a culture based in empathy and servitude.

Ultimately, if I am able to aid in creating an environment that encourages honest communication, I am able to serve my teammates in ways which will yield the highest satisfaction and results. This will in turn drive the interdependence and interpersonal vulnerability that is present in every high performing team.

With my leadership philosophy, success is not based on my achievements (or the team's achievements for that matter), but rather on building up individuals to the point where they have the confidence, compassion, and skill to go out and create a "leadership" environment of their own.

## New submission from City Councilmember Application

DianaLopez <notify@proudcity.com>

Mon 1/4/2021 11:52 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

**Name**

Diana Lopez

**Address**

[Redacted]  
San Rafael 94901  
United States  
[Map It](#)

**Phone**

[Redacted]

**Email**

[Redacted]

**What District do you live in?**

District 2

**Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:**

- Budget management
- Setting priorities
- Determining the effectiveness of programs
- Employee performance goals and management
- Contract management
- Represent the interests of the community

**Have you ever served as a member of a San Rafael Board, Commission or Committee?**

Yes

**If yes, please specify which Board(s), Commission(s) and/or Committee(s) and your length of service:**

- Marin County Commission on Aging - 4 years
- Age-Friendly San Rafael Tak Force - 3 years

**1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.**

- San Rafael City Council Meetings, presenter and observer
- Marin County Board of Supervisors Meetings

**2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?**

Affordable housing and homelessness - utilize and optimize existing housing and develop innovative lasting solutions to homelessness such as King Street in Larkspur

Post-COVID 19 economic recovery - encourage and provide support to local businesses

Focus on equity - support efforts for inclusion and parity

**3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2). Tell us what suggestions you have for addressing it.**

Housing - make it possible for people to age in place and focus on housing that families and people who work in San Rafael can afford

**4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?**

Consulting, project management, and management skills

**5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is best for the City.**

I will support whatever is best for the City regardless of my personal philosophy.

**6.a Housing/Homelessness**

Adequate affordable housing is an essential component of a vibrant community. It is essential to the health and viability of the City to support and incentivize efforts to provide housing across the economic spectrum.

**6.b Economic Recovery**

Planning for the post-COVID 19 economy is essential. Partnering with large businesses, encouraging and supporting small business and workforce development are all areas of importance.

**6.c Climate Change/Sustainability**

Focus on climate change needs to be at the heart of everything that the City does. It is the primary existential concern on everyone's mind and members of the community must see and understand that it is a primary concern for the City Council.

**6.d Racial Justice**

There is a lot of focus and work being done to create racial justice in the county right now. Collaboration within the county is essential to the success of this effort.

**6.e City Finances**

I know that the pandemic has created financial difficulties for the City. I would need to learn about, study, and understand the budget and the relevant priorities before offering an opinion.

**6.f Transportation, Transit, and Traffic**

Transportation, transit, and traffic are thorny issues and I don't have any particular expertise in this area so I would need to study the current situation and plans before offering any suggestions.

**7. Why do you think you are the most qualified candidate to be appointed to the City Council?**

I have lived in the County for over 50 years and chose to make San Rafael my home. I have watched San Rafael grow and thrive and would like to be a part of that continuing effort.

**Resume**

- [REDACTED]

**Consent**

✓ I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.

# D I A N A L Ó P E Z

San Rafael, CA 94901

## SUMMARY OF QUALIFICATIONS

- More than 10 years experience with The Permanente Medical Group as a managing director, unit manager, project manager and consultant.
- In depth knowledge of healthcare industry and medical group operations. Managed two Internal Medicine and three Surgical Specialty (Head & Neck Surgery, Orthopedics, Urology) Departments
- Extensive project management experience – inception, planning, and implementation.
- Knowledgeable about Health Care Benefits and the Affordable Care Act

## PROFESSIONAL EXPERIENCE

### Patient Navigator/Advocate

#### Private Clients • San Rafael, CA • June 2013 - Present

- Act as a liaison between a client/patient and the health care system in order to optimize the care the client/patient receives. Assist clinicians through improved communication which leads to a better understanding of treatment options and protocols and improves compliance.
- Provide support and referral services for clients/patients, families and caregivers and help coordinate care among medical disciplines.

### Patient Navigator Internship

#### Sonoma County, In-Home Supportive Services • Santa Rosa, CA • February – May 2013

- Provide individualized assistance to clients and their families and caregivers to help eliminate and/or mitigate health disparities and barriers to health care including financial, communication, medical system, psychosocial and logistical issues.
- Support the IHSS Social Workers, Adult Protective Services, and the Behavioral Health Division by helping clients plan and coordinate their medical care and supporting clients in taking an active role in decision-making regarding their own care.
- Listen to clients carefully, reflect what is being said, and help clarify the needs and goals that come out of those conversations. Craft a plan that includes small achievable steps that move them toward their health goals.
- Help clients work with the ambivalence inherent in making a change or decision on a complex issue.

### Program Director

#### Berkeley Language Institute • Berkeley, CA • July – October 2012

- Directed the development of language and interpreter assessment tools and an online program for interpreter training.



## **Managing Director/Project Manager**

### **The Permanente Medical Group • San Francisco, CA 94115 • 1999 - 2011**

- Managed transition of the San Francisco Primary Care Departments to the Regional Appointment and Advice Call Center (AACC) within the required timeline.
- Managed Surgical Specialties – Orthopedics, Urology and Head and Neck Surgery
- Developed Hearing Center and Aesthetic Surgery Business Ventures
- Developed Autism Spectrum Diagnostic Clinic by adapting the Regional model to San Francisco's practice.
- Developed an online scheduling process for interpreter services that resulted in increased efficiency and lead to booking more appointments.
- Managed all aspects of Linguistic and Cultural Services

## **Senior Consultant**

### **The Permanente Medical Group • Oakland, CA 94612 • 1997 - 1999**

- Developed facility interface models for the regional Appointment and Advice Call Centers (AACC)
- Developed Policies and Procedures
- Developed online training database

## **Manager**

### **The Permanente Medical Group • San Rafael, CA 94901 • 1989 - 1996**

Manage units providing ambulatory services; ensure that staff provides high quality, cost effective and patient focused care; develop and manage budgets; ensure compliance with federal, state and local regulations.

- Developed local appointment and advice call center
- Managed two units – Internal Medicine and Cardiology
- Patient advocate

## **EDUCATION**

Bachelor of Arts, South Asian Studies, Sonoma State University, Rohnert Park, CA

Feldenkrais Practitioner, Feldenkrais Resources, Berkeley, CA

Patient Navigator Certificate Program, Sonoma State University, Rohnert Park, CA

## **PROFESSIONAL DEVELOPMENT**

- Marin Professionals
- Affordable Care Act Study Group
- Marin County Commission on Aging
- Encorepreneur Program Curriculum Development Committee

## **SOFTWARE SKILLS**

PARRS Mainframe System, Microsoft Word, Excel, Powerpoint, Access, Project, OpTime, Lotus Notes  
Email and Calendar

## New submission from City Councilmember Application

EliasHill <notify@proudcity.com>

Sat 1/9/2021 3:04 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

### Name

Elias David Hill

### Address

[REDACTED]  
San Rafael 94901

United States

[Map It](#)

### Phone

[REDACTED]

### Email

[REDACTED]

### What District do you live in?

District 2

### Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:

My name is Eli Hill, and I am prepared and ready to serve on the San Rafael City Council.

- Community Experience in San Rafael: Since moving to San Rafael in 2018, I have taken an active role in the community and am currently serving on both the San Rafael Planning Commission and the San Rafael Fire Commission.
- Leadership in San Rafael: I have a strong background in public speaking. I have experience asking/answering tough questions, and I am not afraid to have crucial conversations on sensitive topics in a public setting.
- Diversity in San Rafael: My philosophy and approach to diversity aligns with my own experience of growing up multiracial and Chinese American in San Francisco. I plan to address issues of racial justice with a lens toward progress.
- Business Strategy in San Rafael: With 20 years of experience delivering strategy and technology consulting services to private and public sector organizations, I would help the City in the best way to partner with business and regional stakeholders on behalf of our community members.

Through my community leadership and professional experience, I bring pre-existing, strong relationships with community leaders and regional leaders that will benefit San Rafael.

### Have you ever served as a member of a San Rafael Board, Commission or Committee?

Yes

### If yes, please specify which Board(s), Commission(s) and/or Committee(s) and your length of service:

San Rafael Fire Commission, October 2019 - present

San Rafael Planning Commission, September 2020 - present

### 1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.

#### San Rafael

- Planning Commission: As a member, I voted for the 3301 Kerner temporary homeless shelter and requested inclusionary language for LGBTQ+ community members in the "Diversity, Equity, and Inclusion" element of the draft San Rafael 2040 General Plan.
- Fire Commission: As a member, I have advocated for passage of the Marin Wildfire Protection Authority and served on an interview panel for the San Rafael Fire Department.

#### San Francisco

- San Francisco Police Chief, Executive Director of Department of Police Accountability, Police Commission: Provided public comments on delivery of cloud-based case management system.
- Privacy and Surveillance Advisory Board: Provided public comments on community member privacy.

### **2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?**

I prioritize affordable housing, modernizing public safety and emergency services, homelessness, and mobility as some of the most significant issues facing the City of San Rafael.

1. Affordable Housing: Throughout the region and in San Rafael, the gap between those who can afford housing and those who cannot continues to widen. I support continued efforts to responsibly streamline the development process while preserving the character of San Rafael. Additionally, I would uphold existing policies like mandatory mediation, cause for eviction, source of income discrimination, and state rental regulations. See 6a.
2. Modernizing Public Safety and Emergency Services: Building on the Marin Wildfire Prevention Authority and the Public Safety Center, we must consider a comprehensive view of public safety which is agile enough to respond to San Rafael's public safety needs now and in the future. Specifically, I support technology investments to enhance data collection and reporting capabilities so that fire and police departments can make situational and strategic decisions.
3. Homelessness: In addition to being a humanitarian matter, homeless encampments increase risk of wildfire and negatively impact residents and businesses. We should continue with the Housing First strategy, making continuous improvements. See 6a.
4. Mobility: Getting to and from residences for business, school, and shopping via car, walking, and cycling have direct impact on our quality of life and are directly related to sustainability and climate change. See 6f.

### **3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2). Tell us what suggestions you have for addressing it.**

I am especially interested in the revitalization of Downtown San Rafael. I have fond memories in my youth of patronizing Gamescape and strolling down Fourth Street to discover local lunch spots. San Rafael stood out to me because it offered a relaxed, safe, and charming ambiance. San Rafaelinos and visitors alike appreciate this downtown appeal. Even with the rise of ecommerce, Downtown San Rafael can thrive by providing in-person experiences: services, goods, and restaurants. Coming out of the pandemic, we should strategically brand our Downtown as a regional destination known for its walkability, services, safety, and fun which reflect the unique and evolving character of San Rafael.

- Downtown Businesses: Businesses thrive when they become integral parts of the community. One of my aims as a Councilmember would be to support San Rafael businesses. When our business community is supported, we can better implement innovative programs and policies that serve all San Rafaelinos.
- Dense Housing: By focusing on expanding our housing stock in the urban core of the community, we can better protect and preserve our open space, better utilize regional transportation through the San Rafael Transit Center, and support our local economy.
- Attraction and retention of large employers: Companies like BioMarin, Kaiser, and Autodesk are a key part of our community, not only in direct contributions to the tax base, but also their employees frequent local small businesses and establish residence in San Rafael. We must continue to strengthen our partnership with existing companies and attract new businesses.

**4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?**

We must always aim to be a thriving community for all. The City of San Rafael is a vibrant intersection of culture, environment, commerce, and rich history.

Through my background in consulting, I bring considerable expertise in developing and delivering vision and strategies to large organizations. I am also an active community member who cares deeply for the future of this community. The most important contribution I would make as a member of the City Council is the ability to help our vision become realized. The City has already been successful in realizing much of its long-term vision. Successful initiatives like Housing First and the Marin Wildfire Prevention Authority have taken years to develop by the community leadership. I intend to continue this tradition; I plan to be a custodian of existing strategies and to help develop new strategies.

I would support our vision with strategic planning through establishment of objectives and measurements, engaging our community for ideas, and helping Together San Rafael succeed.

**5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is best for the City.**

I am guided by a philosophy of pragmatic solutions with a commitment to the welfare of all people. While I have my own biases, ultimately my priority is listening to the community and collaborating with my fellow Councilmembers. As an example, I am aware of my own bias toward the establishment of public commons on sections of Fourth Street. This is an idea that might not be supported by all community members. With this in mind, I commit to staying cognizant of my own biases, considering divergent points of view, and prioritizing what is best for the City as well as achieving practical outcomes to improve it.

Furthermore, I pledge transparency in decision-making with the public.

**6.a Housing/Homelessness**

My father's family experienced homelessness for a period when he was a child in the 1950s. His story includes many of the typical reasons that contribute to homelessness: addiction, mental health issues, trauma, and financial instability. At the time, families experiencing homelessness were offered housing, but the living conditions and lack of safety were so unsuitable for children that his mother decided not to accept the help. Instead, she opted for her family to live in a tent by a beach until they could find safe, permanent housing. They were lucky and eventually found housing, but many families have ongoing struggles. My father's story and countless stories of others facing homelessness have impressed upon me the importance of supporting people who experience homelessness.

I am proud to be part of a community that has prioritized the issue of homelessness. The existing policies adopted by the City of San Rafael stand as robust pillars and should be upheld, including mandatory mediation, cause for eviction, source of income discrimination, and state rental regulations. City Council and Staff have worked tirelessly for years to achieve these policies and effectively facilitated stakeholder engagement. I laud the City for its commitment to addressing homelessness: between 2017 and 2019, San Rafael saw a 30% decline in unsheltered homelessness. As a member of the San Rafael Planning Commission, I was proud to vote for approval of the temporary shelter at 3301 Kerner.

Additionally, from a public safety perspective, addressing homelessness mitigates wildfire risk created by encampments.

**6.b Economic Recovery**

Economic Vitality is one of the main ingredients of a thriving community. Like other communities, we have been severely impacted by the pandemic. Below are several considerations for us to recover economically:

- Large businesses: Autodesk, BioMarin, and Kaiser, for example, are a key part of our community in that they provide direct contributions to the tax base and their employees frequent local small businesses and establish residence in San Rafael. We must continue to strengthen our partnership with existing companies and attract new businesses.
- San Rafael Downtown Precise Plan (in development): The SRDPP, among other things, creates a predictable

development review process to facilitate project streamlining. Our community needs this kind of expression to attract development, expand housing inventory, and ultimately enhance a vibrant downtown community.

- Fourth Street: Dining Under the Lights has demonstrated not only how our community came together in the face of the pandemic but also what our future could look like downtown. I support exploring the possibility of permanently converting sections of Downtown Fourth Street to a bicycle/pedestrian thoroughfare.
- Terra Linda Shopping Center: Traditionally, the Terra Linda Shopping Center has served San Rafael and the larger Marin and Bay Area community. As the landscape of retail has shifted toward ecommerce, further exacerbated by the pandemic, there has been much community debate on how to approach the Terra Linda Shopping Center. Ultimately, I am committed to working toward outcomes that address the needs of the community.

### 6.c Climate Change/Sustainability

San Rafael has already made great strides with respect to climate change. City Council and Cory Bytof, San Rafael's Sustainability Coordinator, should be lauded for making San Rafael a regional climate leader; I would uphold this tradition.

- Mitigation - Reduce/avoid the causes of climate change: We should consider the following mechanisms for San Rafael: expanding green building standards, strengthening low carbon transportation, increasing electric vehicle charging infrastructure, improving the San Rafael Transit Center, enhancing walkability/bike safety, improving Marin Clean Energy, and streamlining solar permitting.
- Adaptation - Reduce our vulnerability to climate change impacts: Sea level rise will imminently impact San Rafael. The draft of the San Rafael 2040 General Plan provides guidance for sea level rise as a matter of public safety as well as mechanisms for prevention. We must consider community members, local ecosystem, and businesses that will be impacted by sea-level rise.
- Sustainability - Changes we make now to protect posterity: At a local level, we should adopt policies that address the environment, our economy, and social equity. As provided in our Climate Change Action Plan, we should ensure delivery of measures across categories including low carbon transportation and energy efficiency.

We must continue to support initiatives like the "Third Street Corridor Rehabilitation and Safety Improvements" project which, among many benefits, encourages bicycle and pedestrian safety.

Finally, we must continue to facilitate engagement across the region and with our state and federal stakeholders to drive policies and funding.

### 6.d Racial Justice

Racial justice in San Rafael is a prominent issue that disproportionately affects Latino/Latina/Latinx community members. There have been commendable efforts to recognize and address disparities through inclusivity measures including expanding Spanish-language outreach for public safety, education policies, and even district-based elections for City Council. However, we can do more to achieve racial justice outcomes. When all people have an equal opportunity to thrive, we can succeed as a community.

San Rafael must prioritize building trust with the community. I would like to explore establishing a Police Commission for San Rafael as a mechanism to further establish trust between San Rafael Police Department and the community it serves. Based on my experience doing a ride-along with SRPD, I know them to be committed to cultural sensitivity; however, a commission would serve to increase trust in the community by providing transparency on policies, training, data, and incidents.

In addition to racial justice, class, gender, gender identity, and sexual orientation are also important issues for consideration. We must uphold an environment of inclusivity, dignity, and support in our community.

### 6.e City Finances

The economic conditions imposed by the pandemic have been devastating for San Rafael. The City has done an exemplary job maintaining solvency and prioritizing essential services including implementation of furloughs, early retirement packages, and passage of Measure R. While these steps have resulted in a balanced budget and positioned the City to remain solvent in the future, in order to restore services to pre-pandemic levels, we need to

increase sustainable revenues.

As a member of City Council, I would continue to support the City's approach to a balanced budget and ensure that reliable revenue streams are expanded to support services and projects for our community.

## 6.f Transportation, Transit, and Traffic

Mobility in San Rafael is directly related to quality of life and sustainability. Below are a few mobility areas for consideration:

- **Pedestrian/Bicycle Safety:** We must continue our vision to support initiatives like the "Third Street Corridor Rehabilitation and Safety Improvements" project which, among many benefits, promote bicycle and pedestrian safety.
- **Highways/Thoroughfares:** In San Rafael, major highways (101 and 580) run through our community and impact us, both positively and negatively; we should clearly understand the data of air quality impacts and work with Caltrans and regional partners to consider long-term policies and road configurations that support environmental health and economic vitality of the community.
- **Public Transit/San Rafael Transit Center:** Prior to the pandemic, I rode the bus daily from 4th and H. Like other community members, our travel/commute patterns were severely disrupted or even eliminated. We can all expect that there will be a permanent impact to how we travel. A major consequence will be a reduction in funding for regional public transit. With revenues heavily diminished from the Golden Gate Bridge, subsidies for our bus and ferry systems will be constrained and threaten a robust commute infrastructure. We must work closely with our regional agencies (including Marin County, Metropolitan Transportation Commission, GGHTD, and our neighboring municipalities) to consider our ways forward.

As a member of City Council, I would support continued attention to pedestrian and bicycle safety, adoption of electric vehicles, robust public transportation, and reduce/eliminate our overall carbon footprint.

## 7. Why do you think you are the most qualified candidate to be appointed to the City Council?


I possess these important qualities:

- **Critical Thinking:** I have a strong data-driven orientation and consider our community through the lens of systems-based thinking; decision-making should achieve practical outcomes and must be informed by the uniqueness of each situation as well as concern for the welfare of all people.
- **Diversity:** Four generations ago, my Chinese American family made their home in the Bay Area. My forebears worked tirelessly to rise up through the Chinatown community in San Francisco. They eventually broke barriers by purchasing property "above Powell Street", outside the boundaries typically sold to Chinese Americans. This piece of family history has shaped my beliefs about equity and affordable housing; it informs my view that the character of San Rafael can be preserved while people of diverse backgrounds can live, grow, and thrive here.
- **Business Experience:** With 20 years of successful business development and management focusing on public sector, I would bring perspective on ways to best partner with the business community.
- **Gender:** I am a feminist, and I am proud that our community has prominently elected an all-female City Council. I feel that I would be a strong partner and would be honored to work together with a team of women leading our community.

## Resume

- [REDACTED]

## Consent

 I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.

# Eli Hill

## Community Leader and Public Sector Consulting Leader

### QUALIFICATIONS SUMMARY

- Focus and achievement in organizational and technology transformation for public sector customers
- Community-recognized leader with 20+ years of experience in managing organizational design and technology implementation
- Broad and deep experience managing strategic roadmaps for organizations with emphasis on modernizing technology

FUNCTIONAL CAPABILITIES	CUSTOMER SUMMARY	INDUSTRIES
<ul style="list-style-type: none"> <li>• Strategic planning</li> <li>• Solution architecture</li> <li>• Practice and people management</li> <li>• Relationship management</li> <li>• Vendor selection and management</li> <li>• Technology portfolio management</li> <li>• Cybersecurity technology</li> <li>• Collaboration technology</li> <li>• Business case/requirements development</li> <li>• Systems Design and Deployment</li> <li>• Strong written and verbal communications</li> </ul>	<ul style="list-style-type: none"> <li>• US Central Command</li> <li>• US Marine Corps</li> <li>• US Defense Finance and Accounting Services</li> <li>• US Military Health System</li> <li>• US Department of Veterans Affairs</li> <li>• US Department of Justice</li> <li>• US Department of Energy</li> <li>• US Centers for Disease Control</li> <li>• State of California</li> <li>• State of Georgia</li> <li>• State of Tennessee</li> <li>• City and County of San Francisco</li> <li>• Alameda County</li> <li>• Los Angeles County</li> <li>• Pacific Gas and Electric</li> <li>• Amgen</li> <li>• Tribune Company</li> <li>• Fox Interactive Media</li> <li>• Black Rock</li> <li>• Unified Grocers</li> </ul>	<ul style="list-style-type: none"> <li>• Public Sector</li> <li>• Utilities</li> <li>• Retail</li> <li>• Healthcare</li> <li>• Financial Services</li> <li>• Private Equity</li> <li>• Healthcare</li> <li>• Media</li> </ul>

### PROFESSIONAL EXPERIENCE

**Senior Director – Slalom Consulting – San Francisco, CA** **2014 – Present**

- Manage strategy and technology consulting for public sector, tech industry, and energy customers.

