

**Boards and Commissions Application**

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**Profile**

Please note, applications are continuously accepted to the City of San Jose Boards and Commissions. The Board or Commission you select may or may not indicate there is a vacancy. Your application will remain on file for one year from the date of submission. During the year, your application may be considered for unanticipated vacancies.

Additionally, applicants to the following commissions will be required to fill out a [Form 700](#) (California State required Statement of Economic Interest) within 30 days of appointment.

- Airport Commission
- Appeals Hearing Board
- Arena Authority
- Arts Commission
- Civil Service Commission
- Deferred Compensation Advisory Committee (DCAC)
- Downtown Parking Board
- Board of Fair Campaign and Political Practices (formerly Ethics Commission)
- Federated and Police & Fire Retirement Boards
- Historic Landmarks Commission
- Housing & Community Development Commission
- Work2future (SVWIB) Board
- Planning Commission\*

Nathan

First Name

Nakagawa

Last Name

Email Address

Street Address

Suite or Apt

San Jose

City

CA

State

95136

Postal Code

**Are you a resident of San Jose?**

☒ Yes ☐ No

**What district do you live in? To verify, please click here:**

**[https://rovservices.sccgov.org/Home/IndexPost?](https://rovservices.sccgov.org/Home/IndexPost?selected=dt&electionId=133&distance=5&navtab=vc&asm=simple)**

**[selected=dt&electionId=133&distance=5&navtab=vc&asm=simple](https://rovservices.sccgov.org/Home/IndexPost?selected=dt&electionId=133&distance=5&navtab=vc&asm=simple) \***

☒ District 7

Mobile:

Primary Phone

Alternate Phone

**Length of Residency**

☒ 6 or more years

Nathan Nakagawa

## Which Boards would you like to apply for?

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Federated City Employees' Retirement System: Submitted

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

Public members of the Board of Administration of the San Jose Police and Fire Department Retirement Plan or the Federated City Employees Retirement System must live within 50 miles of San Jose City Hall and meet specified eligibility requirements.

Employee members of the Retirement Boards must be active employees who are members of the respective retirement plan. The Police and Fire Department representative must be an employee of the Police or Fire Department respectively. The employee representatives to the Federated Board shall be employed by different departments.

Retiree members of the Retirement Boards must be persons who have retired under the provisions of the respective retirement plan.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**If not a resident, do you live within 50 miles of San Jose City Hall?**

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☐ Yes ☐ No

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**Member Category: \***

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☒ Employee Representative

City of San Jose

Employer

Program Manager

Job Title

**Current Employer Address**

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700 Los Esteros Rd, San Jose, CA 95134

**Current Employer of Spouse**

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Retired

**Address of Current Employer of Spouse**

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None

**Spouse's Job Title**

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None

**If you or your spouse is retired and receiving a pension, please state source of pension.**

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Santa Clara County - CalPers

[illegible]

☒ [REDACTED]

[REDACTED]

☒ 

## Interests & Experiences

**High School, College, Professional, Vocational, or Other Schools Attended. Please include Major or Field of Study, Dates Attended, Degree and Date of Degree.**

UCLA: Bachelor's in Math, graduated 1993

**List any position or office held in any governmental agency, civic, or charitable organization including the dates.**

City of San Jose: Department of Transportation Human Resources Analyst Aug 2017 to May 2018  
City of Sunnyvale: Human Resources Department Human Resources Analyst May 2018 to Jan 2019  
City of San Jose: Human Resources Department Human Resources Analyst Oct 2021 to Apr 2022  
City of San Jose: Department of Transportation Human Resources Analyst Apr 2022 to Nov 2022  
City of San Jose: Department of Transportation Senior Analyst (HR) Nov 2022 to Oct 2023  
City of San Jose: Environmental Services