#### PREVIOUS WORK HISTORY:

<b>Practice Lead – Slalom, Technology Enablement – San Francisco, CA</b>	<b>2011 – 2014</b>
<b>Solutions Architect – Quest Software, Public Sector PSO – Rockville, MD</b>	<b>2009 – 2011</b>
<b>Solutions Architect – Janalent – Las Vegas, NV</b>	<b>2007 – 2009</b>
<b>Senior Consultant – CorpInfo – Los Angeles, CA</b>	<b>2005 – 2007</b>
<b>Senior Consultant – Corevera – San Francisco, CA</b>	<b>2004 – 2004</b>
<b>Senior Network Engineer – Micromenders – San Francisco, CA</b>	<b>1999 – 2004</b>



## WORK HISTORY

### Senior Director – Slalom Consulting, Industry Leadership

2013 – Present

- Client Delivery: Manage and deliver solution architecture services for strategic projects across Cybersecurity, Enterprise IT, NERC CIP, Customer Care, Electric Operations, CRESS
- Business Development / Relationship Management: Develop and execute sales/delivery strategy, mature client relationships, manage consultants and people managers, coach/mentor consultants
- Engagement Management: Oversee engagement health, held accountable to outcomes
- Consultant Enablement: Develop leadership, maintain regular touchpoints with people managers, monthly account-wide meetings
- Operations: Maintain/improve account metrics, reconcile time/billing, negotiation with procurement
- Strategy: Manage strategic planning, account leadership team, and succession planning

### Practice Lead – Slalom Consulting, Technology Enablement

2011 – 2013

- Responsible for managing technology enablement practice:
- Achieve quarterly/annual sales, revenue, and margin targets
- Develop and deliver technology solution offerings
- Manage project engagements
- Develop and manage consultants in the practice

### Solutions Architect – Quest Software, Public Sector PSO

2009 – 2011

- Solutions architect for federal and defense customers
- Develop .NET utilities to accommodate non-standard scenarios as well as custom toolsets for professional services practice
- Escalation point for professional services architects

### Solutions Architect – Janalent – Las Vegas, NV

2007 – 2009

- Lead Architect for collaboration platform design and migration projects.
- Responsible for delivering sound technology architecture, implementation plans for complex client consulting engagements.
- Solutions architect for inter-forest, inter-org directory and messaging migration project for Amgen consolidation and acquisition of Abgenix.
- Solutions Architect for inter-forest, inter-org directory, messaging, SharePoint, Team Foundation Server migration project for Fox Interactive Media's acquisition of MySpace to integrate acquired business units.
- Architect for inter-org messaging migration for the State of California to provide shared services to state agencies; 50,000 users

### Senior Consultant – Corplnfo Services – Los Angeles, CA

2005 – 2007

- Project manager and principal architect for customers in public sector, retail, and media.
- Technical Lead for directory and messaging consolidation project for Tribune Company.
- Provided internal technical escalation point, sales engineering and strategic business development.

### Senior Consultant – Corevera – San Francisco, CA

2004

- Founded information technology services practice with three partners and two fulltime employees.
- Managed datacenter migrations for Wild Planet Toys and MedAmerica. Services included ISP migration, WAN migration, cable vendor management, server room power/structural/AC analysis, and technical project management.
- Provided senior network engineering service to The Sharper Image, including project management and execution of network core expansion, upgrading VPN infrastructure, and providing 24/7 network escalation support.

### Senior Network Engineer – Micromenders – San Francisco, CA

1999 – 2003

- Principal network engineer among 50+ delivery resources.

- Developed and implemented network operations center for managed services provider (MSP) offering.
- Developed and delivered technology seminars for engineering and sales teams.
- Managed technology migration practice, including ISP management, circuit migration, data center management, and project management.
- Delivered network design consultation and support for enterprise client with 30-site WAN infrastructure supporting 4000+ users, including ATM circuit integration, routing metric optimization, network monitoring implementation, and BGP peering
- Developed and delivered network security audit offering including penetration testing, network and systems configuration review, and final deliverable providing findings and recommendations.

## **EDUCATION**

BS, Nuclear Engineering – University of California, Berkeley - 1999

## **CIVIC ENGAGEMENT**

San Rafael Fire Commission, Member – Appointed October 2019  
San Rafael Planning Commission, Member – Appointed August 2020

## New submission from City Councilmember Application

EricHolm <notify@proudcity.com>

Mon 1/11/2021 6:42 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

**Name**

Eric Paul Holm

**Address**

[REDACTED]

[REDACTED]

San Rafael 94901

United States

[Map It](#)

**Phone**

[REDACTED]

**Email**

[REDACTED]

**What District do you live in?**

District 2

**Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:**

I have over twenty years of experience in Leadership, Management, Administration, Arbitration, Mediation, Adjudication, Strategic Planning, Budget, Finance, Fundraising, Dispute Resolution, Consensus Building, Solution Implementation, and Mission Fulfillment. Additional experience includes Administrative Law, International Law, Labor Law, Implementation and Revisions of the Americans with Disabilities Act (ADA), Project Management, Diversity Training, Communications with a broad spectrum of people, and Processes and Procedures in the Governmental, Private, and Non-Profit Sectors.

Complementary experience includes 11 years of relevant service on Boards and Commissions of the City of San Rafael, 10 years of service Chairing a California State Board, 15+ years of service on non-profit Boards, Quasi-judicial federal and state decision making, Juris Doctorate from San Francisco Law School and a Bachelor of Arts and Sciences degree from Saint Mary's College of California.

**Have you ever served as a member of a San Rafael Board, Commission or Committee?**

Yes

**If yes, please specify which Board(s), Commission(s) and/or Committee(s) and your length of service:**

Yes, I have served on San Rafael City Boards and Commissions.

- Stand-in City Councilmember 2014-2020
- General Plan 2040 Steering Committee 2018-2020
- Park & Recreation Commissioner 2009-2018
- ADA / Accessibility Advisory Committee 2009-2018

**1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.**

Regular meetings of the Park and Recreation Commission, Commissioner/Chair 2009-2018

- Regular meetings of the ADA Accessibility Advisory Committee, Member 2009-2018
- Regular meetings of the General Plan 2040 Steering Committee, Member 2018-2020
- Chaired, City Hall Meeting for discussion and vote on the acquisition of Makin Grade Property, Stage Coach Road to Bolinas

• San Rafael Fire Department's Captain Selection Board, Civilian Member, interviewed and evaluated candidates for promotion

- Presenter at City Forum on Disability Rights and Responsibilities with the Center for Independent Living and Chamber of Commerce
- City Council Meetings (numerous), speaker, concerned resident, and accolades 2008-present

**2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?**

- 1) COVID-19 has caused a risk to our physical safety with special threat to our seniors and residents with preexisting health issues. Local steps in conjunction with the County guidance, must be followed to provide the best defense along with the encouragement of vaccinations against the virus. This includes wearing masks; encouraging vaccinations, social distancing, regular hand washing; and reevaluating allowance for outdoor dining under safe and reasonable operations.
- 2) LOCAL ECONOMY - At the same time, our local businesses are suffering as a result of the shutdown. Restaurants, hospitality, and retail shops are going out of business. This affects not only the social aspect of our community, but job security, and is creating a blight of vacant store fronts and diminution in tax base. We need to be nimble, creative, and responsive to keep our residents safe and healthy as well as in protecting our small businesses, to sustain our economic and community vitality. As Exalted Ruler of the San Rafael Elks, my Board and I closed/restricted operations in conformance to the order. As a non-profit, we worked together, and continue to do so, to find creative ways to sustain our business operations so we can continue to meet the needs of our members and the community programs we support, e.g. veterans support; educational scholarships; food for needs programs.
- 3) CITY OF SAN RAFAEL BUDGET Restraints – For all our best intentions and desires to do good and be responsive to our community, the one thing all our endeavors have in common is the need to pay for them. We, through open and frank consideration will have to be particularly engaged in planning and prioritization of needs and abilities in our fiscal responsibilities to do more with less.

**3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2. Tell us what suggestions you have for addressing it.**

Accessibility and Safety

Disability Accessibility - I am the past President of the State Board of Guide Dogs for the Blind Past President of the San Francisco Chapter of the National Federation of the Blind. I served on our San Rafael ADA / Accessibility

Committee. I am acutely aware of the necessity for an active and engaged community forum as the place for our residents to discuss the potential hazards and concerns of our disabled citizens. Those of us directly affected are best to describe solutions for implementation by the city. For example, we need:

- ♣ greater accessibility for public transit,
- ♣ sidewalk repairs to eliminate tripping hazards and wheelchair safety
- ♣ appropriate curb cut-outs
- ♣ safer traffic intersection control.

Along with "Amarillo" my Guide Dog, I have had several dangerous encounters due to unsafe designated crossing locations. Additionally, as a matter of accessibility, many of the city documents and forms I have attempted to utilize are not ADA compliant for screen readers for visually impaired people. These are among the issues I can help correct if I am appointed to the Council.

**4. What do you believe is the most important contribution you can make as a member of the City Council? What**

### strength do you think you would bring to the City Council team?

I possess extensive experience listening to community concerns and addressing the issues in a quasi-judicial capacity, providing attention, fairness, and redress.

We each have our own experience, talents, and abilities. Thus, we all bring something of value to the table in our common goal to make San Rafael an ever more wonderful place to live, for ourselves and future generations to come.

My personal contribution to the Council (if you select me) is based on a wide experience of Service to others and deliberative process in decision making.

### 5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is best for the City.

My heart is in public service and the best interest of our city.

I believe in a city policy based in equity, fairness, representation, and vitality.

For example, as a federal adjudications officer, I checked my personal beliefs at the door and made my decisions without personal passion or prejudice (disinterested, not uninterested) in the interest of equity and consistent application of the law and justice. Similarly, as a Council member, I will work in the city's interest in every question before us. In this spirit, together we will define opportunities and craft solutions in a genuinely collaborative manner. Problem definition is the key to any solution in the exercise of prudence and community.

You know me. I've dedicated the past eleven years of my life building community and civility, doing my part to make San Rafael an ever better place to live.

### 6.a Housing/Homelessness

#### Homelessness

The issue of homelessness is complicated. On the one hand, homeless people include those who are a paycheck away from recovery to those, on the other hand, who are chronically homeless. To name a few, Issues surrounding PTSD, substance abuse, mental health, family abandonment make the issue of homelessness that much more complicated.

Early on, I was a member of the Ritter Center Board and Thursday Morning Group which was directly involved in the development and implementation of the Streets Team program. We used the Streets Team model as developed by the City of Seattle WA and scaled it to match San Rafael. As a result of our work, the Streets Team program was adopted by the City and County. This program was the foundation for developing individual abilities, self-worth, dignity, and sense of responsibility and accomplishment. Building upon this same foundational work, the City, County, and local partners launched the Marin Homeless Outreach Team (HOT) in early 2016. Other Community Solutions such as Built for Zero were launched. Built for Zero is a national movement of over eighty communities who are working to end chronic and veteran homelessness by using a shared methodology and data standards.

#### Affordable Housing

Genuine Affordable housing is also complicated as it requires creative land use initiatives to address a variety of economic challenges. Land use policies need to be integrated into new projects and dispersed throughout the community. Done carefully and with the involvement of our many resident stakeholders, we will create a sustainable and a healthy balance of mixed housing options.

### 6.b Economic Recovery

San Rafael's quality of life and economic health are closely linked; each supports and benefits the other. Business is drawn to San Rafael by amenities such as parks, schools, and public safety services. In turn, these businesses generate taxes, fees, and revenues which help sustain government services. As this cycle has shaped San Rafael, the

economy itself has become one of the city's amenities. San Rafael offers an array of goods and services, convenient shopping, restaurants, health care, and entertainment, creating an environment that attracts new residents and new jobs.

The COVID-19 pandemic has significantly impacted San Rafael's businesses, residents, and workforce, with repercussions for City revenues and service delivery. In the short-term, strategies are needed to facilitate recovery and provide economic assistance. Longer-term, the impacts on commercial real estate, shopping, workplaces, commute patterns, and other aspects of San Rafael's economy will need to be monitored and addressed.

Overall, the local economy will ebb and flow, but the long-term goals remain relevant. These goals include a healthy and resilient economy, a diverse and balanced business mix, and distinctive business districts. Economic vitality goals are complemented by policies throughout the General Plan that support San Rafael's economic health, including land use compatibility, transportation efficiency, good urban design, and improved access to education and jobs for all residents.

### **6.c Climate Change/Sustainability**

Climate change impacts both human and natural ecosystems. Our natural environment must be conserved in order for it to be able to provide use (Clarify) to our residents, visitors, and future generations. Management of our climate will need to be addressed through not just through caring for our natural environment and resources but also by ensuring our human use and impact on it does not erode it to the point that we cannot sustain or repair it. I would look to helping San Rafael/Marin and its residents to look at our existing and future footprint and programs and policies that support clean resources, such as air and water; green energy use; and reduction of waste that deteriorates our natural environment and resources for current and future use.

### **6.d Racial Justice**

Systemic racial injustice pervades our society and community. Even here in our wonderful City, the prejudice of social and economic challenges disproportionately affect people of color.

Progress requires ongoing community outreach and open communication on every level of decision-making, with the participation of All in our community. Equitable communication must be increasingly developed through continued, transparent discussion with community involvement, advocacy programs, and advisory committees.

The City has committed itself to the federal initiative "Mayor Pledge" and created a Task Force to review San Rafael's policing policies as to the 8 Can't Wait, guidelines on use of force, which the Council adopted in August. I commend the SRPD and Former Chief Bishop for their dedication and commitment to these changes.

Racial Justice impacts nearly every facet of life and involves housing, criminal justice, health care, employment, education, among other issues. We must be committed to this community awareness as we work comprehensively with every level of government; Local State, and Federal, and with the private sectors to guarantee mutual participation to advance public safety, economic opportunity, and dignity.

### **6.e City Finances**

Finance is the key driver in the development and execution of our City's mission. The COVID- 19 virus has detrimentally affected revenue collection throughout our community, leaving the City with a \$2.8M deficit and requiring the City to draw from its Emergency Funds. The City will need to reprioritize expenses dedicated to the development and maintenance of the City and its resources, and it will be essential that the reprioritization does not debilitate key services to our residents, and to the safety of our community. Looking at other ways to increase revenue is definitely going to be a challenge as COVID 19 continues to shutter our businesses from fully operating and bringing people in to shop, dine, and utilize our commerce centers. As the City recently has increased its Sales Use tax income, under Measure E, such will help but may take longer to realize while our businesses and commerce centers are under used. It will important that all City Departments and City and Community leaders/stakeholders collaborate to make difficult decisions on what short term actions are needed to continue to keep our City in an acceptable operating state.

### **6.f Transportation, Transit, and Traffic**

Efficient and effective mobility and access plans will help make our City accomplish many goals. Environmental quality can be greatly improved by the use of public transportation, cutting down on greenhouse gas emissions thus conforming to ecological justice and helping to reduce climate change. Economic vitality relies on a successful transportation network. This will not only help make travel more efficient, but again help on the aforementioned Environmental quality benefits. Furthermore, efficient access to and from key centers and supportive parking, as well as parallel public transportation routes to and from, will enhance the use of the areas and help grow these centers into a successful marketplace. Social equity can be further enhanced with the implementation of inexpensive modes of public transportation that are also more easily and readily available at time of need. Allowing for better navigation pathways that connects all points of our City will help people receive the services of our city more easily and cleanly. As San Rafael is a central thoroughfare to other areas/cities of Marin, management of the heavy traffic and patterns has to be balanced with safety between vehicles; pedestrians; and non-motorized transportation methods. This will be something that San Rafael and our neighboring communities must keep engaged in as we look to further develop our specific neighborhoods and commerce centers.

**7. Why do you think you are the most qualified candidate to be appointed to the City Council?**

My greatest vision is listening. I offer a vast array of experience in collegial, deliberative analysis to reach fair, equitable, and sustainable solutions. This, combined with my positive disposition, social engagement, numerous community activities, and deep civic commitment, qualify me well for inclusion with you on the San Rafael City Council.

**Resume**

- [REDACTED]

**Consent**

✓ I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.

## **ERIC HOLM, JD**

San Rafael, California 94901

### **SUMMARY**

Experience in Leadership, Management, Administration, Arbitration, Mediation, Adjudication, Strategic Planning, Budget, Finance, Fundraising, Dispute Resolution, Consensus Building, Solution Implementation, and Mission Fulfillment.

Additional experience includes Administrative Law, International Law, Labor Law, Implementation and Revisions of the Americans with Disabilities Act (ADA), Project Management, Diversity Training, Communications with a broad spectrum of people, and Processes and Procedures in the Governmental, Private, and Non-Profit Sectors.

Complementary experience includes 11 years of relevant service on Boards and Commissions of the City of San Rafael, 10 years of service on a California State Board, 15+ years of service on non-profit Boards, Quasi-judicial federal decision making, Juris Doctorate from San Francisco Law School and a Bachelor of Arts and Sciences degree from Saint Mary's College of California.

### **EXPERIENCE**

#### **Steering Committee Member, General Plan 2040**

##### **City of San Rafael, 2018 – 2020**

Improving our Community of Communities; The General Plan provides San Rafael's vision for its future, including policies for enjoyable livability and sustainability of our City. The Plan is a State-mandated document and covers topics such as land use, transportation, commerce, housing, climate change, parks, open space, conservation, community design, accessibility, safety, vitality, and beauty.

#### **Chairman - Park, Recreation & Cultural Affairs Commission**

##### **City of San Rafael, 2009 – 2018**

The Park Recreation and Cultural Affairs Commission is a seven member Commission acting in an advisory capacity to the City Council on all matters pertaining to public recreation, including parks, playgrounds, landscaping, childcare, the arts, educational courses, and entertainment.

- Appointed by the City Council to the Commission
- Elected by the Commission as Chairman
- Preside over Commission meetings and Activities
- Chair, Oversight Committee for Professional Minor-League Baseball - GO PACIFICS!
- Manage and set the priorities and allocations within the annual budget
- Engage in proactive community hearings to identify Community needs



- Assist in the development and planning of neighborhood recreational facilities and programs
- Stimulate public awareness, interest, and participation
- Develop events and projects in cooperation with public/private partners, residents and stakeholders, to greater enhance our Community of Communities.

**Committee Member - ADA / Accessibility Advisory Committee**

**2009 – Dec 2018**

- Inspiring and promoting effective solutions to achieve universal accessibility for all.
- Advise the City Manager, Mayor, and City Council on issues affecting people with disabilities
- Provide a public forum to identify, discuss, and address issues relevant to people with disabilities
- Develop procedures to implement the ADA on a local level
- Review city codes with the City Attorney relating to disability rights and access
- Oversaw compliance with federal Settlement Agreement to upgrade street curb-cuts
- Striving to enhance public safety, equality, and dignity

**President State Board of Guide Dogs for the Blind**

**California Department of Consumer Affairs, 2008-2018**

- Ensuring the quality of the guide dog industry by setting and enforcing standards, providing outreach and education, promoting greater public safety, and consumer protection.
- Appointed by two successive Governors of the Great State of California
- Elected by the Board as Board President
- Preside over meetings and activities of the Board
- Examine, license, and regulate the Guide Dog industry statewide
- Community outreach and inspection of Guide Dog schools in California
- Review and propose changes to pending legislation, regulations, and appropriate policies
- Arbitrate and resolves cases to further enforce Compliance, Safety, and Consumer Protection
- Conduct regular and periodic reviews of staff and program performance
- Develop, co-author, and implement the Strategic Action Plan, ensuring the Guide Dog mission via licensing, regulating and disciplinary functions
- Host, organize, and facilitate Guide Dog Day, State Capitol, "Crossing Communication Street."
- Organized, facilitated, and hosted the "What is a Service Animal and Why You Need To Know," Forum of Federal and State authorities to educate stakeholders and the general public regarding revisions to the ADA
- Presenter, Conference and PSA, "Accessibility for All" Marin Center for Independent Living
- Narrated and co-starred with Ford (Eric's guide dog) in the public service announcement, "Guide Dog Etiquette," in partnership with the California Restaurant

Association, creating greater understanding of Guide Dog teams and access to dining establishments

- Facilitated and created a Public/Private Partnership, with Sutter Health Care, educating and implementing policies, publications, and actions for proper etiquette and care of Guide Dog Teams in Emergency Rooms and Hospitals
- Established and Coordinated response and safety policies with the SFPD as the model for statewide implementation by law enforcement and 9-1-1 dispatchers on standards and care in response to attacks on Guide Dog Teams.

### **Adjudicator / Asylum Officer**

#### **United States Department of Homeland Security, 1997-2004**

- Presided over highly sensitive, complex, and classified hearings regarding international affairs.
- Evaluated and provided Protection to Asylees and Refugees, on the basis of actual harm or a well-founded fear of future harm by foreign government actors, based on Race, Religion, Nationality, Political Opinion, or inclusion in a particular Social Group.
- Wrote, issued, and enforced legal decisions on behalf of the US Secretary of Homeland Security.
- Exercised extensive independent authority, including "life and death decisions", requiring a thorough knowledge and understanding of the pertinent laws and current geo-social and geo-political situations.
- Extensive travel and duty assignments worldwide.
- Oversaw and evaluated colleagues' work product.
- Lead Liaison Officer, Joint Terrorism Task Force: Participated in briefings and identified suspected terrorists in conjunction with ICE and the FBI.
- Equal Employment Opportunity Action Committee, Executive Board: Conducted diversity training, sensitivity training, and ADA training, including recommendation, implementation, and review.
- Health and Safety Committee, Executive Board: Created, reviewed, and maintained health and safety protocols and manuals.

#### **Awards:**

- Recipient of 9 Outstanding Performance, Service Commendations;
- Charter Member Award, for Contributions in Creation and Implementation of Agency. Awarded by the Secretary of the Department of Homeland Security.
- Trainings:
  - Federal Law Enforcement Academy;
  - Asylum Officer Basic Training, Federal Law Enforcement Training Center, Glynco, GA;
  - Dispute Resolution Training, Federal Mediation and Conciliation Service, Washington, DC;
  - Management Inquiry Training, Office of Internal Audit, Washington, DC;
  - Equal Employment Opportunity Mediation Training,
  - Federal Mediation and Conciliation Service, Washington, DC;
  - General Industry Safety & Health Inspector Certification, US Department of Labor, OSHA, San Francisco, CA.

**Vice President and Chief Union Steward  
American Federation of Government Employees, Local 1616 AFofL-CIO  
1997-2004**

- Represented Labor in Federal Labor - Management relations, employment rights, contract negotiations, and health - safety issues
- Engaged in senior district level collective bargaining negotiations
- Negotiated Equal Employment Opportunity settlement agreements
- Negotiated the Pre-Decisional Involvement process, to ensure positive, constructive, equitable, and meaningful changes in the work place
- Prepared cases for arbitration, and represented employees before the Merit Systems Protection Board

**Adjudications Officer / Citizenship and Naturalization  
United States Department of Justice, 1995-1997**

- Adjudicated cases to grant or deny applicants requesting US citizenship.
- Conducted hearings to determine the suitability of aliens to establish legal status.
- Represented the US Attorney General in interpretation and decisions regarding the Immigration and Nationality Act.
- Investigated, Administered Oaths, Interviewed, determined credibility of applicants, Issued subpoenas to compel the attendance of individuals and production of materials.

**Awards:**

- Recipient of Outstanding Performance Service Commendations Training:
- Immigration Officer Academy, Washington, DC
- Asylum Officer Basic Training, Federal Law Enforcement Training Center, Glynco, GA
- Immigration Officer Basic Training, Federal Law Enforcement Training Center, Glynco, GA

**EDUCATION**

**Doctor of Jurisprudence, Law**

San Francisco Law School

Judge's Clerk to the Presiding Judge of the Superior Court

Superior Court of San Francisco

\* Assisted Judge Alfred G. Chantelli in all aspects of legal research.

\* Participated at pre-trial settlement conferences, trials, and sentencing in criminal court.

**Saint Mary's College of California**

Bachelor of Arts and Sciences

Integral Major in Philosophy, Languages, and Mathematics

## **COMMUNITY ACTIVITIES**

### Guide Dogs for the Blind

- Speakers Bureau
- Legacy Society
- Fundraising

### Exalted Ruler (President) San Rafael Elks Lodge

- Fundraising for local veterans
- Holiday shopping program for families in need
- Middle School Essay Contests
- High School Scholarship Program

### White Cane Safety Day, National Federation of the Blind

### Marin County Office of Education:

- 4<sup>th</sup> Grade Bike Project
- Covid Grant Project
- Ukulele Music Program
- San Rafael High music department

### Fire Department Captain Review Panel, San Rafael

### Marin United Council for Veterans

### Memorial Day, Flag Day and Veterans Day Ceremonies

### Civic Celebrations – re-opening of Boyd Park, Making a Difference at Albert Park, Albert Park Flag Pole and Dedication

## New submission from City Councilmember Application

EsmeLazare <notify@proudcity.com>

Tue 1/12/2021 4:55 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

### Name

Esme Octavia Lazare

### Address

[REDACTED]  
San Rafael 94901

United States

[Map It](#)

### Phone

[REDACTED]

### Email

[REDACTED]

### What District do you live in?

District 1 **Confirmed as District 3**

### Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:

Dear City Council,

I would like to share with you my skills of research, organization, listening and hearing, of analyzing and processing public input, of developing rapport with a wide variety of local residents who are experiencing widely different realities, while imparting a sense of unity and purpose to the community. I would like to help the council, to hone its purpose by assisting it to more closely articulate its social and practical mission and to get my hands dirty, assisting the Council with the execution of that mission in any way I can.

### Have you ever served as a member of a San Rafael Board, Commission or Committee?

Yes

### If yes, please specify which Board(s), Commission(s) and/or Committee(s) and your length of service:

I was invited to serve on the Loch Lomond Marina Committee as a community member and resident of Loch Lomond one year ago.

### 1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.

The opportunity to serve on the Marina Committee allowed me to attend meetings at City Hall and then monthly zoom meetings to discuss topics related to permits and permits amendments, administrative plan reviews and plan revisions, subdivision improvement agreements, low income housing requirements, private vs city park and public access, which has generally increased my breadth of knowledge as it relates to such matters. I have become more familiar with issues involving the Bay Area Water Quality Review Board and its responsibility to review request for water quality certification on submitted plans, with BCDC and have had had the opportunity to get to know local business owners and managers as well as Paul Jensen, who you know is the Community Development Department Director for the City of San Rafael, overseeing city planning, building and code enforcement. I interface with my neighborhood, attempting

to answer their questions and update them on new developments

I also regularly watch City Council meetings for City Councils across Marin. I find San Rafael's City Council meetings to be the most substantive and they make me proud to be a resident. I have not commented by phone, YouTube or Zoom, but typically take notes and look up topics later online.

I have also attended several San Pedro Road Coalition meetings. I participated in voting to support community development plans as outlined in the 2020 General Plan.

**2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?**

I believe the top five priorities are 1) An Equitable Economic Recovery which promotes Cultural and Economic Vitality and assist residents to "Adapt to the Future" 2) Maintaining a Focus on Reducing/ Preventing Homelessness, 3) Preparing for Climate Change and 4) Property Crime Prevention. These and other important issues are all intersectional and the success or failure of one affects the other.

"Pivot" was my most and least favorite word of 2020. Deep social and economic structural changes, already on the horizon, were greatly accelerated by this crisis. Existing economic disparities, including unequal access to credit and technology ( digital divide), created unequal experiences during shelter-in-place. The new normal will show that disparities have become more entrenched, even structural, unless mitigating efforts are made to correct the imbalances.

Please see the rest of my response under the topic of Economic Recovery, as character limits do not permit a full response here.

Another urgent priority is maintaining San Rafael's focus on the reduction and prevention of homelessness. Please see the rest of my response under the topic of Housing/Homelessness.

My third priority is preparing for effects of climate change. Please see the rest of my response under the topic of Climate Change/Sustainability.

Property Crime is on my list because vehicular theft and burglary, including the regular theft of catalytic converters and other property crimes, are traumatizing our citizens who feel violated and economically damaged, even as overall crime rates have been declining. I am creating a volunteer task force dedicated to documenting the experiences of victims for analyzation and action. If you interview me I will have more to say about this matter.

**3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2. Tell us what suggestions you have for addressing it.**

I am interested to help bridge the social gap between Latinx communities and Caucasian communities and to increase awareness of Native American history and present day realities. Past and current discrimination against ethnic minorities and the lasting hurt it creates means that many citizens do not feel part of the city wide community. San Rafael should lead Marin in celebrating culture. I would like to propose a Dia de los Muertos celebration in San Rafael's downtown and have other suggestions for increasing cultural appreciation and creating a sense of unity and connectivity.

**4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?**

The most important contribution I can make to the City Council is helping to represent the divergent perspectives of very different demographics within the larger San Rafael community, including both thriving and marginalized people. I am good at research and at sourcing and analyzing statistics. I am able to take a backseat to those more experienced than I and am more concerned with outcomes than my own promotion.

My strength is my personal history, my ability to relate to people and the sum of my experiences which are the result of

both personal successes and serious struggles.

I have been a brick and mortar retailer who interfaced with the public, managed more than 35 employees and experienced a difficult and changing market affected by globalization and I was highly impacted by online competition. I experienced very different landlords, supportive partners and those eager to raise rents repeatedly. I have gone before a design review board and have filed for city permits. I have wanted to open a business in San Rafael and, even pre-pandemic, found the climate lacking.

I might assist the Council in reimagining the future of retail in San Rafael's different business districts. I am aware that at least a couple of council members would like to take the lead on economic redevelopment in San Rafael. I would respectfully take a back seat to them. I would urge them, however, to draw on my experience, my successes and my failures, as a source of information, ideas and additional inspiration. I am also knowledgeable and passionate about homeless issues and would like to be of service there or in any area that the Council might need me to be.

**5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is best for the City.**

I suppose every applicant reading this imagines that their personal philosophy could never be at odds with what is best for the City of San Rafael. Undoubtedly that is not true and successful candidates should have the capacity for introspection. I can say that I do not have any personal financial interests that could be affected by any policy changes whatsoever and I am not tied to any ideological viewpoints, the kind which have divided communities and even families in recent years.

My political party preferences are not strong and I have worked hard to weed out any and all ideological thinking. I seek practical solutions to identifiable problems. I believe the realities on the ground can be analyzed and creative problem solving strategies applied. I am not a conduit for any "values" or "interests", am not interested to join the City Council in order to express my opinions, but am instead eager to assist in creating a safe and functional city which is prepared to meet the challenges coming in the years and decades ahead. Realizing a vision of productive and joyful communities where each citizen is treated equally is my only motivation.

**6.a Housing/Homelessness**

Recent successes are laudable, but the COVID-19 pandemic will have inevitably produced an increase in homelessness. Others will be left precariously housed for years to come. It is critical that temporary homelessness does not become episodic or permanent.

I hope the Marin County Board of Supervisors will extend the eviction moratorium and that the City Council will consider additional renter protection policies to assist all low-income tenants for months to come. A pandemic is not the time to force people onto the street people who have little to no means or insufficient credit to find alternative housing and the pandemic is clearly not over. Public health concerns and economic recovery goals require that landlord losses be addressed another way, perhaps housing vouchers, tax credits or other incentives. The precariously housed must not be forced to live in their cars on our streets, especially while public bathrooms and gyms are still inaccessible. The most cost effective and humane way to prevent an increase in homelessness is to keep the precariously housed in their current living situations.

The Downtown Streets Team is a huge asset to the Community and its contract, the only social service contracted directly with the City, must be renewed this summer. I support the present "Housing First" approach and am eager to help address the safety and needs of the community living under the 101 viaduct before offramp repairs require them to move. I would be available to help with a "Point in Time" count at the end of January or in 2022.

I would like to help educate the citizenry on homeless issues, particularly the working homeless.

ADU granny units are an excellent way to increase affordable housing and should be encouraged as well as mixed use buildings.

## 6.b Economic Recovery

We must assist our working population in adapting to permanent economic shifts by investing in education and innovative training programs, supporting entrepreneurship and diverse job growth while promoting a thriving downtown area. Our downtown will struggle to attract tenants to replace those who departed during the pandemic. A coalition of landlords and small business owners needs to work cooperatively on a new vision for retail. Hopefully some of the parklets will be allowed to remain post pandemic. Perhaps the eventual redesign and relocation of our future transit center will help congeal our Downtown as a city center.

I would like to help reimagine the future of retail in San Rafael's different business districts, including the Northgate Mall, "big box" centers and smaller neighborhood shopping centers. I am enthusiastic about the redevelopment of Marin Square by Chelsea Pacific Group. I don't believe that there may not be enough demand to sustain traditional retail uses. I believe the problem is rather the quality of space available, as well as the size and cost of those locations, incongruous retail mixes and disinterested landlords and entitled commercial brokers. I think if landlords are provided with incentives to cooperate, or disincentivized to leave retail space unoccupied for long periods of time, vibrant and successful hubs of innovation can be created by inspired retailers. Offering alternative organizations of tenants within larger spaces is critical to mitigating tenant and landlord risk. That being said, why wouldn't retail centers offer options such as entertainment, and a greater social experience along with specialty shopping. It also makes perfect sense for some retail centers to add complementary uses such as housing.

## 6.c Climate Change/Sustainability

San Rafael has a key role to play in climate change and sustainability issues, from fire and flood risk management to sea-level rise adaptation, to reducing our local carbon emissions. The City must show leadership. All existing issues will only become more urgent if not mitigated before expected sea level rise and other effects of climate change reach San Rafael between now and 2050. Annual and ever lengthening fire seasons have already greatly altered the experience of living in the Bay Area. The implementation of development in priority areas as identified in the adaptation plan is critical before it is too late and the effects are upon us. Disaster coordination and regional preparedness in response planning is critical.

The County's Climate Action Plan has made securing budget funding a key policy priority for the County and San Rafael must do its part. Recent reductions in community greenhouse gasses were a good start. Drawdown Marin is helping us prepare for climate change but there is much work to be done to increase energy efficiency in buildings and infrastructure, to reach renewable energy goals, to implement carbon sequestration, to prioritize low carbon transportation, to hold oil and gas corporations accountable for the impacts of sea level rise in San Rafael and to eliminate fossil fuel use. We must build climate resilient communities.

Droughts are producing a buildup of fuel load and lengthening our fire season. San Rafael is not immune to the fire danger which produced travesty in certain North Bay cities. While residents are encouraged to harden homes and maintain defensible space, for some the cost of doing so has been a barrier. Incentives or support to individual homeowners may be necessary.

## 6.d Racial Justice

To address social justice issues is to first know the history and depth of those issues. I recently completed two ethnic studies courses at the College of Marin which were the History of Native Americans and the History of Latinos in the United States. Marin's social justice issues go back further than continued denial of approvals for affordable multi-unit housing, further back than unequal access to quality healthcare, education and legal assistance, as well as disparities in incarceration levels, further back than redlining and single-family zoning laws once created to exclude people of color, further back than poorly taught history, especially in pre-college education, the appalling lack of accurate information and visibility in local museums, historical societies and of representative public symbols, and they continued to be manifested in all of the above as well as the segregation of communities of different socio economic and ethnic backgrounds, in immigration policies, in racist daily micro-aggressions and pay differentials, etc.



Addressing those issues requires massive structural and cultural change, which only in the last few years have I thought possible.

I appreciate the efforts made by City officials as well as representatives from the Canal Alliance, Community Action Marin, and Legal Aid of Marin/ the Canal Policy Working Group to recognize the disproportionate impact, both economically and from a public health perspective, on low-income Latinx communities and those of African descent in San Rafael due to higher rates of preexisting conditions, multigenerational living, lack of access to quality healthcare, etc. Structural economic changes occurring due to the shift to the new digital economy, now accelerated by the Pandemic, may only deepen the divide.

#### **6.e City Finances**

Our federal, state, and local economies have been greatly affected by the restrictions put into place through public health order. The City of San Rafael will have to recoup millions of dollars of revenue which after it became apparent that Covid 19 would greatly reduce its General Fund budget. Loss of sales tax and TUT, and still substantial losses of TOT and business licenses will require creative planning and difficult choices for the near and foreseeable future.

The continued funding of public safety operations has apparently required that the City reduce the non-public safety operating budget. Closing libraries and eliminating all recreational activities may have served the dual purpose of reducing transmission and cutting costs, but these services will be demanded when restrictions are lifted. Hiring freezes, mandatory furlough program for non-safety employees and a Voluntary Retirement Separation Program and a Voluntary Work Hours Reduction Program are great ideas and will hopefully result in additional savings to the City, however, it is unlikely that they will be sufficient to produce a balanced budget for fiscal year 2020-21. I applaud efforts to or partner collaborate with other Marin governmental agencies and/or regionalized services to leverage resources and improve efficiency. While I hope that San Rafael will not need to make use of the City's Emergency Reserve, I am grateful that it has one and, if necessary, I hope it will be enough. It will be important for the City to make plans to replenish said reserve in the near future from existing revenue streams and to possibly seek out new sources of revenue without overburdening its citizens, many of which have also been so negatively impacted by the crisis.

#### **6.f Transportation, Transit, and Traffic**

Past transport market distortions, including various planning practices which favored automobile travel over other modes of transportation brought California to where it is today and created the auto dependent communities we live in. It is important to ensure that Marin residents and visitors who are transit users, especially those who are transit-dependent, have access to transportation that is convenient, reliable and affordable. Public transportation seems to work for relatively well for people who go to and from work or school like County of Marin and Kaiser employees, and College of Marin students, including paratransit riders, though improvements can always be made. I would imagine such improvements and requests for regional funding may have to take a backseat to other urgent matters requiring attention in a post Covid economy. The SMART train service is still underutilized and controversial. It remains to be seen if ridership will grow after the pandemic. Perhaps when it is finally linked to the Larkspur Ferry, interest will increase. Most exciting to me are the plans for a new transit station in Downtown San Rafael and its potential for providing greater benefit to existing riders, its potential to attract new riders and to solidify and enhance a Downtown experience. "Fourth and Hetherton" has never felt integrated with the overall downtown area. The new transit station's location and overall design will be critical to the future success of San Rafael's Downtown center. Convenient parking, pedestrian safety, clear demarcation identifying vehicular access or lack thereof, attractive design, a sanitary and welcoming environment and additional services of value will all be critical to its success.

#### **7. Why do you think you are the most qualified candidate to be appointed to the City Council?**

I believe I am the most qualified candidate to be appointed to the City Council because of the unique mix of education, life experiences and personality traits that makes me the person I am today.


I went to elementary and high school in San Rafael, attending both public and private schools. I was first generation on my mother's side. I experienced some prejudice with regards to my ethnicity, which sensitized me to the even

greater discrimination that others have and still do face. I studied political-economy, globalization and history in college, giving me insight into the history of California and its place in the world. I am multilingual- conversational in Spanish with great appreciation for the various cultures that come together to create the Latinx community in San Rafael. I am concerned with social and environmental justice. I am aware of class struggle and believe racial justice cannot be fully addressed without addressing poverty and that the growing disparity between the rich and all poor will be the ruin of the promise that is the best of what the United States represents. I moved away from San Rafael for many years and can compare living here with life in other parts of California as well as with life in other states and other countries. I was a small business owner and understand the difficulties facing local retailers today. I was briefly homeless. The experience changed me and I see many things differently than my peers because of it. Since moving back three years ago I have a better understanding of what I appreciate about San Rafael and what I would still like to see change here.

### Resume

- [REDACTED]

### Consent

 I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.

# ESME-OCTAVIA LAZARRE

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## PROFILE

I AM A SCHOLAR, AN ARTIST AND A PROFESSIONAL- A LIFE LONG STUDENT, A WRITER, A CRAFTSPERSON, A DESIGNER, AN ENTREPRENEUR AND A LOYAL EMPLOYEE. I LEFT A CAREER TO ASSIST AN AILING FAMILY MEMBER AND RATHER THAN RETURN TO WHAT I WAS INVOLVED WITH BEFORE I AM NOW FOCUSED ON WRITING A BOOK, SEVERAL RESEARCH PROJECTS, MY CONTINUING EDUCATION AND MY PART TIME EMPLOYMENT WITH YOU.

MY PERSONAL GOAL IS TO DEVELOP TEACHING TOOLS FOR STUDENTS OF HISTORY THAT ARE ENGAGING, ILLUMINATING, ACCURATE AND EASILY CONSUMABLE IN TERMS OF COST AND THE TIME DEDICATION REQUIRED. I HAVE A GREAT CURIOSITY FOR UNDERSTANDING THE WORLD- ITS PAST AND PRESENT- AND I AM INTERESTED TO CONTRIBUTE TO A BETTER FUTURE FOR IT. I STRIVE TO BE OF VALUE WHEREVER I WORK AND I UNDERSTAND THE IMPORTANCE OF TRUST, OF BEING ABLE TO CONTINUE TO LEARN ON THE JOB, TO TAKE DIRECTION AND PRIORITIZE YOUR EMPLOYER'S NEEDS WITHOUT QUESTIONING THEM. THE MOST VALUABLE LESSON I LEARNED FROM HIRING AND MANAGING PEOPLE WAS HOW TO BECOME AN INDISPENSABLE EMPLOYEE.

## EXPERIENCE

ELDER CARE    JANUARY 2018- DECEMBER 2019

I closed my company in order to be available for the full time care of an elder family member with stage 4 cancer. During these two years I was concurrently enrolled in classes at College of Marin.

INAGO INC    2009 2017

After the 2008 crash, I moved my primary business location from Los Angeles to the Central Coast, in order to take advantage of lower commercial rents, to be closer to family, as well as to attend a graduate program in Monterey, California. I still continued to commute to Los Angeles once a week, however, as business locations continued to exist there as well.

OWNER/FOUNDER INAGO INC., LOS ANGELES, CA.    2006 2008

I began a clothing company , at first located only in Los Angeles, eventually growing to 11 locations in southern and central California. I managed 35 employees at our warehouse and supervised retail stores, both the back and front end, commuting 7 hours each way between locations. I opened the stores ( turning off alarms), counted cash drawers, cleaned and straightened up ( including vacuuming, dusting and window cleaning), I returned out of place items, adjusted music, indoor temperature and lighting, checked restrooms, motivated and trained staff, engaged with and assisted customers, sold product, changed display items daily, organized promotions and advertising, filed daily paperwork and made bank deposits. I worked with book keepers monthly, handled bill pay and inventory ordering, reordering, pricing, counting and eventually sometimes discounting. I typically worked about 90 hours per week from 2006 until I closed the company and this list of regular duties does not begin to cover all of my duties, required on a daily basis.



A.M. BEEBE CO., SAN RAFAEL, CA., FOOD BROKERAGE -2004- 2006

International sales and shipping of food products. Assisted with sales, logistics, and billing. Attended trade shows and researched sales leads. Filed paperwork, faxed, scanned, etc.

EDUCATION

SMITH COLLEGE, NORTHAMPTON, MA. B.A. INTERNATIONAL POLITICAL ECONOMY, 1994

MONTEREY INSTITUTE OF INTERNATIONAL STUDIES- CHINESE LANGUAGE SUMMER PROGRAM AND ONE YEAR OF INTERNATIONAL SECURITY STUDIES- 2009-2011

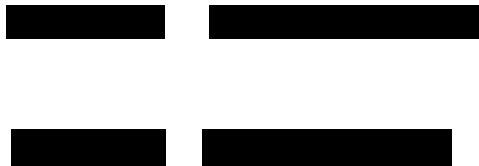
I ALSO ATTENDED SEVERAL DESIGN SCHOOLS AND CONTINUING EDUCATION PROGRAMS OVER THE YEARS, INCLUDING UCLA EXTENSION.

SKILLS

- \_\_\_ Languages, writing, research, public speaking and stand up comedy
- \_\_\_ Visual presentation, design, working with designers, contractors and public agencies and officials
- \_\_\_ Managing people, packing and shipping, multitasking, problem solving, mediation and. de-escalation
- \_\_\_ Entertaining- some catering and event /party planning experience, including food prep, serving, decorating, music playlist curating and staff coordination, etc.
- \_\_\_ I can wear a lot of hats, both manage people and work alone, interact with customers of all kinds, entertaining the happy, the angry, the amusing and the irritating, the privileged and dis-privileged all with customer service finesse ...and then clean the floors at the end of the night. I am naturally a hard worker. I take my responsibilities seriously and, once committed, devote myself thoroughly to the job, task, or project at hand.

REFERENCES

I have several professors at College of Marin who would, I know, provide an excellent and thorough recommendation. Available upon request.



## New submission from City Councilmember Application

GaryBender <notify@proudcity.com>

Tue 1/12/2021 4:57 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

### Name

Gary Thomas Bender

### Address

[REDACTED]  
San Rafael 94901

United States

[Map It](#)

### Phone

[REDACTED]

### Email

[REDACTED]

### What District do you live in?

District 3

### Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:

Born and raised in Marin, I have a deep love for this county and our most prominent city of San Rafael, my hometown for the last 20 years. Ever since Barbara Boxer presented my eighth-grade graduation award at White Hill School, I had an ambition to get into politics in order to help others, make society better, and at the time, save the planet. At Drake I was class/ASB president every year, striving to bring people together within and across our schools and communities. At UCSB, I was awarded an internship with the United Nations in Geneva my Junior year. Now, after 25 years as a successful businessperson and hands-on Dad of four, I am determined to start my ultimate life goal by getting into public service locally. Beyond the skills I have developed as a father, executive, entrepreneur and active community member (Board of the SR CYO, coach for 12 years, Marin County 4-H Committee Vice-Chair), the most prominent skill I have is relationship building. As an elected or appointed councilperson or public servant, it is my responsibility to listen, learn and do what is best for the city and ALL citizens of the community I serve.

### Have you ever served as a member of a San Rafael Board, Commission or Committee?

No

### 1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.

Regrettably, I have not attended a San Rafael City Council meeting to date, although I have reviewed prior meetings from the website. I have been an active participant in Marin County 4-H throughout my life and am actively participating in monthly Marin 4-H committee meetings as the Vice-Chair. Thus, I am familiar and comfortable with the processes and procedures conducted in civic meetings.

### 2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?

1. Balancing economic and social priorities:

a. The socioeconomic diversity of San Rafael is one of our biggest assets. The perception of how San Rafael is handling the associated challenges is not strong, and we are losing valuable students, residents and business owners as they look outside of our town. We have an immense opportunity to be more transparent with all we are doing, do more for all involved and move San Rafael forward in a way so that all residents will benefit. This means changing the way we engage with the community, embracing sustainable steps to make things better and to take a more principled, business approach to making our city more vibrant and welcoming to all.

2. Homelessness / Rehabilitation:

a. Leading with compassion, we need a new approach towards assisting our homeless with ways to rehabilitate productively, with support from local businesses and community groups. The homeless presence around downtown and our freeway exits reduces our home values, our economic potential and stifles needed investment in future, sustainable development. A three-part approach to this can be followed, which includes rehabilitation, investment and enhanced community services to keep people healthy, engaged, employed and off the streets.

3. Downtown rejuvenation/vitality:

a. It appears that at least half of our downtown businesses are closed indefinitely, exacerbated by the recent Pandemic. This is an unprecedented opportunity to rebuild San Rafael with all community business members, residents and community groups to create a city model that others will emulate. We have an opportunity to create a joint private/public rejuvenation effort led by local business leaders, owners and community groups that generations will benefit from.

**3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2). Tell us what suggestions you have for addressing it.**

Schools: our underperformance is not because we have a very diverse community with many ESL needs, it appears to be something else hidden in the city's finances, budget decisions or prior investment decisions. Our schools are underperforming compared to the potential of the residents and our wonderful, but ageing facilities. While almost all schools have had some wonderful upgrades recently, this was deferred maintenance long overdue. It is a great start, but it truly needs to be considered as just the beginning. Staffing is sub-par, with our largest school, San Rafael High School, for example, without a full-time athletic director. I have seen scores of talented students and their supportive families turn to private schools or move outside the community for this reason alone. It appears, from the outside to be neglect and mismanagement of city resources.

Parks: simply drive by, let alone, walk into many of our community parks and you will see the lack of maintenance and consideration for kids' health and safety. Some parks are over maintained, while others suffer neglect and disrepair, sadly trying to welcome the toddlers of today.

As a Councilmember I will propose that we conduct a very efficient survey and study of our school and park facilities as well as our school infrastructure and staffing. Past decisions for staffing, maintenance and repair should be revisited and a sincere effort to team with local communities and neighborhoods to improve conditions will be received with gratitude and donations. This is one simple and engaging project that we can do as a City Council. The pent-up demand and eagerness to contribute is there, so long as we engage the community as a team, and not just make decisions without proactive community outreach.

**4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?**

The most immediate and perhaps most important contribution I can make to the City Council is to bring my personal relationships and fundamental economic principles to drive social unity and vitality for all residents of San Rafael. These strengths have served me well my entire career, and as a hands-on Dad of four and a husband of a working wife who devotes her career to teaching and tutoring. I recognize that my strength has been learning from others, listening to alternative perspectives and finding ways to bring people together for a common goal. Whether this be at home sorting out where our next vacation is, as a baseball or basketball coach fielding concerns from loving parents or

as the CEO of two companies and Director/Advisor to many others.

I have found that most often in complex or sensitive situations where there may be disagreement, the path to finding an acceptable outcome for all requires patience, compassion, active listening and the organization of issues in a manner that allows all to realize that there is always common ground that can be found. Outcomes often find themselves when all involved are informed, able to participate, voice their commentary and recognize that compromise feels good.

Through all my experiences in life, these strengths have grounded me, especially in times of heightened emotion or concern. I will strive to earn the respect of fellow City Council members, other leaders in the community and continue to nurture relationships across business and civic leaders in San Rafael and neighboring communities.

**5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is best for the City.**

As a senior executive of a Fortune 100 company, I was often at odds with what ultimately was decided best for the company. As a serial entrepreneur, I regularly confront these types of situations where I need to accept alternative views and decisions. Disagreement is healthy, and when debate and discourse is managed in a productive way, all sides should feel heard and respected, regardless of the outcome. I am not seeking a position on the City Council to impose my personal philosophy/agenda, but rather my expertise from business, my commitment to the town and my loyalty to family, friends and neighbors that all want to see the town take advantage of its abundant resources and opportunities. I expect there to be differences and will strive to voice my own perspective, while actively listening and learning that there are likely outcomes that will still make things better for all.

I observe on my current boards how easy a simple challenge, such as fundraising or conducting an event, can stimulate emotion and strong disagreement amongst otherwise good friends, neighbors or business partners. I see my wife dealing with strong opinions from other parents as she leads the fundraising efforts of Coleman Elementary School.

One of my most precious gifts is my ability to listen and to relate with others with diverging opinions and work towards finding a path towards a shared goal or outcome. Much of the discord and challenge stems from people's inability to allow others to be heard and to feel recognized as a contributor to the ultimate solution. Team building, in other words, is how I would resolve any situation where disagreement is apparent.

**6.a Housing/Homelessness**

I outlined my comments on this topic as a response to question 2, while not realizing this was a topic related to question 6.

I have strong feelings that homelessness needs to be handled in a three-part manner, marrying rehabilitation, local investment and enhanced community services to support re-entry into the labor force and/or contributing to society in a manner similar to the clean streets program.

Housing affordability is, and will continue to be, a challenge for Marin County, and for San Rafael. There is ample opportunity to continue to expand our city's affordable housing inventory so long as we do it in a manner that balances the nearby community's needs and concerns. Given that many of our neighborhoods have other underlying issues, it is our responsibility to ensure that the city balances its energy, attention and resources in a manner so that it can effectively improve affordable housing and homelessness while also supporting more affluent neighborhoods with improved parks, pathways, security and open-space access. Arguably, most of our energy should be steered towards housing and homelessness as our entire community will benefit if those issues are addressed. However, I believe that we will gain tremendous support from the affluent neighborhoods and residents if we also support issues they care

about and are transparent about it so that they feel served and tended to. They will also be willing to contribute to the solution rather than maintaining the NIMBY posture that many have maintained.

## 6.b Economic Recovery

Another topic I am eager to elaborate on, as it's a top issue of mine for the city.

When I decided to base my company in San Rafael, on E Street, back in 2015 after leaving the executive ranks of Visa, I was eager to not only be successful, but to invigorate the local community with jobs, economic opportunity and, most importantly, a revitalization of downtown San Rafael. I met with at least 2 dozen local businesspeople, entrepreneurs and high net worth locals to discuss the excitement and opportunity in front of us to create a technology hub within the city. Unfortunately, most of the local business owners and entrepreneurs that were seeking expansion and permits to do so, were met with objection, red-tape and inordinate expense and hurdles to invest in the local community. All of us had to accept sub-par office conditions or, in my case, find office space in southern Marin that had reasonably appointed facilities and accommodations needed for modern businesses.

While this seems to have slightly changed in recent years, with some strategic developments downtown, I am eager to work collaboratively with fellow Council Members and the Mayor to ensure that the long term, strategic economic and development plan includes a plan to promote, support and invest in local business networks, technology incubators, skilled education programs and supporting infrastructure that would attract business owners and their employees to be excited to work and live in San Rafael. There is a huge gap in our current capability to recruit, retain and grow vibrant and modern businesses to our town.

## 6.c Climate Change/Sustainability

As a UCSB student and double major in environmental science and economics I worked in the UCSB Marin Lab for four years under Alice Alldredge, one of the most cited scientific researchers focusing on ocean ecology. I was also an intern at the United Nations Environment Program in Geneva.

The reason I majored in both economics and environmental science is that there is an indisputable relationship between the behavior of human consumption needs (economics) and the health and sustainability of our environment. I attended global meetings of diplomats, presented research and promoted sustainable development theories as far back as the early 1990's. I am disheartened that humanity hasn't tackled the challenges as yet, but there is hope in technology and the growing awareness that climate change will materially impact our world, our country and even our city. While San Rafael has limited global impact, we can lead the way (similar to the way we can lead with homelessness solutions) and make strides to, 1) recognize the significant impact San Rafael will face, 2) productively inform our residents about those impending impacts, and, most importantly, 3) gain their support with a realistic and measured plan to mitigate/manage the impacts that we face.

We will be faced with ongoing and increasing drought/flood conditions while slowly facing sea levels rising imperiling much of our city's industrial district, local roads and some of our most vibrant community areas. We need to enhance our promotion of environmental sustainability through recycling and waste minimization, establishing programs that incent people to do so while gradually investing in infrastructure projects to protect our city and resources.

## 6.d Racial Justice

Given what has transpired across our country this past year, this issue is clearly a very important and long overdue topic that needs to be continually examined and fought for. I have always taught my children that every human being is created equal no matter where they come from, what they believe in, their appearance or any other "difference" that may be observed. I find that one of the main benefits my children gained from attending public schools in San Rafael (four kids across Coleman, Davidson and SRHS) is that they see much more diversity than their cousins in southern Marin or those who attend private schools. Growing up with, and respecting racial diversity, is one of the best



outcomes my kids have gained from their public-school experience. In fact, my older boys don't even bring race up as an issue or consideration because they are naturally accepting of everyone as classmates, friends or teammates.

I realize that not everyone was raised this way and indeed do have differing and sometimes harmful views and beliefs along racial lines. It is my perspective however, that San Rafael has done a reasonably good job at ensuring that racial injustice is not an issue for the city, it's law enforcement officers or other organizations. As a City Councilperson, I will seek to continue this track record and do whatever we can as a City to ensure that we make proactive strides to ensure equal opportunity to all and equal enforcement of all laws and regulations.

My good friend is a Director at the Canal Alliance, thus I hear first-hand about the real, daily challenges that our immigrant community faces. I am eager to take whatever steps our City can take to ensure our valuable and wonderful residents that have immigrated here have equal justice and support.

#### **6.e City Finances**

Our city, state, country and world are experiencing a dramatic disruption from Covid-19 restrictions. Our City's finances will increasingly come under serious pressure and may require some difficult decisions in the coming year. Given that the City has already tapped into the emergency reserve fund last year, dropping it below the 10% requirement, it illustrates the continuing challenge that we will face as a city. The ongoing restrictions to local retailers, restaurants and service companies will have a material impact on the forecasted revenues for the 2020/2021 budget and, if not already, a further need to tap into the emergency reserve.

The good news is that 35% of our General Fund revenues from property taxes will likely not be affected from Covid. I believe that the 2020/2021 budget did not forecast the extent to which Covid restrictions would impact the other sources of revenues without enough levers to reduce expenditures commensurate with the loss of revenues. This will indeed be a difficult year for the city's finances.

My deep experience in Finance, Economics and Financial Technology ("fintech") will allow me to work with the City's Finance department and HDL to bring new ideas for creating efficiencies internally to reduce costs and potentially increase revenues through utilizing proven fintech products and services. This may be the largest contribution I can bring to the City Council, to allow the City to consider certain solutions to reduce costs, increase revenues and, more importantly, engage more effectively with all of our local businesses, investors and entrepreneurs (see my attached resume). We have a huge opportunity to revitalize our town and create a vibrant and surplus budget beginning in 2022/2023. I will work towards that goal.

#### **6.f Transportation, Transit, and Traffic**

The last few years the City has learned a lot about this issue given the SMART train issues, traffic challenges and additional infrastructure development around town. Some time ago, I would have listed this as a top issue given that there were some unacceptable failures in planning and execution that led to unprecedented traffic gridlock around town, especially when the SMART train initially launched. I am convinced that that we may revisit those challenges once again when Covid is behind us, the economy picks up, our downtown is rejuvenated, and our infrastructure is put to test again. With the two new developments downtown, including the AC Hotel, we will be faced with additional stress on our parking, traffic flow and transit needs. These are all good problems that we should embrace as our City thrives, but issues that we must get ahead of so that we avoid the unnecessary disruption in traffic flow, access to local services and businesses and parking. If we don't ensure that our infrastructure plan adequately addresses these issues, San Rafael will continue to lose out on additional investment from developers, entrepreneurs, restauranters, and other service providers that our City is desperately is seeking.

We need to anticipate further improvements for the years to come, as we, hopefully, invest in our downtown rejuvenation, recruit technology companies, vendors and services to City.

I must note that while I promote and encourage investment in our downtown rejuvenation, I am committed to keeping the town's charm, cuteness and historical footprint solidly intact and prominent in the process. How we get balance the growth and vitality with the associated traffic/congestion will be incredibly important to the success of our great City.

#### **7. Why do you think you are the most qualified candidate to be appointed to the City Council?**

This question challenges my humility and recognition that we are blessed with truly amazing, energetic and talented people in our City and all around us. I have been waiting for years to find the right entry point to begin my public service journey and to satisfy that life goal. Now that my kids are getting older, my finances are secure and stable, this opening seemed to be present itself and I feel like I am at the right place, at the right time. If I am afforded an interview, I believe the team will understand my energy, passion and focus on doing what I can to ensure that our City, our schools and our community achieve its full potential.

The main personal attributes that may put me over other candidates are:

- A lifelong resident of Marin County, 20 years in San Rafael, yet have traveled the globe as a tourist and Visa executive, bringing local passion and global awareness/insights
- I've always had a goal to get into public service and personally know Governor Newsom and others involved in local and national public service. I understand what it means and that my goal is not to fulfill myself, but to serve the City and be a steward to future generations
- Many of my friends call me the "Mayor of Marin" because anytime I am out and about, I see friends, acquaintances, business partners or meet new ones. I embrace everyone I encounter, and it is time to put that to good use for the City.
- My economic and business experience can assist with budget planning, investment in the community, planning for the future and for the many challenges we will face coming out of this pandemic.
- I truly seek to team with my fellow Councilmembers, the Mayor, and all other city professionals and staff to make the City better. I love this town.

#### **Resume**

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#### **Consent**

✓ I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.

# GARY BENDER

FinTech Executive, IP Expert & Professional Dad

@ [REDACTED] [REDACTED] San Rafael, CA



## RECENT EXPERIENCE

### Founder/CEO

#### Carneros Bay – Fintech Venture Studio

2015 - present San Francisco, CA

- Built a team of 60 Fintech/Industry experts, partnered with over 20 Fintech companies, engaged dozens of banks and facilitated deals with top Fintech venture/PE firms and HNW investors
- Performed diligence on over 250 fintech companies in order to help banks transform strategically, guide investments, launched three fintech companies and advised Tier 1 M&A transactions

### Director/Chief Financial Officer

#### Letulet

2017 - present San Francisco, CA

- Transformed a payment system for private landlords into a home sharing platform in partnership with Airbnb
- Led Airbnb partnership discussions, led fundraising efforts and guided the CEO with Product and Strategy direction
- Planning/leading exit strategy for late 2021/2022

### Global Head of IP, Partnerships & Innovation

#### Visa, Inc.

2008 - 2014 San Francisco, CA

- First Exec to lead development of Innovation and Partnership efforts, including building a team and diligence processes
- Managed \$150m budget to develop and invest-in new payment and banking technologies
- Key SME to Corp. Dev and M&A for prioritizing investments

## EDUCATION

### UCSB University of California, Santa Barbara

1991 - 1995 Santa Barbara, CA

- Studied Economics and Environmental Science, cum laude
- Intern, United Nations, Geneva, Switzerland

## A TYPICAL DAY



- Avoid injury during a workout
- Engage with customers, investors, partners
- Focus on 30/60/90-day priorities
- Touch base with team, resolve issues
- Activities & dinner with the family
- End of day walks to reflect and plan

## QUOTE I LIVE BY

*“Obstacles do not block the path, they are the path”*

## MOST PROUD OF



### Creating and growing a Fintech Venture Studio

by recognizing the long-term opportunity in Fintech, leveraging insights and relationships gained at Visa, taking a chance with my team, achieving Tier 1 bank sponsorships, developing deep venture capital relationships



### Being the first non-lawyer to lead IP at a Fortune 500 Co.

by being a top tier management consultant thought leader, being passionate about effecting change through innovation, determination and confidence, challenging the status quo, being named a top 300 global IP strategist for three years in a row



### Nurturing personal growth through relationships

by treating everyone with respect, recognizing the special talents in peers, seeking feedback and constructive dialogue, being true to my word and learning from successful VC's/PE execs

## I'M KNOWN FOR

EQ	Leadership	Strategic Mindset
Teamwork	Hustle	Deals
Relationships	Sense of Humor	
Great Communication	Decisiveness	
Positivity	BD	Motivation



**SAN RAFAEL**  
THE CITY WITH A MISSION

**City Clerk's Office**

1400 Fifth Avenue, Room 209  
San Rafael, CA 94901

**APPLICATION FOR VACANT CITY COUNCIL POSITION**

*(Application must be submitted by 5:00 p.m. on January 12, 2021)*

NAME: KAKINUKI, John C  
Last
First
Middle

STREET ADDRESS: ██████████

CITY: San Rafael STATE: CA ZIP CODE: 94903

Contact Information:  
 PHONE: Home ██████████ Work/Cell ██████████ E-mail ██████████

What district do you live in? District 4

1. Attach a resume outlining your educational background and experience.

**Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:**

I am both local and international. Born and raised in S.F., the son of a U.S. service member and his Japanese bride, I attended S.F. public schools then went to Cal. However, my father died and I moved to Japan, where I studied and worked as an attorney for 30 years. A large part of my practice was government relations, I was an elected official of the American Chamber of Commerce in Japan, and I spent a lot of time meeting with legislators and their staff in Tokyo, Washington and Brussels. I have now been back in the Bay Area for 10 years, where my son has been attending school from Vallecito to Miller Creek to Terra Linda, and I have practicing law in San Rafael, as well as serving as a Judge Advocate (JAG) in the Calif. Guard. As an Asian American, an attorney and a serving member of the military, I think I would bring different perspectives and skills to the City Council.

Have you ever served as a member of a San Rafael Board, Commission or Committee? If yes, please specify which Board(s), Commission(s) and/or Committee(s):

Yes  No

Length of Service

Name

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**Office of the City Clerk  
Application for Vacant City Council Position  
City Council Appointment**

**Applicant Questionnaire**

**Please Limit Your Answers to the Following Questions to no more than 250 words**

1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.

I attended Marin County Board of Supervisors meetings on March 21, 2017, and May 9, 2017. As a second generation immigrant and an officer serving with many immigrants in the U.S. military, I spoke in support of (a) the Resolution Protecting Civil Rights of Immigrants and (b) Senate Bill 54 of 2017.

I am a Lector at St. Isabella's Church. Until it became inactive due to the Pandemic, I was a Parish Council member for several years. I also trained the Altar Servers from 2011 to 2014, and I periodically help train new Lectors.

I assisted coaching various Dixie Terra Linda Little League (now called Gallinas Valley LL) teams: the Giants, the Pirates and the Cardinals, from 2011 to 2013.

2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?

1. Keeping in full compliance with State and County orders and regulations concerning the COVID-19 Pandemic, while providing support to businesses and workers adversely affected by the Pandemic.
2. Encouraging and supporting sustainable growth of small to medium businesses, in the Downtown Business District, the Northgate Shopping Center, and in other areas of the City.
3. Planning and supporting initiatives for more affordable housing in San Rafael.
4. Further improving the wonderful systems our City has to protect, support and empower the homeless, underemployed or unemployed residents, and others in our City who might otherwise be marginalized.

3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2. Tell us what suggestions you have for addressing it.

Facilitating better communication and cooperation between residents of the communities from District 1 in the south to District 4 in the north, and from District 2 in the west to District 3 in the east. I reside in District 4 and had my law office for several years in District 2 and now in District 4, and we frequently shop at ethnic markets in District 1, so I regularly go between many parts of San Rafael. On the other hand, it often feels like residents of these different districts do not have a cohesive sense of belonging to the same community. I was born in San Francisco and lived there until I was 18, and few cities (except NYC) have as much diversity as S.F., but in whatever neighborhood, whatever ethnicity or background, people all feel that they are "San Franciscans". I would like to see if we could encourage residents to regularly visit different neighborhoods in S.R.

4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?

As stated on p. 1, I am local but international. I lived half my life in Japan, I have relatives there and in the Philippines, and I speak English and Japanese fluently, intermediate Tagalog, and conversational Spanish. I am "fiercely American" and serve as a JAG in the Cal Guard, but I also have a firm grasp of what it is like to be an Asian immigrant, or any immigrant, in the U.S. My entire civilian legal practice involves international matters, while most of my JAG work is assisting Soldiers in financial distress, leveraging my past experience as General Counsel of GE Money Japan and AXA Life Japan. Being not unicultural or bicultural, but multi-cultural by upbringing, I think I can bring a different perspective to issues confronting the City Council concerning our diverse neighborhoods.

5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is best for the City.

Frankly, I cannot imagine a situation where my personal philosophy would be at odds with what is best for the City. However, if such a situation were to arise, I would carry out my duty to do what is best for the City. In the military I took an oath to support and defend the Constitution, and as an attorney I swore to support the Constitution and to faithfully discharge my duties as an officer of the Court. One of those duties is to avoid even the appearance of a conflict of interests. I have always taken each of those oaths as sacred vows, and I would consider a position on the City Council to be subject to a similar sacred vow. I believe my personal philosophy would always be consistent with what is best for the City.

6. Please share your thoughts on the following topics related to the City of San Rafael:

a. Housing/Homelessness

Once I was walking from my office on Fourth St. to my bank and witnessed an SRPD officer dealing with a homeless person who allegedly had harassed a pedestrian who refused to give him money. I was impressed that the officer spoke with him kindly and with understanding and compassion. I waited then thanked the officer, who saw my Army Humanitarian Service pin and told me he also served, and he knew a lot of the homeless were veterans who needed a better support network. Our City does better than some in training its first responders and providing support to homeless persons, whether veterans or not. S.R. and the county also have plans to convert hotels to shelters. However, in a time when shelters have become hotbeds for the spread of COVID-19, we need to act more expeditiously to provide support to our homeless neighbors.

b. Economic Recovery

As the owner and operator of a small business, I know how vulnerable businesses and employers have been during the Pandemic. Since I focus on both inbound work for Asian clients and outbound work for U.S. clients my practice is fairly recession-proof, but I also have experienced a downturn the past few months as investment has dropped in both directions. I empathize with people who don't have the savings and resources I have to get through this recession. Municipalities in Silicon Valley have actively helped my clients take advantage of the implementation of various state programs to get through the Pandemic. While our BID tries the same, the efforts pale compared to places like Sunnyvale. I think we can do a much better job of publicizing and helping our businesses avail of these resources.

### c. Climate Change/Sustainability

One of my pet peeves since moving back to the U.S. is the minimal efforts we make at recycling--we just separate into three categories: trash, compost, and recyclables. In Japan, besides our trash, we had to separate into paper, aluminum, glass, PET bottles, and other plastics. We all washed the recyclables, including empty milk cartons, and separate them in different containers, and Japan has a 21% recycling rate. I was surprised to see how little people put in the yellow buckets here, how they're all mixed together, and how office building janitors just throw away recyclables. I realize increased recycling would require coordination with the County and Marin Sanitary Service, but more efforts are needed to recycle things and create less landfill.

### d. Racial Justice

I am from a "cop family": two siblings formerly SFPD, one former CHP, and one presently a Solano County Deputy Sheriff. I understand and respect the difficult job law enforcement has, while at the same time I believe more can be done to improve relations with Black Americans and other minorities. I have witnessed excellent community policing on Fourth Street, but my wife and I have also been treated in a condescending and dismissive way by other SRPD officers, both in Terra Linda and while going to shop at an ethnic market in the Canal District. While it might have been that way when I was young in S.F. I can't imagine such insensitive and condescending treatment in S.F. today. In contrast, our local officers seem to have too little diversity and, while they probably do receive sensitivity training, they do not seem to take it personally.

### e. City Finances

Frankly I do not know that much about S.R.'s finances. However, first as a partner and practice group leader in a major global law firm (Baker & McKenzie), as an elected official of the American Chamber of Commerce in Japan (with 3,000 paying members, including most Fortune 500 companies), then as a corporate executive of two financial services companies with nearly 100 direct reports (GE Money Japan then AXA Life Japan), and now as the proprietor of my own law firm, I have decades of experience balancing budgets and allocating resources. Using my experience in financial services, I regularly assist National Guard Soldiers experiencing financial distress in working out relief plans as well. I think I would hit the ground running, or at least walking quickly, so far as city finances are concerned.

### f. Transportation, Transit, and Traffic

We have an excellent bus system (county and Golden Gate Transit) and SMART has expanded from Downtown San Rafael to Larkspur. However, we don't seem to have a cohesive linkage between the two, I do not consider the Downtown Transit Center safe enough for my son to use on his own, the intersection of Francisco Blvd. East and Grand Ave. is dangerous, the Multi-Use Pathway does not alleviate the traffic problems around Francisco Blvd West and Second St., and there still is no easy way to travel between S.R. and S.F. without using a car. I grew up in S.F. where a single transfer got us between various Muni forms of transportation, but something that easy still doesn't exist in S.R. We need better, safer public spaces at transfer points, easier parking for commuters using public transportation, less gridlock around the Larkspur extension, and easier ways to get between different parts of S.R.

7. Why do you think you are the most qualified candidate to be appointed to the City Council?

"Most qualified" by definition is a value-laden term. While I do not consider myself necessarily "better qualified" than other candidates, I think I could bring to the City Council different and even unique skills and experience, useful in transacting the City Council's business.

*I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.*

KAKINUKI.JOHN.C.ESQ.140  
9789273

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KAKINUKI.JOHN.C.ESQ.1409789273  
Date: 2020.12.16 14:59:01 -08'00'

16-DEC-2020

*Signature of Applicant*

*Date*

**Please submit this application and supporting documentation to the San Rafael City Clerk's Office by 5:00 p.m. on Tuesday, January 12, 2021, and interviews will be tentatively scheduled for the week of January 25th at a special city council meeting. Applications received by the City will become public records that may be subject to public disclosure. Except for the name of the applicant, the City will treat applications as confidential to the extent allowed by law until the close of the application deadline.**

City Clerk's Office  
1400 Fifth Avenue, Room 209  
San Rafael, CA 94901

*For office use only:*

*Staff has verified that the applicant is a registered voter in the City of San Rafael*



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**EXPERIENCE:**

**April 2013 – Present                      KAKINUKI LAW OFFICE, PC**

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**President, Attorney at Law**

Principal of law firm focusing on Japanese IP rights held by U.S. entities, U.S. IP rights held by Japanese entities, and U.S. and Japan competition law and regulatory issues. Handling antitrust class action litigation, patent, trademark, design, unfair competition and trade secret disputes, intellectual property and information technology acquisition, licensing and protection, and U.S.-Japan technology transfers, including antitrust, foreign trade control and other regulatory aspects of same. Other matters leveraging extensive experience as trusted advisor to CEOs, CFOs and COOs.

Clients include several U.S. and Japan Fortune 500 corporations, and major U.S. and Japanese law firms seeking specialized advice.

Special Counsel to Reseller Plaintiffs Lead Counsel in the Hard Disk Drive Suspension Assemblies Antitrust Litigation and Special Counsel to Auto Dealer Plaintiffs Lead Counsel in the Auto Parts Antitrust Cases referred to below.

Representative cases during this time:                      *Hard Disk Drive Suspension Assemblies Antitrust Litigation*, Master File 3:19-md-02918-MMC (N.D. Cal.).  
*Automotive Parts Antitrust Litigation*, Master File 2:12-md-02311-MOB-MKM (E.D. Mich.).

**January 2017 – Present                      CALIFORNIA STATE GUARD (formerly called CSMR)**

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**Major (O4), Judge Advocate**

Deputy Chief, Command Legal Services – Team Bravo, Legal Support Command (Jun 2019 – Present); Deputy Chief, Legal Assistance, Legal Support Command (Nov 2017 – May 2019). Detached to 1<sup>st</sup> Battalion, 143<sup>d</sup> Field Artillery Regiment, 79<sup>th</sup> Infantry Brigade Combat Team, 40<sup>th</sup> Infantry Division, California Army National Guard (CA ARNG) (Jan 2017 – Present). (Most tasks performed pro bono.)

**April 2012 – March 2013                      AXA GROUP**

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**Legal Counsel**

Legal Counsel in North America, for AXA Group based in Paris. Special projects included Government Relations for AXA Group involving or impacting on operations in Japan, including strategy and approach for discussion and negotiation with officials of Financial Services Agency (FSA), Life Insurance Association of Japan (LIAJ), and key Cabinet and sub-Cabinet members

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and other key Diet members, and officials in Brussels, Geneva and Washington, utilizing experience gained as an official of the ACCJ, EBC and within the Japanese Bar.

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**August 2011 – Dec. 2016 CALIFORNIA STATE MILITARY RESERVE (CSMR)**

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**Major (O4), Judge Advocate (Mar. 2016 – Dec. 2016)**

**Captain (O3), Judge Advocate (Aug. 2011 – Feb. 2016)**

Officer in Charge (OIC), Team Alpha (Northern California court-martial appellate defense unit), CSMR Trial Defense Service (TDS) AUG DET, 629th JAG DET, California Army National Guard (CA ARNG). (Most tasks performed pro bono.)

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**July 2011 – March 2012 AXA ROSENBERG GROUP LLC (“AXAR”) and AXA INVESTMENT MANAGERS, INC. (“AXA-IM”)**

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**General Counsel, Head of Global Legal & Compliance (AXAR)  
Legal Counsel (AXA-IM)**

Managed and supervised all tasks by Legal and Compliance personnel of AXAR and its affiliates in Orinda, CA, and by Legal and Compliance personnel of AXAR’s subsidiaries in London, Tokyo, Singapore and Hong Kong. Successfully concluded investigations by Securities and Exchange Commission, Department of Labor’s Employee Benefits Security Administration; led projects to implement recommendations by Independent Compliance Consultants; successfully resolved related class action litigations; significantly restructured and improved AXAR governance and control functions; advised on outsourcing projects.

Handled and coordinated handling of legal issues for AXA-IM in Greenwich, CT, sister company under common ownership with AXAR, both entities within the AXA Investment Managers Group based in Paris.

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**May 2009 – June 2011 AXA LIFE INSURANCE CO., LTD. (“ALJ”) and AXA JAPAN HOLDING CO., LTD. (“AJH”)**

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**Executive Officer, General Counsel, Head of Legal & Compliance (ALJ)  
Corporate Officer, General Counsel, Head of Legal & Compliance (AJH)  
Counsel, APJ Government Relations, AXA Equitable Life Insurance Company (New York)**

Managed and supervised 72 persons in: Legal Division, Compliance Division and Distribution Control and Planning Division. Handled various legal issues including regulatory, employment, privacy, litigation, Corporate, M&A, outsourcing and other issues faced by the various business divisions of ALJ, AJH and other AJH subsidiaries (AXA General Insurance Co., Ltd. and Nextia Life Insurance Co., Ltd.). Compliance issues include incident inspection, compliance programs and training, sales material and payment screening, and financial compliance. Distribution

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control issues include distribution management, administration and sales strategy (dual reporting line with CEO on sales strategy).

Also was in charge of Government Relations for AXA Group involving or impacting on operations in Japan, including discussion and negotiation with officials of FSA, LIAJ, and lobbying key Cabinet and sub-Cabinet members and other key Diet members, and officials in Brussels, Geneva and Washington, D.C.

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**October 2006 – April 2009 GE CONSUMER FINANCE CO., LTD (“GE MONEY JAPAN”; now SHINSEI FINANCIAL CO., LTD.) and SHINSEI CARD CO., LTD. (“SHINSEI CARD”)**

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**General Counsel and Corporate Officer**

Managed and supervised lawyers and legal managers divided between locations in Tokyo and Osaka. Legal issues handled included regulatory, litigation, privacy, M&A, Corporate, outsourcing, IP protection, IT-based business and other issues faced by the various business divisions of GE Money Japan and several credit card and mortgage subsidiaries. Intake of approximately 50 lawsuits a day re “gray zone interest”, formulated strategy and litigation templates, disseminated same among litigation counsel nationwide. Structured legal aspects of successful sale of GE Money Japan from GE to Shinsei Bank (closing September 2008), integration with other Shinsei Bank consumer finance entities, as well as successful demerger of credit card business and part of mortgage business into Shinsei Card entity.

Also was in charge of Government Relations for GE Money Japan and regarding many issues for other GE companies in Japan, including discussion and negotiation with officials of FSA, Ministry of Economy, Trade & Industry (METI), Kanto and Kinki Regional Finance Bureaus, Japan Financial Services Association, and lobbying key Cabinet and sub-Cabinet members and other key Diet members.

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**June 1994 - September 2006 BAKER & McKENZIE GJBJ/TOKYO AOYAMA AOKI LAW OFFICE**

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**International Partner/Principal**

(1997-2006)

**Local Partner**

(1994-1997)

Founded and headed Information Technology/Communications Practice Group within IP Department, subsequently heading overall Intellectual Property/ITC Practice Group, comprising one Japanese senior associate *bengoshi* (attorney at law), one Japanese senior associate *benrishi* (patent agent), two foreign associate lawyers, one Japanese junior associate *bengoshi* and one Japanese junior associate *benrishi*. Member of Litigation Practice Group. Practice focused on patent, trademark, design, unfair competition and trade secret disputes, U.S.-Japan technology transfers, and intellectual property and information technology acquisition, licensing and protection, including antitrust and foreign trade control aspects of same.

Developed and expanded cross-border litigation practice involving Japanese parties as clients or adversaries, close coordination of such litigation and arbitrations with trial counsel in other Baker & McKenzie offices, including antitrust, labor and sexual harassment, agency and dealer termination litigation. Principal partner for most complex cross-border litigation and arbitrations in venues such as Paris, Munich, Hong Kong, Singapore, Dubai and London, including matters in Japan for non-Japanese clients and matters outside Japan for Japanese clients whether or not technology related.

Principal partner in Government Relations practice at B&M Tokyo.

Representative cases during this time:

*Johnson Electric North America, Inc. v. Mabuchi Motor America Corp.*, 77 F.Supp.2d 446 (S.D.N.Y. 1999).

*Gibson Guitar Corp. v. Fernandes Co., Ltd.*, Tokyo High Court Decision of Feb. 24, 2000 (Case No. 1998 (ne) 2942).

*Pias Arise Co., Ltd. v. Playboy Enterprises International, Inc.*, JPO Trial Decision of April 3, 2000 (Igi 1999-90433)

*Johnson Electric North America, Inc. v. Mabuchi Motor America Corp.*, 98 F.Supp.2d 480 (S.D.N.Y. 2000).

*Levi Strauss & Co. v. Edwin Co., Ltd.*, Tokyo High Court Decision of Dec. 26, 2001 (Case No. 2000 (ne) 3882).

*Shueisha Co., Ltd. v. Playboy Enterprises International, Inc.*, JPO Trial Decision of June 26, 2003 (Igi 2002-90016)

**July 1989 – June 1994**

**BAKER & McKENZIE**

**Local Partner, San Francisco/Palo Alto**

(1991-1994)

**Associate, San Francisco/Palo Alto**

(1989-1991)

Focused on patent, trademark, design, unfair competition and trade secret disputes, U.S.-Japan technology transfers, and intellectual property and information technology acquisition, licensing and protection, including antitrust and foreign trade control aspects of same. Founded and headed Japan Practice Group, supervising two *bengoshi* associates and one California lawyer associate in a variety of cross-border corporate and M&A transactions working closely with Tokyo Aoyama Law Office. Extensive trial experience in federal and state courts situate in California, New York, District of Columbia (member of bars of these courts, including admission in New York during several related, extended litigations), Massachusetts, Virginia, Oregon, Washington, Guam and Northern Mariana Islands (admitted *pro hac vice* in most of these cases).

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Representative cases during this time:

*Acuson Corp. v. Aloka Co., Ltd.*, 209 Cal.App.3d 425 (subsequently decertified), 10 U.S.P.Q.2d 1814 (1989).

*Johnson Electric North America, Inc. v. Mabuchi Motor America Corp.*, 878 F.2d 1445 (Fed. Cir. 1989).

*In re Johnson Electric North America, Inc.*, 979 F.2d 215 (Fed. Cir. 1992).

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**July 1984 – June 1989 TOKYO AOYAMA LAW OFFICE (associated with BAKER & MCKENZIE)**

**Associate** (1984-1989)

Focused on patent, trademark, design, unfair competition and trade secret disputes, U.S.-Japan technology transfers, and intellectual property acquisition, licensing and protection, including antitrust and foreign trade control aspects of same. Coordinated intellectual property litigation in the U.S.A., various Asian countries and the U.K., Germany and France.

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**August 1982 – May 1984 U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES**

**Law Clerk, Office of the General Counsel**

Primary focus was defense of appeals of Administrative Law Judge (ALJ) decisions in cases concerning Social Security disability and retirement benefits.

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**August 1981 – May 1983 NIHONMACHI LEGAL OUTREACH (now called ASIAN PACIFIC ISLANDER LEGAL OUTREACH)**

**Law Clerk**

Assisted attorneys with intake of Japanese-speaking clients, discussions of their legal rights and obligations, interpretation in court proceedings. (Most tasks performed pro bono.)

**LICENSES**

- Member of the California Bar since 1985
- Member of the Washington, D.C. Bar since 1988
- Member of the New York Bar since 1996
- Admitted in the United States District Courts for the Northern, Central, and Southern Districts of California, for the Southern and Eastern Districts of New York, for the Eastern

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District of Michigan, and for the District of Columbia, and the United States Courts of Appeals for the Federal, Second and Ninth Circuits

- Admitted in the United States Army Court of Criminal Appeals (ACCA), and the United States Court of Appeals for the Armed Forces (CAAF)
- Special Foreign Member of the Tokyo Bar Association and the Japan Federation of Bar Associations from 1993 to June 2011

**EDUCATION**

Northwestern University, Kellogg School of Management, EMBA, 2001

University of California, Hastings College of the Law, J.D., 1984

International Christian University, B.A. majoring in Social Sciences, continued studies of Advanced Calculus and Physics (most coursework in the Japanese language), 1979

University of California at Berkeley, focusing on pre-Engineering, minoring in Japanese language, 1974-1977

**LANGUAGES**

Native English

Fluent, near-native Japanese (reading, writing and speaking)

Good Spanish, French and Tagalog

Basic Chinese reading, Basic Korean conversation

**COURSES**

General Electric (GE):

Lean Six Sigma training

National Guard Bureau (NGB):

Lean Six Sigma Green Belt training

NGB Trial Defense Service (TDS):

Defense Counsel 101 (DC-101)

NGB TDS:

Defense Counsel 201 (DC-201)

**HONORS AND AWARDS**

Tokyo Bar Association:

Certificate of Appreciation, May 2011

American Chamber of Commerce in Japan:

Certificate of Appreciation, May 2011

Soma City, Fukushima Prefecture,

Disaster Volunteer Center:

Certificate of Appreciation, May 2011

California National Guard:

California National Guard Commendation Medal, September 2013

California National Guard Medal of Merit, March 2017

U.S. Army:

Civilian Award for Humanitarian Service, November 2016 (for acts while a civilian after the

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earthquake, tsunami and nuclear disaster in Japan in March 2011)

## PUBLICATIONS AND PRESENTATIONS

Authored a number of articles on U.S. and Japanese patents, trademarks, unfair competition, trade secrets, copyright, and intellectual property and information technology protection, licensing, litigation and arbitration, and Japanese language instruction, published in publications such as:

- *AIPLA Quarterly Journal*
- *INTA's Trademark Reporter*
- *European Intellectual Property Review*
- *California International Practitioner*
- *IPAsia*
- *Managing Intellectual Property*
- *International Commercial Litigation*
- *PatentWorld*
- *TrademarkWorld*
- *CopyrightWorld*
- *Gekkan Kaigai Chuzai* (in Japanese)
- *Libra* (Journal of the Tokyo Bar Association, in Japanese)
- *Liberty & Justice* (Journal of the Japan Federation of Bar Associations, in Japanese)
- *Proceedings of the International Christian University (ICU), Department of Linguistics* (in Japanese)
- Hattori, T., Henderson, D. F., Taniguchi, Y., Reich, P. C., Miyake, H. (2000). *Civil Procedure in Japan* (2<sup>nd</sup> Ed.) Huntington, NY: Juris Publications, Inc. (assisted in review of sections on transnational legal services and transnational litigation in Japan).

Presented a number of these papers at programs conducted by:

- American Intellectual Property Law Association
- American Bar Association Annual Meeting
- International Trademark Association
- International Anti-Counterfeiting Coalition
- Pharmaceutical Trade Marks Group
- Intellectual Property Office of Singapore (IPOS)
- State Bar of California
- University of California, Hastings College of the Law
- U.S. Naval War College
- University College London
- Taiwan Legal Training and Research Institute (in English and Japanese)

- 
- Temple University in Tokyo
  - American Chamber of Commerce in Japan
  - Tokyo Bar Association (in Japanese)
  - Dai-Ichi Tokyo Bar Association (in Japanese)
  - Inter-Pacific Bar Association
  - Osaka Chamber of Commerce (in Japanese)
  - Japan Broadcasting Corporation (NHK) (in Japanese)
  - International Christian University (ICU) (in Japanese)

**ACTIVITIES**

- The American, San Francisco and Marin County Bar Associations; the American Intellectual Property Law, International Trademark and Judge Advocate Associations; the Bar Association of San Francisco; the International Association for the Protection of Intellectual Property (AIPPI) – U.S. Division; the Institute of Electrical and Electronics Engineers (past member); the Japan Commercial Arbitration Association’s Panel of Arbitrators; the U.S.-Japan Council; the Japanese American Citizens League; the American Legion Wilkins Post 37; the National Guard Association of the United States (NGAUS); the State Guard Association of the United States (SGAUS)
- The Tokyo Bar Association (Senior Vice Chair of the International Committee 2000 to 2011)
- The Japan Federation of Bar Associations (Member, International Relations Committee 2006 to 2011 (JFBA delegate to 2010 ABA Annual Meeting); previously Auditor, Committee on Foreign Lawyers and International Practice)
- Japan Association of Arbitrators (Member, Board of Directors from inception in 2003 through June 2011)
- Japan Ministry of Justice’s Experts Council on Translation of Japanese Laws and Regulations into Foreign Languages (Apr. 2009-June 2011)
- Japan Cabinet Secretariat’s Office for Promotion of Justice System Reform (Member, Study Council for Promoting Translation of Japanese Laws and Regulations into Foreign Languages, June 2006-Mar. 2009)
- American Chamber of Commerce in Japan (Chair, Intellectual Property Committee, 1997-2000, Governor, 2001-2002, Vice President and Co-Chair of External Affairs Advisory Council 2003-2004, Special Advisor to President 2005, Governor and Vice Chair of External Affairs Advisory Council 2006-2007, Governor and Chair of Internal Affairs Advisory Council 2008; Governor representing non-US corporations 2009-June 2011)
- European Business Council in Japan (Chair, Insurance Committee, May 2009-June 2011)
- EU-Japan Business Round Table (EU-side Sherpa for Financial Services and Accounting Working Group at Annual Meetings in 2009 (Brussels), 2010 (Tokyo) and 2011 (Rome), including ongoing work with Japan-side Sherpas negotiating and preparing joint and separate position papers in preparation for these Annual Meetings)



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**PRO BONO AND COMMUNITY INVOLVEMENT**

- Qualified and active Instructor of Goju-ryu Karate (4th Dan).
- Past Coordinator of Prison Ministry, Franciscan Chapel Center (Tokyo).
- Led several teams of volunteers to Fukushima, Japan, after March 2011 Earthquake, Tsunami and Nuclear Disaster, to assist with disaster recovery efforts.
- Lector, Eucharistic Minister, Sacristan and Coordinator of Altar Server Ministry, St. Isabella's Church (San Rafael).

## New submission from City Councilmember Application

Joshua Sizemore <notify@proudcity.com>

Wed 12/30/2020 9:46 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

### Name

Joshua Sizemore

### Address

[REDACTED]  
San Rafael, CA 94901

United States

[Map It](#)

### Phone

[REDACTED]

### Email

[REDACTED]

### What District do you live in?

District 1

### Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:

My relevant knowledge comes from my experience in life. I'm from (and grew up in) Appalachia Kentucky which is one of the poorest communities in the US. I now live in one of the most wealthy cities (Belvedere, CA) in the World. I did this by never quitting, always staying positive, having humility, staying the course, and wanting better for myself and the people around me. I'm now a C-Level executive and have ran Billion dollar companies. I have learned so much over the years and that's important because mistakes will always be made, but they should never be made twice. A little common sense helps too!

### Have you ever served as a member of a San Rafael Board, Commission or Committee?

No

### 1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.

Not specifically civic meetings, no. I have attended many board meetings for various organizations I am a part of.

### 2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?

1. Figuring out how to allow small Business to continue to operate,
2. Crime and Homelessness issue - How can we as a community make a difference?
3. More community driven activities for all ages. I understand we're in a pandemic and gathering is frowned on. This is meant for future reference and planning, not necessarily in the "now".

### 3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2. Tell us what suggestions you have for addressing it.

Mill Valley is need (in my opinion) of strong leadership and

**4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?**

Leadership has been and is missing from politics from so many angles. I have many years of leading organizations and also those years have brought me understanding from many mistakes I've encouraged. I do learn from them as I confidently say I never make the same mistake twice. I think this is important when dealing with the unknown as you don't know what you don't know, but the road you traveled to get to that specific point, allowed understanding and gave you confidence to make hard decisions if/when needed.

**5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is best for the City.**

My philosophy is to give people the opportunity to be heard and then work to find to a solution. Sometimes trial and error are the only way to ensure the right solution gets figured out. With that said, I'm not a person/leader who would fund my personal beliefs into a situation without 100% believing its the right thing longterm.

**6.a Housing/Homelessness**

In this climate, housing is something that we all need but a lot of people are being foreclosed on and the current situation may allow for those people to squat for an indefinite amount of time. We need to come together as a community, City, State to ensure our residents can endure these situations by having us support them through this crises. We should look at the long-term residents who have been a valued part of the city and if they need assistance then we find a way for that to happen. Then. go down the list from there. Maybe its a 20 / 15 / 10 /5 year citizen road map that tells us who we need to make priority...

Homelessness is a never ending issue and one that seems to be growing and in some towns, getting out of control. But to touch on the point above, if we don't find a solution for our long-term citizens (some would say the backbone of our towns) who have been contributing for years and years, then we will not find a solution for the homeless problems. We can't fix issues in moments, this takes preparation, solid planning and years to execute seamlessly.

**6.b Economic Recovery**

I need to understand the current situation fully before commenting on this. I see it from the outside and it doesn't look good. We need to come up with a way to allow businesses to be open. We need to provide these businesses with the tools to be deemed essential in the future, so if something like this ever happens again they'll be prepared for the worst.

**6.c Climate Change/Sustainability**

I'll put N/A here. I think Climate Change is real just from observation. I'm not a scientist nor do I want to join the council to act like one. I don't think effecting Climate Change happens in the City Council, but I do think we can create arguments and potential solution based ideals that could be very beneficial for the appropriate change makers. CA is already doing a lot here in regards to cutting emissions etc...

**6.d Racial Justice**

This is a serious issue and one that (again) will not be solved overnight. I think this is one that perception can help with. If we're showing that we are putting more effort into training police this will help. We also need to make the police a part of the community in many ways, and not have them singled out as the "police". Perception is reality and in this case we need to go above and beyond to turn the perception on its head.

**6.e City Finances**

I'm not a CFO but have created many budgets for 100's of millions of dollars. I think it starts with knowing what the actual budget is, seeing the spend from prior years, and the what our priorities where based on that spend. Then we

go from there....

#### **6.f Transportation, Transit, and Traffic**

I'm a newer resident of Belvedere and work in San Rafael. Over the last year I've observed many buses, trains and other city transportation be very light with passengers. I understand 2020 is an anomaly, but how was 2019 in regards to passengers? I'd have to know this info before commenting.

#### **7. Why do you think you are the most qualified candidate to be appointed to the City Council?**

I've always had a passion for helping people and seeing them thrive in good or bad situations. I've shown this passion throughout the years in the work I'm involved in. I have grown my personal brand by treating others with respect, kindness and sternest, and this is the same attitude and mindset I will have in whatever I do. I feel that having someone that's not a seasoned politician and fresh set of eyes would be helpful. I grew up in poverty and have made my way to the C-Suite by moving forward and consistently challenging myself to be better. I believe having that mindset and that mantra is important when dealing with new challenges/opportunities, whatever they may be.

#### **Resume**

- [REDACTED]

#### **Consent**

I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.

**J O S H U A   S I Z E M O R E**

**Belvedere Tiburon, CA 94920**

**EMPLOYMENT**

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**11/19 – Present**  
**1-800-Got-Junk?**  
**President**

**03/19 – 11/19**  
**CBDEE.COM**  
**Investor & Board Member**

**09/18 –03/19**  
**SOS Hydration**  
**Interim COO**

- Develop overall strategy for the brand with current holdings
- Develop strategy for future opportunities such as CPG
- Create budgets and proformas to meet investor standards
- Develop the brand and through with strategy and execution
- Board Member and voting seat for the brand

**11/15 –10/18**  
**Unify Water**  
**Founder / CEO**

- Created Brand from scratch to being in 4000+ stores in only 15 months
- Oversee All Aspects of Business (Sales / Distribution / Marketing / Branding)
- Successfully led the Company through two Rounds of Capital Raises
- Led the company from start-up to acquisition in less than 2.5 years.

**11/14 – 11/15**  
**New York Seltzer**  
**Chief Operating Officer**

- Hired on to set all operational standards and practices for the company
- Developed wholesale and retail structure for distribution network
- Created end-to-end manufacturing processes
- Budgeted and Forecasted Monthly/Yearly Sales Plans
- Created New Succession Planning tools for Company
- Ensured company complied with FDA, Etc. requirements

**06/12 – 11/14**

**Shinola**

**SVP of Retail & Operations**

- Responsible for end to end Strategic Direction of the Retail Business.
- Oversee All People, Operational, Visual, Marketing, Aspects of Retail Division
- Create a Culture (both internally & externally) of Trust & Truth throughout the organization for sustainable growth and accountability.
- Had Full P&L Accountability of \$200mm w/ runway and Pro-Forma to \$1bn
- Led New P&P and Communication ideas and effectively conveyed through direct reports
- Implement New Communication tool (Intranet) for Entire Company
- Guide Ecommerce & Wholesale teams to Create an Omni Channel Experience for the consumer
- Ensure Future of Retail is Secure Through Creating Correct, Consistent Processes
- Created and continuously worked to ensure an “Out-of-Box”, & Unique Customer Experience by Elevating the Retail presence in stores by adding additional concepts/partnerships such as coffee, food, etc. to daily offerings for a more community driven retail space.
- Working through the Director of Retail, ensuring succession planning was a huge focus and development was on track.

**12/09 – 06/12**

**Lacoste**

**Global Director - Outlet Division**

- Accountable for 3 Divisions (US, EU, Asia), 8 Regions
- Full P&L Accountability of \$450mm
- Grew Outlet Business from \$400mm -> \$450mm in 3 years with only adding 3 new Stores.
- Support succession planning and organizational design for the retail department.
- Led Outlet Division to Customer Experience Score of 93 of 100 in final 2 years with the brand – First time OD was ahead of Retail Division in this area.
- Continuously worked through Regional and District Managers to improve the customer experience and operational processes.
- Responsible for directing all New Store Openings to the company’s retail standards.
- Partner with CEO to determine and manage budget for retail department focused on achieving bi-annual goals and business strategy.

**Education:**

**University of Kentucky**

**Major: Business Management**

**Minor: Economics**

## New submission from City Councilmember Application

JudiCooper <notify@proudcity.com>

Fri 1/8/2021 3:48 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

### Name

Judi Cooper

### Address

[REDACTED]

San Rafael 94903

United States

[Map It](#)

### Phone

[REDACTED]

### Email

[REDACTED]

### What District do you live in?

District 4

### Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:

As a 28 year resident of San Rafael, I would like to be considered as a member of the City Council. I have participated in many volunteer activities in the City which have helped to make this a better place to live.

As a president of the Rotary Club of San Rafael Harbor, we have focused our work on supporting the Canal residents with our volunteer hours and with our donations. We have provided dictionaries to students at San Pedro Elementary, participated on community clean up of Canal streets, and volunteered at Day of the Dead celebrations. As a business owner in the City, I am a member of several organizations that support businesses and work to collaborate with the City to increase our success. I understand the challenges of businesses in this unprecedented time and would like to work to provide support to help keep them viable until this crisis is over. San Rafael is a unique place at the heart of Marin County and while its natural beauty is stunning its challenges are significant, and I would like to be considered to help solve them.

### Have you ever served as a member of a San Rafael Board, Commission or Committee?

No

### 1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.

I was a member of the planning team for San Rafael Arbor Day. We held a community tree planting education day at the San Rafael Rec. Center and then held a planting day where San Rafael residents planted 100 carbon-capturing trees in two different sites.

Proud graduate of the San Rafael Citizens Police Academy

I have participated in the Marin Homeless Point in Time Count

Served as President of the Rotary Club of San Rafael Harbor where our mission is to focus on the Canal neighborhood and help and support the community members there.

I participated in the San Rafael Downtown Design Charrette meetings to share ideas and options for reimagining the downtown area of San Rafael.

**2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?**

1. Getting all of our residents vaccinated so that they can resume their lives and fully open their businesses.
2. Supporting San Rafael businesses that have been hard hit by Covid-19 and the shelter-in-place orders that shut down their businesses and ability to earn a livelihood.
3. Putting more resources toward helping the homeless get services and finding long term housing for them. As the center of Marin's homeless crisis, San Rafael needs to double down and find ways to solve this crisis.

**3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2. Tell us what suggestions you have for addressing it.**

Beautify downtown San Rafael and put more resources into upgrading the crumbling neighborhoods of our wonderful city.

After participating in the San Rafael Downtown Design Charrette meetings, I was inspired to reimagine the beautiful, pedestrian-centered, area that downtown San Rafael could become. I would like to expand upon the information gathered at those meetings and continue to implement their findings.

**4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?**

As a 28 year resident of San Rafael, I have lived through many changes in this great city. I have volunteered with other dedicated, hardworking individuals who have worked to help develop San Rafael into a wonderful city. I would like to continue that work to assist in improving quality of life in our city and support its more fragile residents as needed. I am a team player who is detail driven and results-oriented, and would like to put my efforts into helping the city in any way I can.

**5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is best for the City.**

That is a hard question because I am not an ideologue, so if there is a good reason for doing something, I would support it. As a member of Rotary, Marin Builders Association, National Association of Remodeling Industry, and the Business Executive Association of Marin, I know that there are many approaches to solving problems. While I probably have ideas on the way I would approach the situation, I have seen that different approaches can lead to the desired end and can support those efforts.

**6.a Housing/Homelessness**

Homelessness has part of my consciousness for decades. Before living in San Rafael, I lived in New York City where I volunteered with the homeless helping to provide overnight shelters. The homeless crisis has changed dramatically from those days and in our city it appears more urgent. I know that there are several San Rafael and Marin initiatives to address this issue, like HOT, Housing First, mobile showers, Downtown Streets Team, and while they appear to be helping decrease the number of homeless individuals, it seems that more resources are needed to fully address this problem.



**6.b Economic Recovery**

As one of my top three issues facing San Rafael, I think that we need an all hands on deck approach to this problem. Signing up restaurants to provide meals to seniors is a wonderful start, but I would like to see this expanded to other businesses. We need to find ways to connect businesses and residents so that we will have an economic business base once this pandemic has passed.

**6.c Climate Change/Sustainability**

Participating in the Cool Parks tree planting was a great way to beautify San Rafael and provide carbon capture at the same time. And as someone who is involved in the building industry, I would like to see San Rafael adopt best practices when it comes to sustainable building practices and building products.

**6.d Racial Justice**

This is such an important topic for our citizens and for our times. As the incoming Attorney General said, we need a judicial system that treats each citizen equally, fairly and justly. All too often people of color have not had this benefit and we as a city must insure that all of our residents feel that they are equal under our laws.

**6.e City Finances**

A sound fiscal agenda and balanced budget are paramount to the efficient and effective running of a city government. I do understand that San Rafael has significant fixed financial obligations that can limit its flexibility in developing new programs and investing in new initiatives.

**6.f Transportation, Transit, and Traffic**

During the Charrette sessions it was interesting that almost half of the surface area of downtown was occupied by the one-way First and Second streets. As these are mainly to route traffic through an area and not to bring visitors to the downtown, they inhibit San Rafael to really become a destination area for its citizens.

**7. Why do you think you are the most qualified candidate to be appointed to the City Council?**

As I don't know the other candidates that is a difficult question. I only know that I am a long time resident who has participated in many volunteer and development initiatives, and who wants to see San Rafael continue to develop into a wonderful place to live. As I said, I am a team player and will work very hard to improve this city for all of its residents.

**Resume**

- 

**Consent**

✔ I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.

# Judi Cooper

[REDACTED], San Rafael, CA 415-505-8708

Owner

## **Kitchens Inside Out [kitchensinsideout.com](http://kitchensinsideout.com)**

- Past President the Rotary Club of San Rafael Harbor
- **Member** : Rotary Club of San Rafael Harbor, Marin Builders Association, National Association of Remodeling Industry National of Kitchen and Bath Association, Business Executive Association of Marin.

# Judi Cooper

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## SUMMARY

As the owner and founder of Kitchens Inside Out, a kitchen and bath design firm in San Rafael, I have built my business by focusing on my clients' needs. I use my professional training and experience to take a holistic approach to each project, ensuring a successful outcome for all parties. I bring this same approach to the San Rafael business community. As a San Rafael Harbor Rotary member, I've built strong bonds with volunteers and members who work tirelessly to improve our community. Similarly, I work with a large group of individuals who strive to make sports and a healthy lifestyle available to San Rafael and Marin County residents. This collaborative approach to serving my clients and my community is the foundation for my business, volunteer activities, and community outreach. I believe we work best when we work together to affect positive outcomes for all.

## EXPERIENCE

### **Kitchens Inside Out, San Rafael, CA**

**October 2014 – Present**

Owner/Founder/ Certified Kitchen and Bath Designer

- Detailed design consultation with clients to understand objectives and determine the scope of the project.
- Present design drawings and refine style preferences in collaboration with client. Review the scope of the remodel and review all aspects of the project including budget and timeline.
- Identify, purchase, track, inspect and deliver all products needed for the project.
- Identify and collaborate with other professionals and trades to ensure a successful remodel.
- Provide construction management services when needed.
- Pivoted business to implement required Covid-19 protocols to ensure a safe work environment. Utilized online tools to achieve parity with previous business interactions, and established safeguards for mandatory in-person meetings.

### **Julie Williams Design, Novato CA**

**September 2008 – September 2014**

Designer

- Responsible for client project management including design, product specification, acquisition, inspection and delivery. Also, responsible for project design development refinements and finalization
- Responsible for all sales and administrative processes pertaining to remodel projects
- Cultivated important relationships with industry professionals, manufacturing representatives and business leaders.

### **Spacial Design, Sonoma, CA**

**2003 – August 2008**

Designer

- Responsible design and drafting of client products
- Assisted in the production and delivering of Community Education Kitchen Design Programs in Sonoma, Novato, and Tiburon
- Together with a colleague, participated in High School Job Shadow events to educate High Schooler students in Kitchen and Bath design as a potential career path.

### **Deloitte & Touche NYC, NY**

**1987 –1991**

Management Consultant

Project management for client telecommunication systems.

- Oversaw implementation of Telecommunication and Data systems for clients including weekly Foreman & Supervisor meeting to track project process and address all issues that arose.
- Developed sales and marketing strategies for client development, produced final reports for end of projects, and assisted on team projects from other departments as needed.

## EDUCATION

Wells College - B.A., Major: Mathematics; Minor: Spanish

- Team Captain swim team,

**INTERESTS AND MEMBERSHIPS:** San Rafael Harbor Rotary, Marin Women at Work, Business Executive Association of Marin (BEAM), National Association of Remodeling Industry (NARI), North Bay chapter, Marin Builders Association (MBA), National Kitchen and Bath Industry Association, Triathlete with TRI GRIT.

## New submission from City Councilmember Application

KennethGhiringhelli <notify@proudcity.com>

Sun 1/3/2021 5:07 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

### Name

Kenneth Albert Ghiringhelli

### Address

[REDACTED]  
San Rafael 94901

United States

[Map It](#)

### Phone

[REDACTED]

### Email

[REDACTED]

### What District do you live in?

District 3 **Confirmed as District 1**

### Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:

- 1) I am a third generation San Rafael resident with fifth generation grandkids. California Certified Accountant.
- 2) Self employed business owner since the 1980 era in San Rafael.
- 3) My cousin was a former Mayor of Fairfax.

### Have you ever served as a member of a San Rafael Board, Commission or Committee?

No

### 1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.

- 1) I have been an audience member of San Rafael council meetings and GGTBD meetings and participated by asking questions.
- 2) Marin Civic Center Court audience as law is a one of my hobbies.
- 3) Board of Supervisor meetings. which I observed for continuing education.

### 2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?

Issue/ Why/ Address.

- 1) Pension reform/ "Ponzi" math/ Match rates to Social Security.
- 2) Attraction/ SR needs commerce/ Cleaning, polishing. parking.
- 3) Traffic/ I have driven these street for decades and the flow is worse than ever/ Make car traffic a priority to other forms of transportation.

### 3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2. Tell us what suggestions you have for addressing it.

1) Homeless population. Some say, "If you build they will come." Make San Rafael unattractive to homeless by eliminating benefits.

**4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?**

Logic/ critical thinking.

Ability to the details in the big picture.

**5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is best for the City.**

The City need to deal with actualities., this question is fantasy.

If I was to dream I'd use tax rates as an example.

I want 0% and a City wants 100%.

What is best for the people, trumps what is best for the government.

But in this dream question wants one to fight for the city.

Posed question seems to be an ethics issue.

**6.a Housing/Homelessness**

Homeless. Some say, "If you build they will come." Make San Rafael unattractive to homeless by removing benefits, just as free housing.

**6.b Economic Recovery**

San Rafael must support small business.

A start could be reducing business license fees, such as the BID extra cost.

As mentioned above, San Rafael needs to be attractive with easy car parking and the streets clean and polished.

Plus, the homeless, scare people, including myself, away from SR,

**6.c Climate Change/Sustainability**

This is another dreamer question.

It is not a current immediate issue.

It is a big world and San Rafael or the USA can not control South America or China's pollution.

Posed question seems to be a politic party issue.

If I was to address San Rafael future with climate, it would be a need to raise its city edge levee heights, create a flood basin in the available East San Rafael land and shore up the old creeks running from west to east.

**6.d Racial Justice**

I have lived in San Rafael my entire life.

All my school mates, business associates, clients we treated fair.

All my school mates, business associates, clients have succeeded.

Some say, "If you do the crime, do the time."

I agree with what some say.

**6.e City Finances**

Not enough info, I must see books.

However, noting the Marin IJ states and I mentioned above, San Rafael's pension liability is unsustainable.

Some hard monetary cuts to current and retired employee benefits may need to be made.

For example, many businesses only cover medical for the employee.

San Rafael employees could be required to pay for spouses and children medical, which would reduce the City's expenditures and be equitable as compared to non-government entities.

**6.f Transportation, Transit, and Traffic**

- 1) Transportation: There is no support for motorcycles.
- 2) Transit: The City spending money on GG and SMART projects must be reimbursed by those entities.
- 3) Traffic: As mentioned, someone should drive these streets. Traffic is haphazard.

**7. Why do you think you are the most qualified candidate to be appointed to the City Council?**


I am a Profession business consultant. I am licensed in Accounting, both Federally and California. My Grandfather help build this town and both my parents were born here, as was I. The Ghiringhelli (paternal) and Cummesky (maternal) families have been in San Rafael for over 115 years. I graduated Saint Raphael's, San Rafael High, College of Marin, Sonoma State. I was raised here, I was married here ! I have a grand over view San Rafael.

NOTE: I HAVE NOT COMPILED A RESUME IN DECADES. IF I AM CHOOSEN CANDIATE, I CAN INVEST TIME TO HAVE A RESUME COMPILED THEN.

**Resume**

- [REDACTED]

**Consent**

 I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.

# ► Kenneth A. Ghiringhelli

San Rafael, CA 94901

## Objective

To be appointed as a San Rafael City Council Member through November 2022

## Education

CPA – Certified Public Accountant Licensed State of California  
EA – Enrolled Agent Licensed Internal Revenue Service Entire USA  
BS – Business Management Sonoma State University California  
AA – Business Management College of Marin California  
Graduate – San Rafael High School California  
Graduate – San Rafael Saint Raphael's Grammar School California  
Masonic – Master Mason

## Experience

Sole Proprietor – San Rafael Ghiringhelli Enterprises – Consultant, Financial, Start Up, Tax, Accounting, Human Resources, Property Management, Problem Solver for business and individuals – Over 30 years, Current

Member – San Rafael Chamber of Commerce – Over 20 years, Current

Officer – Tehachapi Ensign Joseph Sherwood DeMolay Loan Fund, Charity – Over 10 years, Current

Controller – Mill Valley Telli Marin – Public Company, Advertising Industry

Controller – Sausalito Cybereps – Internet Startup

Controller – Novato Elwyn Gee Group – Casino Industry

Controller – San Rafael Blake's Auto Body – Automotive Repair

Accounting Temp – San Rafael THX – Movie Sound Industry

Mechanic/ Barker/ Demonstrator/ Sales – San Rafael Allan Smith Restorations – Automotive Trade Shows

Mechanic – San Rafael Cox Automotive – Automotive Repair

Sales/ Receptionist – Mill Valley McGuire Real Estate – Real Estate Industry

Sales – San Rafael Macy's – Consumer Product Industry

Clerk – Kentfield Woodlands Market – Grocery Industry

Clerk – San Rafael Perry's Delicatessen – Food Service

## Personal

San Rafael resident – Third generation, plus both parents, second generation, born in San Rafael

Married – Over 35 years to Aura Ghiringhelli (Guatemala born)

Two daughters – Fourth generation San Rafael residents

Three grand children – Fifth generation San Rafael residents





## New submission from City Councilmember Application

MatthewSiroka <notify@proudcity.com>

Sat 1/9/2021 5:55 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

### Name

Matthew A Siroka

### Address

[REDACTED]  
San Rafael 94901

United States

[Map It](#)

### Phone

[REDACTED]

### Email

[REDACTED]

### What District do you live in?

District 1 **Confirmed as District 3**

### Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:

As an attorney serving indigent people in Marin, I have in depth experience with many of the issues facing the City, from homelessness, mental illness, substance abuse to specific issues facing the Canal District. I have also been general counsel to a small business and am a small business owner myself, so I understand many of the challenges facing small businesses, who are the majority of the business community in San Rafael. As litigator, I am a quick study, and also have familiarity with issues of municipal liability, police practices and First Amendment concerns.

I have studied effective communication and conflict resolution and bring both passion and calm focus.

### Have you ever served as a member of a San Rafael Board, Commission or Committee?

No

### 1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.

Yes, I have attended numerous City Council meetings, as well as Climate Action plan meetings, among other things. While a resident of San Francisco (2000-2016), I was involved in numerous neighborhood groups, both formal and informal, dealing with issues of parking permits, traffic, utility undergrounding, homelessness, and other issues.

### 2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?

The looming eviction crisis could increase homelessness as well as encourage people to move in with other family members or others in the community, thus potentially increasing the spread of the virus. It is a crisis for property owners too, who may not be able to make their mortgage payments. Rent freezes and an eviction moratorium are both probably necessary, but relief for property owners must be considered. The City should try to mediate and find individualized solutions where possible. For example, the City might be able to work with local banks to provide

temporary loans to help affected landlords (maybe by guaranteeing the loans).

Affordable housing. Related to the eviction crisis is the affordability crisis. If people can't afford to live in San Rafael, that impacts the diversity of the community, the labor pool, traffic, tax base and economic growth. The City has been doing more in this area, and must continue to do all it can to incentivize the building of high-density, transit accessible affordable housing. Through re-zoning and tax credits, the City can encourage the development of downtown office space into housing. The shift to a partial work-at-home economy will likely be permanent, depressing demand for downtown office space. This is an opportunity to convert that space to housing. We must continue to make downtown a desirable place to live, which means supporting downtown streets team, encouraging more retail and entertainment and special events.

Economic recovery. This is the time to use emergency reserves to support residents and prop up struggling businesses. There are limited tools, but the city can be the employer of last resort to help with needed services: wildfire prevention, park/open space preservation, etc.

**3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2). Tell us what suggestions you have for addressing it.**

Downtown development. I long to see a vibrant and exciting downtown. I am excited about the detailed plan for downtown in the 2040 general plan. More shops and restaurants should be open later to encourage pedestrian traffic. I'd like to see the City partner with Marin transit to have a free downtown shuttle that would loop between Red Hill and the Transit center to encourage people to view that whole corridor as one viable shopping/eating/entertainment corridor. This would reduce some traffic and help develop the idea of downtown as a desirable place to live, as well.

I'd like to see the Economic Development Commission have an Entertainment Commission to encourage existing restaurants and bars to offer live entertainment, but also to encourage all-age entertainment in the evening at retail or other establishments (game nights, art showings, etc.). I'd like to see more permanent parklets and outdoor gathering spaces. This would encourage downtown workers to linger after work as well as encourage more foot traffic in the evenings. Perhaps study continuing the downtown closures (post-covid) to allow restaurants to serve outside and expand their capacity.

**4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?**

I'm willing to entertain and propose unconventional policy proposals to help us avoid the inevitable perspective narrowing that occurs when we have to run the day to day operations of an organization. I'm a very good listener and synthesizer of ideas, and I would be able to find commonalities amongst disparate positions.

**5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is best for the City.**

I would hope my personal philosophy would generally be aligned with what is best for the city! But in the event that it was not, I would work hard to understand how the necessary steps would promote the greater good. Then I would articulate my personal objections and either abstain from the vote or vote for the greater good, ensuring that my personal objections were noted.

**6.a Housing/Homelessness**

Housing affordability and homelessness are linked but not the same problem. People experiencing homelessness can be in various stages of crisis. Focusing on people who are the most frequent users of services is smart policy.

Increased reliance on downtown street team can help free up police resources.

Housing affordability requires both regulation (expanding just cause eviction to section 8 and other excluded categories) and ensuring there is economic opportunity to support the housing stock. Increasing density in transit

accessible areas is key. The detailed downtown plan is an excellent model for that. The City has to incentivize building of more housing stock.

## 6.b Economic Recovery

This is an unprecedented crisis, and we will have to use every tool at our disposal to weather it, including using emergency reserves (more even than called for in the current budget). The City's primary source of income is sales tax. Generally it is low- and middle-income people who spend the most in local sales taxes, so economic recovery requires stabilizing job opportunities and ensuring affordable housing. This may include directly supporting residents with payments or other assistance and being an employer of last resort.

The City will need to strongly support development of industries or events which can generate significant tax revenue.

## 6.c Climate Change/Sustainability

Sustainability should be "baked in" to all other policy decisions. The City faces real physical challenges from climate change – from rising sea levels and flooding in its coastal and low lying areas to wildfire in its open spaces. Attention must be paid to those specific challenges and using them to leverage resources to address other issues. Sea level rise is a huge planning, logistical, engineering and social challenge. But it also presents opportunities for job creation and community engagement. Similarly, the city could help encourage training programs in urban forestry, providing job and educational opportunities while addressing the need to make communities and open space as fire-safe as possible. Much more could be done in the area of solar and wind, two natural resources with which San Rafael is blessed. City owned properties should be generating solar and wind energy. There is a lot of financing available for such projects and the cost savings are significant.

## 6.d Racial Justice

Racial justice, which is also economic justice, also must be baked in to other policy decisions. An equity first orientation means always asking: Who benefits? Who loses? How did we get to this situation? How will policy decisions disproportionate affect groups with fewer resources, less access to social, political and economic capital?

In addition to considering the disparate effects of otherwise seemingly "neutral" decision, the city can also be proactive in another important area of racial justice – elevating the voices of the historically disenfranchised. While the City proudly totes its beautiful mission church as a defining aspect of its identity, there is a very dark side to the Spanish missions and their treatment of native peoples. Public acknowledgement of this reality and regular events featuring native people is one way to elevate their voices.

Ultimately, the City will have to look at its police budget and policies. The police make numerous unnecessary arrests when they could cite and release people. Arrests are extremely expensive in terms of personnel time and obviously have significant collateral consequences. Reducing the arrests for minor offenses would save money and reduce the impact to the communities most likely to be arrested.

## 6.e City Finances

I support competitive wages for city employees to attract and retain qualified candidates. At the same time, given the challenging economic circumstances, we must find ways to reduce employee costs. Consolidation of police and fire into a public safety department might accomplish some cost savings. Other police cost savings are possible such as reducing arrests for minor offenses, eliminating SWAT team and contracting with MCSO for tactical support, and not using police to address people who are committing "quality of life" crimes such as public intoxication or encampments. Redirecting funding to the street team which be more more efficient. The police department is the largest single line item in the budget and we have to go over it with a fine tooth comb.

Also, leveraging city services to generate more revenue is also an option. San Rafael is the largest municipality in Marin, and has a well-developed infrastructure and city management. Thus perhaps it is possible to provide services

to neighboring municipalities and generate both income and additional efficiency. Ultimately, though, having a thriving downtown and a stable, employed and housed population will generate sales tax revenue.

The City is dependent on county and state funding for important behavioral health and housing services, and yet I would also like to find ways to get more funding from the county to compensate for the fact that San Rafael is the most heavily impacted area from people who are clients of county services. San Rafael police or other agencies have to refer people to services, public works has to deal with encampments, etc.

#### **6.f Transportation, Transit, and Traffic**

This is such a challenging subject because the City is so heavily impacted but has so little control. San Rafael is the literal crossroads of the county and yet there are so many regional and state actors involved in policy making that affects the City. Until and unless there is effective regional transit, there is always going to be significant automobile traffic in the City, whether it be people going to West Marin or commuting to SF. We have to focus on mitigation of the impacts, making safe bicycle corridors and supporting affordable regional transit.

#### **7. Why do you think you are the most qualified candidate to be appointed to the City Council?**

Without knowing who the other candidates are, I would not be so bold as to say I am the most qualified. I am confident that I would be a caring, compassionate, inclusive, decisive and insightful choice. I have experience working with a wide range of people from many different backgrounds. I like to focus on people's shared values and move from their to try to find shared solutions. We can't do everything and we can't fix every problem, but even when we can't, we definitely can let people know their concerns matter and are respected. My sole desire is to be of service to the community; that is my only "agenda." I love San Rafael and want to see the entire community thrive. There is much positive momentum, and yet we can always do better. Thank you for considering my application.

#### **Resume**

- [REDACTED]

#### **Consent**

✓ I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.

## **Summary**

In my 16 years of law practice I have handled a wide variety of matters, both criminal and civil, trial and appellate, and administrative law. My primary focus has been indigent criminal defense, including trials, appeals and post-conviction matters, although I also have experience in civil litigation in both state and federal court.

For the last five years I have provided general counsel services to a family business including contract negotiation, employment matters and financial planning.

## **Education**

### **J.D., 2004 *Cum Laude*, University of California - Hastings College of Law**

Graduated top 8%; Thurston Honor Society; Witkin Academic Excellence Awards in Federal Criminal Law and Negotiation and Settlement; President, Associated Students of U.C. Hastings

### **B.A., 1994 Dual Major Philosophy/Sociology – Reed College, Portland, OR**

## **Bar Admissions**

California, Northern District of California, Eastern District of California, Southern District of California, District of Maine, Ninth U.S. Circuit Court of Appeals, U.S. Supreme Court, U.S. Court of Appeals for the Armed Forces

## **Professional Legal Experience**

### ***Principal Attorney Law Office of Matthew A. Siroka* 2006 – Present**

Criminal trials and appeals in state and federal defense, with emphasis on indigent defense. Civil rights litigation centered around police misconduct and related matters. Provide general counsel services to family business including compliance, employment and financial modeling.

### ***Staff Attorney First District Appellate Project* 2009-2011**

Represent indigent appellants before California Court of Appeal and Supreme Court; supervise panel attorneys; prepare training and reference materials

### ***Associate Attorney Minami, Lew & Tamaki, LLP* 2004-2006**

Defend state and federal felonies and misdemeanors; Write and argue motions; assist in civil litigation

**Law Clerk Minami, Lew & Tamaki, LLP** 2003-2004  
Research and Write criminal pre-trial motions;  
coordinate electronic discovery

**Law Clerk San Francisco Public Defender** Spring 2004  
Assist in all aspects of defense of felony cases

**Judicial Extern Hon. Martin J. Jenkins, United States  
District Court, Northern District of California** Summer 2003  
Research and write bench memoranda and court opinions

**Other Employment Experience:**

**Director of Content, Echo Networks** (San Francisco) 1999-2001  
At Spotify-style streaming music startup, hire and supervise team of  
five, coordinate with legal, marketing and engineering teams to  
ensure compliance with Digital Millennium Copyright Act

**Development Associate, KBOO FM** (Portland) 1995-1998  
Coordinate and implement fundraising efforts for community radio  
Station; manage volunteers, solicit donations from the business  
community

**Events Coordinator, Pioneer Courthouse Square** (Portland) 1994-1995  
Manage and develop event programming for Portland public  
park; interface with city officials, police and sponsors

**Other Management and Supervisory Experience:**

**Board Member, California Prison Focus** (Oakland) 2018-Present  
Advise and guide staff in developing policy for this non-profit  
focused on prisoner human rights

**Board Member, Cooperative Community Energy** (San Rafael) 2018-2020  
Provide oversight and guidance to cooperative providing  
commercial and residential solar energy solutions

**Board Member, People's Food Cooperative** (Portland) 1992-1995  
Work in consensus to govern a cooperative non-profit food store  
committed to making healthy food accessible to the community,  
supporting sustainable family farms and demonstrating economic  
democracy through collective management practices

**Other Relevant Training and Experience**

**Non-Violent Communication** – extensive training in this powerful method of developing empathy, active listening and conflict resolution

**Diversity and Inclusion** – Since the early 1990's I have participated in numerous trainings on unlearning racism and white supremacy and sexism and male dominance

**Restorative Justice** – participated in Insight Prison Project's restorative justice training program

**Political Canvassing** – for over 20 years I have volunteered in political campaigns around the country in various capacities including door-to-door persuasion, phone banking, and other forms of public engagement

**Civic Engagement** – I have worked in ad hoc coalitions on various issues; currently working with a coalition to encourage the California Public Utilities Commission to regulate phone and digital services in jails and prisons

**Yoga, Meditation and Mindfulness** – I have 20 years' experience and over 1000 hours of formal training in various forms of yoga, meditation and mindfulness practices

## New submission from City Councilmember Application

MaxGoodberg <notify@proudcity.com>

Thu 12/10/2020 12:20 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

### Name

Max Goodberg

### Address

[REDACTED]  
San Rafael 94901

United States

[Map It](#)

### Phone

[REDACTED]

### Email

[REDACTED]

### What District do you live in?

District 3

### Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:

I've sat on boards for private corporations for some time (including now), represented local markets for non-profits, & been a Chief Operations Officer for almost a decade making high stakes decisions

### Have you ever served as a member of a San Rafael Board, Commission or Committee?

No

### 1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.

No though I'm highly passionate about my community and especially creating equity, representation and elevating our opportunity for success for all citizens. I have also received a commendation for public service from the LAPD for past contributions

### 2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?

Supporting the growth and modernization of downtown while protecting local businesses and owners. Social programs to address and aid the homeless, giving them access to basic human needs and appropriate care + programs to get back on their feet.

### 3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2). Tell us what suggestions you have for addressing it.

Nature, parks and green space maintenance so families can have up-to-date facilities for children to play and enjoy time outside in areas that are safe, fun and enable their pursuit of happiness. City fundraisers on 4th st benefitting this effort.



**4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?**

I have extensive experience helping leadership teams become and stay effective, coordinated and focused on important topics and getting things done that benefit the whole. I also have access to many long-time local residents and key private sponsors

**5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is best for the City.**

The good of the city must come first regardless of personal opinion. This is the duty of public servants, especially appointed or elected officials. I feel this is quite simple and must be followed as the definition of leadership and representation

**6.a Housing/Homelessness**

The homeless must have access to programs that support employment, health and safety and give them the ability to get back on their feet. At the same time all citizens must feel safe to walk the streets of their city day or night.

**6.b Economic Recovery**

Marin must evolve to stay relevant but shouldn't be forced to abandon what gives it local character to do so. Private business could be given incentive to locate in San Rafael bringing jobs, tax revenue and support social programs

**6.c Climate Change/Sustainability**

This topic impacts humanity's ability to stay healthy on this planet and must be a focus of any responsible governing body. Community recycling, pollution control, composting and volunteer clean-up projects are a great start

**6.d Racial Justice**

Setting an example and ensuring equity in policing is a must. City council is in the public eye and it is crucial that the population see government respecting citizens equally as well as ensuring all officials including law enforcement do the same

**6.e City Finances**

The city should be able to accomplish all it needs to within the boundaries of its budget. We are not alone in the desire to keep up and improve our city, the public can be surprisingly receptive to volunteer opportunities when positioned correctly

**6.f Transportation, Transit, and Traffic**

Ensuring free and easy entry/exit from Central San Rafael / 101 is the biggest pinch point in the city and front & center on everyone's mind (at least that's what nextdoor says regularly!). Additionally, public transportation (esp. busing) is crucial

**7. Why do you think you are the most qualified candidate to be appointed to the City Council?**

I have extensive management experience, leadership experience, interpersonal skills and an educated, balanced outlook on issues that impact the public. I have had law enforcement in my family, and have volunteered for my community my entire life.

**Resume**

- [REDACTED]

**Consent**

I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.

## Contact

[www.linkedin.com/in/maxgoodberg](https://www.linkedin.com/in/maxgoodberg)  
(LinkedIn)  
[www.fluxwork.co](http://www.fluxwork.co) (Company)

## Top Skills

Integration  
Business Operations  
Online Advertising

# Max Goodberg

Co-Founder at Flux  
San Francisco Bay Area

## Summary

Flux helps companies understand and access the talent they have, connecting employees with work, learning or mentorship opportunities so they continue growing while business needs are fulfilled symbiotically. Flux powers equitable internal resourcing and mobility ensuring consistent, fit-based consideration so employees can progress their career regardless of politics, bias or visibility.

Engineering -> Solutions Architecture -> Customer Success ->  
Business Operations -> Organization, Performance + Scaling ->  
Founder

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## Experience

Flux  
Co-Founder & COO  
January 2018 - Present (3 years)  
San Francisco Bay Area

Look within.

Flux aligns best-fit employees to the evolving needs of the business. Through better data, internal advocacy and by ensuring consistent consideration we provide employees individualized career progress through meaningful work experiences.

FreeWheel  
9 years  
Chief Operating Officer  
2015 - 2017 (2 years)  
San Francisco Bay Area

Responsible for setting and managing to operating targets in order to realize strategic goals & financials as well as M&A diligence and new business integration, organization design and health.

FreeWheel's technology, premium marketplace, and best in market advisory services power the advertising businesses of the largest media and entertainment companies in the world, including AOL, DIRECTV, Fox, NBC Universal, Turner Broadcasting System and Viacom in U.S., and Sky and Channel 4 in Europe. At the center of the premium video economy, FreeWheel enables its clients to unify audiences across desktop, mobile, OTT, and traditional STB devices, and profitably monetize their content.

Headquartered in San Francisco, with offices in New York, London, Paris and Beijing.

### SVP, Business Operations

2014 - 2015 (1 year)

San Francisco Bay Area

Identifying & continually managing the right performance indicators and adapting process where necessary, Business Operations is responsible for building and maintaining the structures necessary to achieve company results and enable rapid, intelligent scale across the global organization.

Design and implement a regimented executive management cadence consisting of quarterly, monthly and weekly operating planning & review, working continually throughout to update organization, process and tools to ensure corporate performance to FY & long range goals.

Partner with CTO + Head of Product Management to overhaul product planning, build and release with teams in multiple offices & continents.

Acquired by Comcast in 2014, played key role in business integration & associated evolution including tripling the number of employees worldwide and maintaining >45% CAGR.

Serve on the Executive Team.

### VP, Client Services & Business Operations

2012 - 2014 (2 years)

San Francisco Bay Area

Led FreeWheel's Services teams globally.

Responsible for Account & Program Management, Client Solutions & Sales Engineering, as well as Support Services across FreeWheel's global client

base of the largest programmers, media companies and their technology and business partners.

Incubated the Business Operations function from concept to effective reality, balancing external client satisfaction and growth with internal performance measurement and scaling.

Serve on the Executive Team.

**Sr. Director, Client Services**

2010 - 2012 (2 years)

San Mateo, CA

Adding Account Management and building a follow-the-sun Global Technical Support team from the ground up, responsible for all client services and relationship management.

Tripled team size, scaled processes and their measurement to enable client base growth & account spend as well as company scale in a period of extreme growth.

Served on the Management Team.

**Director, Integration & Sales Engineering**

2009 - 2010 (1 year)

San Mateo, CA

Took over leadership of US Sales Engineering and Video Integration teams to comprise all customer facing technology - implementation, support and product feedback. Responsible for timely success of all new client implementations and installation & maintenance of integrations with strategic partners.

**Sales Engineer**

2008 - 2009 (1 year)

San Mateo, CA

US employee #13 brought on as principal technical sales and client architecture. Directly responsible for sale + implementation as well as account expansion and support for tier 1 Enterprise Media company clients including Warner Brothers, Viacom, ABC, Fox, Sky Broadcasting and many more.

**SWAKdesigns**

**Director, Development & Technology**

2007 - 2008 (1 year)

Greater Los Angeles Area

Manage the technology wing of a D2C e-commerce business.

From a centralized inventory management system to track, sell, report and optimize across multiple channels to a complete front end and everything in-between.

### Great White Direct

Lead Developer

2005 - 2007 (2 years)

Greater Los Angeles Area

Led Java and database development to launch several e-commerce businesses, warehouse & drop ship inventory systems, shipping interfaces, cross-channel pricing algorithms, and customer service portal.

Also responsible for designing and deploying server architecture and overseeing 24/7 systems administration and operations.

### Bell Microproducts

Art Director & MarCom Specialist

2003 - 2005 (2 years)

San Francisco Bay Area

Responsible for digital media and marcom for global \$3B Bell Microproducts.

### Digital Island

System Administrator, Professional Services

2000 - 2002 (2 years)

Greater Los Angeles Area

24/7 uptime of 500+ mission critical servers in the West Coast's second largest data center. Capacity analysis, failure risk assessment, backup services, installs, racking and cabling.

Professional Services team provided technical systems and network operations consulting for Tier 1, Fortune 1000 customers.

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## Education

University of California, Santa Barbara

Bachelor of Science - BS, Computer Science · (1999 - 2003)

## New submission from City Councilmember Application

MelissaBradley <notify@proudcity.com>

Mon 1/11/2021 11:45 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

### Name

Melissa Day Bradley

### Address

[REDACTED]  
[REDACTED]  
San Rafael 94912  
United States  
[Map It](#)

### Phone

[REDACTED]

### Email

[REDACTED]

### What District do you live in?

District 1

### Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:

Should I be appointed, I would bring an unusual set of skills and knowledge to the City Council.

I have been fortunate to build a successful business headquartered at 851 Irwin Street in San Rafael. I started my business from scratch and was recognized as one of the top women business owners in the Bay Area. My business was also honored with the Spirit of Marin award for its many contributions to the community.

Recently I have also had the experience of being on the receiving end of charitable support as well as government programs including Cal-Works and Cal-Fresh. I am also on Medi-Cal. I believe having experience on both ends of the economic spectrum gives me a unique perspective that would benefit the citizens of San Rafael in many walks of life.

### Have you ever served as a member of a San Rafael Board, Commission or Committee?

Yes

### If yes, please specify which Board(s), Commission(s) and/or Committee(s) and your length of service:

I have been a member of the Marin League of Women Voters. I have been on the Housing and Transportation Committee and the Health Committee since 2018.

### 1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.

I have attended many Marin County Board of Supervisors meetings. I have spoken about homelessness, social injustice, criminal justice reform, judicial oversight reform, healthcare in Marin, issues relating to the problems with teenagers using tobacco and drugs. The lack of mental healthcare available in Marin.

**2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?**

1. My top priority would be to eliminate the homeless in San Rafael by providing permanent solutions for those that need this type of help. I have a number of ideas regarding this and would like to collaborate with the board to bring this goal to realization.
2. My second priority would be to work with the Marin Housing Authority, The Board of Supervisors, the State, and the Federal government, as well as local landlords and charities to coordinate more affordable housing. Currently, the waitlist is closed for Section-8 vouchers.
3. My third priority would be to attract more healthcare professionals to the city to support Medi-Cal recipients, as well as open more elderly care facilities such as the one that is currently being opened in coordination with Vivalon.
4. My fourth priority would be to work with downtown business owners as well as other San Rafael business owners to revitalize them and help them re-establish themselves. I also would like to help with the coordination of downtown, East San Rafael, and Canal area street fairs and festivals.
5. My fifth priority would be to help with communication between law enforcement, the undocumented community, The Multicultural Center, and Canal Alliance, as well as Ritter House, St. Vincents, Catholic Charities, Center for Independent Living, Vivalon, and others. I also would like to be a liaison communicator between the Marin County Board of Supervisors and the San Rafael City Council.

**3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2. Tell us what suggestions you have for addressing it.**

I have noticed that the public garbage cans are nearly always overflowing, and I have some ideas to fix this problem. I would recommend different receptacles for trash, that discourage people from placing their personal large bags of garbage into the public trash cans.

I have also noticed that wheelchair access is limited especially for outdoor dining that has become popular during the Covid crisis. I recommend that friendly code enforcement is established regarding the access for street dining to make sure it is wheelchair accessible.

**4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?**

I believe the most important contribution I can make as a member of the City Council is the fact that I can relate to so many different socio-economic backgrounds. I am currently living in the Extended Stay Hotel in San Rafael with my 3 younger children. We are pretty close to being homeless. I have a child support hearing coming up on 1/28, that I am relying upon to regain financial stability. I understand what is like to feel scared. I have received food from the food bank and other charities. I was a millionaire, I had over 300 employees, my business was one of the largest in Marin, and now I am on financial aid. I truly can relate to many people and have compassion and empathy for people.

**5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is best for the City.**

I can't think of any situation of my personal philosophy being at odds with what is best for the city, but if that case would arise I feel it would be my duty as a representative of the people of the City of San Rafael, to do what is best for them, not for me.

**6.a Housing/Homelessness**

I believe we can use other cities as examples to emulate that have already proven to be successful in finding permanent solutions for solving the homelessness and affordable housing crisis.

I was so pleased that newly elected Mayor Kate Colin took the opportunity to use the Homekey state allotted funds to immediately pursue permanent housing for some of our homeless population.



I believe I would be a good public relations spokesperson for continuing the work to solve this issue. I am not afraid of any NIMBY agitators. I have a strong backbone due to being a survivor of domestic violence. I can speak out and stand up for the homeless and low-income community and not be afraid of being ridiculed or questioned. I feel very firm in my beliefs that this needs to be a priority for the benefit of all.

#### **6.b Economic Recovery**

I believe that we will need a lot of social workers and others to facilitate getting the information to small business owners to make them aware of the local, state, and federal programs that will be available to them. I also believe that communication with the local press will be critical. I have good relations with the press and feel like I would be able to help communicate what the City Council is doing to facilitate the economic recovery for the people in San Rafael. I can write press releases or do interviews for the council if this is needed and the council wants me to take on this role.

#### **6.c Climate Change/Sustainability**

I believe that climate change remediation needs to start at the local level everywhere. This is specifically what the Paris Accord spelled out, as well as the documents for the United Nations Department of Economic and Social Affairs Sustainable Development Agenda 2030.

The concept is that local jurisdictions must be responsible for making their own guidelines and restrictions to help preserve our environment and reduce carbon emissions. This means that we need to take the initiative ourselves as one of the largest cities in Marin and not rely on the county or the state to make regulations. We can make ordinances in San Rafael that can be examples for the rest of Marin, and the state to follow regarding sustainability.

#### **6.d Racial Justice**

I have been an advocate for racial justice for many years. I have been a part of the Black Lives Matter movement and have gone to protest rallies to help bring attention to the issues. I also have been advocating for criminal justice reform for many years. I attended Marin BOS meetings starting several years ago to speak up for the people in Marin City as well as I spoke about deficiencies in the criminal justice system.

#### **6.e City Finances**

I have limited knowledge about this issue. However, I would be happy to give my input on this when presented with the information.

#### **6.f Transportation, Transit, and Traffic**

I voted in favor of keeping the SMART train tax. I believe public transit is important for many reasons. I believe it is particularly important for the disabled, elderly, students, and those with lower income that do not have cars.

I believe that more people would use public transit if we made it more desirable. I can explain my ideas if I am interviewed for this position.

#### **7. Why do you think you are the most qualified candidate to be appointed to the City Council?**

I do not know the other candidates you are considering. However, I believe it would be difficult to find anyone else with such a diverse background and life experiences as me.

Also, I do believe it is a benefit that many people know who I am and know that I care about these issues I have mentioned. I also believe it is a benefit that I am able to speak with anyone without being intimidated.

#### **Resume**

- [REDACTED]

**Consent**

✓ I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.

Melissa Bradley

San Rafael, Ca 94912

Melissa Bradley was born in Marin County and has been a San Rafael resident for most of her adult life. She raised her four children in her San Rafael home in the neighborhood of Los Ranchitos. Melissa currently lives in the Canal area, which is where she rented her first apartment when she was just 17 years old.

Her first job was delivering newspapers for the Marin Independent Journal when she was nine years old.

Melissa was licensed to sell real estate in 1993.

In 1997, she opened her own independently owned and operated real estate company, initially working out of her duplex in Sausalito, and then the basement of her first home in San Anselmo in 1997, then with her first storefront office in San Anselmo at RedHill in 1998. Her corporation headquarters was opened in San Rafael on Irwin Street in 2003.

Melissa Bradley was the #1 real estate agent in Marin for the number of houses sold for over ten years from the late '90s into the early 2000s. She grew her company from one small office to 13 offices in the Bay Area with over 300 agents and employees. She has been a contributing member of the San Rafael Commerce and the San Rafael Mission Rotary and received the Paul Harris Fellow award in 2019.

In 2010, Melissa made a personal decision to stay home to raise her four young children. She transitioned from her sales and management role to focusing most of her efforts on marketing and community relations. She worked from her San Rafael home so she could spend time with her four young children.

Melissa Bradley

San Rafael, Ca 94912

In 2017 Melissa Bradley was named Businessperson of the Year by the Marin Independent Journal. Melissa was also given the Spirit of Marin award in 2017 and 2018 to support Marin's community and charities.

2017- 2020 were years for personal reflection, growth, and reconstruction. For the last several years, Melissa has been focusing on community involvement, including volunteering and working within Marin.

She has been a member of the Friends of China Camp, a California State Park volunteer. She has also volunteered for Red Cross in San Rafael, working at the front desk, doing the readiness campaigns, and volunteering at a shelter during Sonoma and Lake Counties' fires.

Melissa has done volunteer driving for Vivalon / Whistlestop in San Rafael and has worked with Marin City's youth volunteering with the Performing Stars group.

Melissa is a member of the Marin League of Women Voters and has participated in the Healthcare and the Housing and Transportation committees since 2018. Melissa is also a member of several advocacy groups and is passionate about social justice.

## New submission from City Councilmember Application

NancyAndrea <notify@proudcity.com>

Tue 1/12/2021 3:54 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

### Name

Nancy Palacios Andrea

### Address

San Rafael 94901

United States

[Map It](#)

### Phone

### Email

### What District do you live in?

District 2

### Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:

I am a proud first-generation Mexican-American, born and raised in San Francisco. I moved to San Rafael almost three years ago with my husband, and now we have a two-year-old daughter. The newly appointed councilmember will be representing the community during unprecedented times. The past ten months have magnified various inequalities in our community. The areas of concern range from systemic racism which impacts education, and employment; and the pandemic disproportionately impacting our low-income Latinx community.

The skills and knowledge that I can bring to the City Council are to assist with our city's recovery. I will foster relationships with our community members to address their concerns. I will be a voice for the community and proudly represent the Latinx community, which comprises 30% of San Rafael. We are a resilient city, and the next several years will have a lasting impact on how we act upon San Rafael's values.

### Have you ever served as a member of a San Rafael Board, Commission or Committee?

No

### 1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.

Marin Housing Commission on November 17, 2020. I voiced my support for Marin City community members regarding Golden Gate Village.

Tiburon's Community Forum on November 19, 2020 - I voiced my concerns about Tiburon's Chief of Police selection and voiced my support for Yema.

Marin City Community Service District Forum on December 17, 2020- I called into their meeting to support their chosen candidate.

### 2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?

Due to the unprecedented times that our world is facing, our City's current issues relate to COVID-19's impact. Issues include:

1. EQUITABLE distribution of the COVID-19 vaccine,
2. assisting our small-businesses with guidance and funds, and
3. assisting our schools with unconditional support.

Equitable distribution of the COVID-19 vaccine can occur by ensuring access to the vaccine via engagement. We will need to create a representative task force to create transparency and trust regarding the vaccine. By doing so, the task force can help prevent the widening racial health disparities in our community.

The federal and state government is not doing enough for the small-business owners. We see that just by driving along the fourth street. We need open dialogue with our small-business owners so they can voice their immediate and long-term concerns. We need to facilitate and not create barriers when it comes to their recovery. We need to be their advocates on a state and federal level.

Our teachers are some of the unsung heroes during this time. Their value to our children is irreplaceable. Our children are learning in ways that we could not have imagined. Unfortunately, some students are being left behind, and other students don't have adequate resources to succeed during the pandemic. Teachers and students have had to pivot multiple times to meet the needs of parents and society. The transition to in-person schooling will be challenging. Teachers will have to tailor learning to accommodate students with multiple skill levels impacted by online learning. Increased funding will be necessary to provide our schools with additional diverse teachers and other professionals to help support the transition to classroom instruction.

**3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2. Tell us what suggestions you have for addressing it.**

San Rafael's vision is "Our vision for San Rafael is to be a vibrant economic and cultural center reflective of our diversity, with unique and distinct neighborhoods in a beautiful natural environment, sustained by active and informed residents and a responsible, innovative local government." I believe in that vision.

As a proud first-generation Mexican-American, my interests lie within continuous support of the Latinx community. They have always been essential, and we need progressive and collective action to support the Latinx community. As previously aforementioned, COVID-19 has disproportionately impacted our low-income Latinx community. The City and county created the Canal Policy Working Group (CPWG) to develop actions to assist with the many burdens placed upon the Latinx community during the pandemic. Additionally, CPWG is researching policies for the City and the County Board of Supervisors. I believe the CPWG, with the support of the City, can implement policies that are beneficial to the community.

Cultural diversity and cultural education are crucial to being an inclusive community. The City should continue to collaborate with local organizations to form events to showcase the cultural diversity of San Rafael. As a mother to a biracial child, it is my responsibility to keep my traditions alive and to express them with pride, and it's my community's responsibility to create a safe and welcoming environment.

**4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?**

As a family, we have had to pivot multiple times in the past ten months. As a society, we have had to look within our institutions that have created inequalities. As a nation, we have had to acknowledge our differences and unite for a common good. The pandemic has permanently changed our way of life. For me, that also includes a commitment to my community.

My contribution to the City Council is my commitment to the well-being of our community members. I will be an ear where they can voice their concerns and a voice to express their concerns. I can relate to multiple sectors in this community; I am a daughter of immigrants, I value respect and hard work, I am a mother, I value all mothers, I am a wife, I value teamwork, and am a professional, I value dedication.

**5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is**

**best for the City.**

As a councilmember, I would reflect on the particular view and question if it aligns with San Rafael's mission and vision statements, and how it can be achieved. I will recognize and respect the goals of the City and its members.

**6.a Housing/Homelessness**

San Rafael has collaborated with various local organizations that understand the need for housing and homelessness. Per the City's General Plan 2020 (draft), "In 2018, roughly 14 percent of the city's residents lived below the federal poverty line, up from 10 percent in 2000. At the other end of the spectrum, the percentage of families with household incomes over \$200,000 increased from 15.7 percent in 2010 to 27.7 percent in 2018. The data suggests not only a declining "middle class" but a growing number of residents facing dire social and economic challenges. Disparities in income tend to translate into inequalities in healthcare, education, mobility, and housing." Given the statistics and the pandemic, the statistics will continue to be unfavorable to our low-income and homeless community unless we act immediately. The City should reinforce their relationships with St. Vincent de Paul Society of Marin, Homeward Bound, Downtown Street Team, and Adopt A Family of Marin. It is a collective responsibility that shelter, food, and additional services are readily available to our members most in need.

**6.b Economic Recovery**

As aforementioned in question 2, the federal and state government is not doing enough for the small-business owners. We see that just by driving along the fourth street. We need open dialogue with our small-business owners so they can voice their immediate and long-term concerns. We need to facilitate and not create barriers when it comes to their recovery.

How can we encourage economic development, i.e. investments opportunities? How can we effectively advocate for our small-businesses on a state and federal platform?

**6.c Climate Change/Sustainability**

The City should continue all efforts to combat climate change. The City has made incredible efforts to address climate change via the Climate Change Action Plan 2030 and creating the Climate Action website. To make our community accountable, we should highlight individuals in our community who make strides in sustainability.

**6.d Racial Justice**

I've been pondering what my role is in racial justice. How can I advocate for BIPOC? Through diverse representation in positions of leadership, the City can assist with advocating for BIPOC.

The City needs to understand what Allyship encompasses. Per Dr. Akilah Cadet, "Allyship is the entry-level stage of researching and advocating for BIPOC. Allyship is the start of recognizing and calling out microaggressions and discriminations. This looks like actively listening, immersing yourself in learning (books, podcasts, workshops), about the community to advocate for, starting to speak up, and practicing advocating for the least represented when no one is watching. Being an accomplice is the next step." As a City, have we reflected on our values and commitment to BIPOC?

**6.e City Finances**

The COVID-19 pandemic has and will create a strain on City finances. As such, the City's budget must prioritize with the assistance of respective boards and commissions the City's immediate needs, i.e., schools, small-businesses, vaccine distribution, etc.

**6.f Transportation, Transit, and Traffic**

The City needs to address congestion due to increased traffic flow in Downtown San Rafael. The opportunity to address and create solutions is now while traffic flow is low due to stay at home orders. The goal is to have systems to

manage and improve traffic flow.

District 2 has many residential communities and mitigating traffic flow to create a safe outdoor environment for our children is imperative. The neighborhoods include Sun Valley, Fairhills, Gerstle Park, and Bret Hart.


#### **7. Why do you think you are the most qualified candidate to be appointed to the City Council?**

Representation matters at all levels of leadership. I am applying for this position to encourage my bipoc community to take the next steps in advocating for change in San Rafael. I will work with the councilmembers to foster relationships with our underrepresented community members.

#### **Resume**

- [REDACTED]

#### **Consent**

 I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.



# Nancy A. Palacios

San Rafael, CA 94901

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## SKILL HIGHLIGHTS

**Languages:** Fluent in spoken and written Spanish.

## EDUCATION

**Santa Clara University, Santa Clara, CA**  
Bachelor of Science in Commerce-Accounting, June 2009

## EXPERIENCE

**Fontanello, Duffield & Otake, LLP, San Francisco, CA**  
*Senior Accountant*

February 2012-Present

- Conduct and supervise audits of private foundation ranging from \$2 million - \$500 million in net assets.
- Responsible for both internal and external audit projects as the audit lead and building client relationships.
- In depth knowledge and understanding of GAAP for private foundations.
- Responsible for drafting audited financial statements in accordance with generally accepted audited standards.
- Analyze, examine, and interpret account records, and reconcile reports and financial data.
- Process journal entries and perform accounting corrections to ensure accurate records.
- Evaluate current accounting practices and make recommendations for improvements to gain efficiencies.
- Present draft financial statements to the Audit Committee and Board on any issues relating to financial controls.

**Moss Adams, Campbell, CA**  
*Experienced Staff Accountant*

January 2010- October 2011

- Reviewed client accounting, identified accounting issues, and made recommendations to Senior Auditor.
- Conducted audit tests sufficient in scope to support an audit opinion.
- Performed testing of various accounts (cash, accounts payable, accounts receivable, accruals, fixed assets, and other expense accounts).
- Responsible for contributing to the accuracy of financial statements by reconciling cash accounts to the general ledger.
- Served as in-charge in planning and performing employee benefit plan audits.
- Provided Spanish translation for various corporate audits.

## Volunteer/Memberships:

Consulate of Mexico in San Francisco  
Canal Alliance Phone Bank  
All Together Collective, San Rafael

June 2005  
October 2020  
March 2020-Present

## New submission from City Councilmember Application

StephenRoth <notify@proudcity.com>

Tue 1/12/2021 10:51 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>; Brenna Nurmi <Brenna.Nurmi@cityofsanrafael.org>

### Name

Stephen Bradley Roth

### Address

[REDACTED]  
San Rafael 94901

United States

[Map It](#)

### Phone

[REDACTED]

### Email

[REDACTED]

### What District do you live in?

District 3

### Using 200 words or less, highlight your relevant knowledge or skills that you will bring to the City Council:

I have lived in San Rafael for 18 years and own a business that has been active in San Rafael for 16 years. Also, my son has attended San Rafael public schools all the way through and is currently at San Rafael High. All aspects of my life are vested in the success of this city, and I want to be a part of ensuring its success. I have many years of management experience and sold my previous company to Autodesk, proving my success in business and leadership: traits that are so important for city leadership positions.

I am always volunteering in leadership positions with organizations that I am involved with, whether it be the Treasurer for Glenwood Elementary School Parent Teacher Organization, Treasurer for the local youth swim team Swimarin, and, currently, I serve on the Cannabis Industry Tax Oversight Committee for the City of San Rafael. I am also involved with some national-based professional organizations and hold leadership positions there.

### Have you ever served as a member of a San Rafael Board, Commission or Committee?

Yes

### If yes, please specify which Board(s), Commission(s) and/or Committee(s) and your length of service:

Cannabis Industry Tax Oversight Committee for the City of San Rafael  
2020 - Current

### 1. Have you attended and/or participated in any civic meetings? If so, which ones and describe your participation.

1. Cannabis Industry Tax Oversight Committee Meeting on December 17, 2020.
2. Attended a couple of public City Council meetings in 2015. I cannot recall the exact dates.

**2. What do you consider to be the top 3 to 5 significant issues/priorities currently facing the City of San Rafael and why are they the most significant? What are your thoughts about how to address these issues?**

a. One important issue is helping local businesses survive the repercussions of the pandemic and the resulting lockdowns. This is such as difficult situation for many restaurants and service-based businesses. One idea to address this issue is providing legal ways for these businesses to operate including allowing restaurants to expand their footprint to the street (which many are doing now).

b. Another top issue is cleaning up downtown including the streets and highways in and around San Rafael. I regularly bike to work from East San Rafael to Terra Linda, so I am able to observe a lot more than one driving in a car. The most noticeable thing for me is the amount of litter that is strewn all over the streets and on the sides of the highway. More resources need to be put into picking up all of the trash.

c. Reducing traffic and greenhouse gas emissions (GHG) is a priority. These 2 issues go hand-in-hand, so by encouraging people to bike more and take public transit such as SMART, it will not only drastically reduce traffic but also reduce pollution.

**3. Name a specific City of San Rafael issue of special interest to you (other than the issue described in your response to question #2). Tell us what suggestions you have for addressing it.**

By far, the most important issue for me is the homeless situation in downtown San Rafael. It is something that I encounter daily, whether driving or biking to work, or biking for exercise. Over the past 9 months, the homeless situation has deteriorated noticeably with tent cities literally popping up underneath the 101-freeway overpass and at the San Rafael Transit Center parking lot. This situation is untenable and must be addressed immediately.

I regularly read in the IJ that funding has been made available for housing of the homeless in local motels, which is a good start.

I've also read that the City of Novato works with the homeless by providing them an area to setup their tents and also provide washing and toilet facilities for them. We may want to consider that temporarily for the tent-cities underneath the 101-overpass. This will at least provide some much-needed sanitary conditions.

While the above ideas are merely stop-gaps and not long-term solutions, I would propose looking at what other cities have done to help reduce the homeless situation.

**4. What do you believe is the most important contribution you can make as a member of the City Council? What strength do you think you would bring to the City Council team?**

As I mentioned above, I am passionate about fixing the homeless situation in San Rafael. While it's tempting to focus on a wide variety of issues, I would hope to focus mainly on resolving this issue since it affects the city in so many different ways including sanitation, finances, safety, and crime.

Because I am passionate about it, I am willing to deep dive into fixing this issue, whether it involves meeting with the homeless directly at their 101-underpass tent city to really understand their needs and how to best address them. I have tons of energy, love learning, am articulate and presentable. These are all important for taking on challenges like these 100%.

Plus, there is one more important item: I live in district 3. In 2 years, I will not be able to run for re-election since I do not live in district 2. I am not afraid of doing something that may be politically unpopular since I know that my term will be up in 2022. This will help me make the difficult decisions that will be required to fix this issue and others.

**5. Give an example of how you would resolve a situation where your personal philosophy is at odds with what is**

**best for the City.**

There have been nationwide calls to defund police departments almost as a form of punishment for the few that have overstepped their authority. I do not believe this is best for our city even though there may be activists who wish to do this. As we have seen so far in 2021, the police are more important than ever for our safety, and while some may prefer to reduce funding, my philosophy is we maintain or even increase funding as needed.

**6.a Housing/Homelessness**

I explained my thoughts above about homelessness which I will repeat here:

By far, the most important issue for me is the homeless situation in downtown San Rafael. It is something that I encounter daily, whether driving or biking to work, or biking for exercise. Over the past 9 months, the homeless situation has deteriorated noticeably with tent cities literally popping up underneath the 10- freeway overpass and at the San Rafael Transit Center parking lot. This situation is untenable and must be addressed immediately.

**6.b Economic Recovery**

I briefly talked about it above. Due to the pandemic, so many services have been struggling. While the lockdowns and restrictions are necessary to curb the spread of COVID-19, there are creative ways to help these businesses. While I don't have all of the answers, I do have a couple of ideas which are already being implemented:

1. Allow restaurants to operate outside and also provide pickups. We should talk with restaurant owners to find out other creative ways to help them out.
2. Provide small grants and maybe work with the local Chamber of Commerce to help out with this. I know that this has already been done since last summer but could be done again given a budget.

**6.c Climate Change/Sustainability**

I am especially passionate about this since my company focuses on software that helps to reduce greenhouse gas emissions from buildings. This is a huge world-wide problem and seeing pictures of the Arctic Circle without ice for the first time in recorded history is heart-breaking. Also, the fact that only in the past 3 or 4 years have devastating wildfires consistently affected the way we live through power outages, unbreathable air, etc. Something needs to be done NOW.

I personally try to practice what I preach in the following ways:

1. Develop technology professionally the helps reduce GHG emissions from buildings.
2. Bike to work 2 days/week instead of driving. While this may be modest on a small scale, imagine if 1,000,000 people in the US did that each year?
3. Installed solar panels on our home, reducing our electricity usage by 90%.

As a City Council member, I would encourage residents to take steps to reduce their GHG emissions by encouraging more bicycle riding, give incentives for residential solar power installations, and more.

**6.d Racial Justice**

While racial justice has not been a high priority for me in my life, this past year has helped me realize how important it is to so many people in our nation. Also, being Jewish has sensitized me to this issue more and more, especially as anti-Semitic events have increased over the past few years.

**6.e City Finances**

With the pandemic closing so many businesses and reducing revenue, sales tax revenues are obviously plummeting.

There are other ways to shore up finances. For example, I am on the Cannabis Tax Oversight Committee, and the City of San Rafael is receiving revenue from taxing cannabis businesses. By enticing more businesses to relocate to San Rafael, this will increase business tax revenue. While the pandemic has reduced the demand for office space, this is most likely a temporary situation. When the pandemic is past us (in late 2021?), office space closer to home will be in demand. Buildings like the ones that house the Biomarin HQ have a fair amount of office space available for businesses to relocate to and provide much-needed business tax revenue.

## 6.f Transportation, Transit, and Traffic

Prior to the pandemic, the traffic in downtown San Rafael (especially in the area around the 101 on/off ramps) was getting progressively worse. Ironically, the pandemic has helped alleviate the downtown traffic a bit. However, it will return as the economy improves.

The SMART train has definitely help ease traffic a bit but there's much more that can be done. Also, I mentioned previously that biking to work is not only a great way to reduce GHG emissions, but also no better way to reduce traffic.

## 7. Why do you think you are the most qualified candidate to be appointed to the City Council?

There are a number of reasons why I am qualified for this position:


1. I have lived and worked in San Rafael for almost 2 decades. My son has attended public school all the way through High School, and we have loved the schools and teachers. I know this city so well, both the good and the bad. I love living here and want to do my part to improve it.
2. I have owned my own business for a decade+ and know how to manage people, delegate, understand budgets and finances, etc. all traits required for a position on the City Council.
3. I am articulate, presentable, a good communicator, a good listener, have tons of energy, also all traits required for a political position.
4. This is a position that I will only be in for 2 years as I explained in a previous response. I am willing to do politically unpopular things to get things done knowing I will not be able to run again in 2 years.
5. If anything, over the past year, the dysfunctional national political situation has taught me that POLITICS IS NOT A SPECTATOR SPORT. We need capable leaders BADLY, whether it's on a national, state, or local level, and I hope to do my part to be a leader on a local level for a great town such as San Rafael.
6. I regularly volunteer for a number of organizations including (previously) the Glenwood Elementary School PTO, (currently) the San Rafael Cannabis Tax Oversight Committee, Swimarin Board for 5 years (local youth swim club that swims at the SRHS pool), not to mention some of the national professional organizations. In other words, I enjoy volunteering, and I put 100% of my effort into these organizations despite no monetary reward. I will apply the same dedication and passion to the San Rafael City Council position.

Thank you so much for your consideration.

## Resume

- [REDACTED]

## Consent

 I declare under penalty of perjury under the laws of the State of California that I am a resident of the City of San Rafael, California, registered to vote in the City of San Rafael, and that all information stated in this application and all attached pages are true, correct and complete. I also acknowledge that if appointed, I will be subject to filing a Form 700 Statement of Economic Interest.

## Stephen B. Roth

<http://www.linkedin.com/in/stephenbroth>

A seasoned entrepreneur and software product manager and developer with other 25 years of relevant experience.

### PROFESSIONAL EXPERIENCE:

**Carmel Software, Inc. (<https://www.carmelsoft.com>)**, San Rafael, CA (November 2009 - Current): Principal and Owner of Carmel Software. I restarted Carmel Software after selling our desktop software intellectual property to Autodesk. Under my leadership, Carmel is engaged in the following activities:

1. Developing and licensing mobile and tablet-based software applications (iOS / Android) for field-based building energy audits and other HVAC engineering analysis. We have licensed 200,000+ mobile apps worldwide to date.
2. Licensing our mobile software intellectual property to Fortune 500 companies in the building services industry, including Mitsubishi Electric, Ingersoll-Rand Trane, DNV GL (formerly KEMA), and Taco, Inc.
3. Developing customized mobile software tools for major U.S. utilities including Duke Energy, PG&E and Southern California Edison. These tools allow building owners whose buildings are serviced by these utilities to perform audits of their mechanical equipment and apply for energy savings rebates and incentives.
4. Developing highly-specialized customized mobile and desktop engineering and visualization software for organizations such as Carrier, ASHRAE, Autodesk, Honeywell, Mitsubishi Electric, Rinnai America, Advantix Systems, AG Solutions, DNV GL, the U.S. Department of Energy, Pacific Northwest National Laboratory, and numerous other companies.
5. Developed and currently licensing a patent-pending mobile and web-based BIM (building information modeling) platform for use by technicians and engineers for building and equipment audits.

In the 10-years since Carmel has been developing mobile software, we have licensed and customized over \$2 million worth of mobile applications.

**gbXML.org (<https://www.gbxml.org>)**, San Rafael, CA (November 2009 - Current): President of the Board of Directors of Green Building XML (gbXML). gbXML is an open XML schema that allows for the exchange of building information from 3D BIM authoring tools to building analysis software tools. As President, I am performing the following functions:

1. Helping to develop and improve the gbXML schema to accommodate the needs of architects and engineers worldwide. Currently the schema includes 500+ types of data elements describing all aspects of a building.
2. Securing over one half-million in funding rounds from the U.S. Department of Energy, Pacific Northwest National Laboratory, National Renewable Energy Laboratory (NREL), Autodesk, ASHRAE, and Bentley Systems.
3. Working with 53 software vendors including large organizations such as Autodesk, Bentley, US Department of Energy, Carrier, and Trane to develop gbXML import and export functionality into their software tools.
4. Maintaining the non-profit company that supports gbXML: Open Green Building Schema, Inc. (or gbXML.org). This includes conducting quarterly board meetings and performing PR and marketing activities.
5. Conducting quarterly webcasts to 1000s of stakeholders by featuring software tools that integrate with gbXML
6. Developing a web-based validation tool and SDK so BIM authoring tool and building analysis vendors are able to check their gbXML integration
7. Creating "test cases" so that software vendors for such tools as Autodesk Revit, NREL's Open Studio and others can successfully create valid gbXML outputs.

8. Successfully creating a community of 1000s of architectural/engineering stakeholders to better understand how to utilize BIM and analysis software to model building energy usage.
9. Currently working with Autodesk and the Georgia Tech University Department of Engineering to develop complex test case algorithms.

**Autodesk, Inc.,** San Rafael, CA (January 2008 to November 2009): Autodesk acquired the software intellectual property of Carmel Software in 2008. I was hired as Senior Product Manager of Revit MEP to aid with the following:

1. Helped integrate the Carmel Software IP into Revit MEP
2. Investigated and created the list of requirements for future versions of Revit MEP
3. Directly and indirectly managed a group of 30 to aid in development, documentation, and marketing of Revit MEP
4. Met with customers to acquire requirements for Revit MEP
5. Worked with the Green Building Studio team to integrate it with Revit MEP
6. Spoke at industry conferences nationwide to promote Revit MEP and related sustainable design software tools

#### EXTRA-CIRRICULAR ACTIVITIES AND HONORS:

- ASHRAE: Current Chair of ASHRAE SPC-224: The Application of Building Information Modeling
- ASHRAE: Prior Chair and Current Voting Member, TC 1.5: Computer Applications
- ASHRAE: Current Voting Member, MTG-BIM: Multidisciplinary Task Group on Building Information Modeling Standardizing and Utilizing ASHRAE Online BIM Data Exchange Protocols
- ASHRAE: Current Corresponding Member, TC 7.6: Data Interoperability Schemas
- ASHRAE: Member of ASHRAE RP-1810 project monitoring subcommittee: "Development of Reference Building Information Model (BIM) Test Cases for Improving Usage of Software Interoperability Schemas"
- ASHRAE: Current Corresponding Member, Building EQ Committee
- ASHRAE: Past Voting Member, SGPC 20: Documenting HVAC&R Work Processes and Data Exchange Requirements
- ASHRAE: Past member of ASHRAE SPC-205
- Active member of United States Green Building Council (USGBC)
- Member of National Society of Professional Engineers (NSPE)
- Active member of working group for the U.S. Department of Energy's Building Energy Data Exchange Specification (BEDES) initiative (<http://energy.gov/eere/buildings/building-energy-data-exchange-specification-bedes>)
- Active member of Toastmasters International (International speaking organization). Winner of numerous speaking awards
- Registered Professional Engineer (PE) in State of California
- Registered LEED AP (Leadership in Energy Efficiency Design – Advanced Placement)
- Currently speak at industry conferences about how architects and engineers use mobile software to design energy efficient buildings

#### EDUCATION:

**University of Cincinnati,** Cincinnati, OH. (9-89 to 5-91)

Masters of Business Administration in Finance.

**University of Pennsylvania,** Philadelphia, PA. (9-85 to 5-89)

Bachelor of Science in Mechanical Engineering and Applied Mechanics and Business from the Engineering and Wharton Schools.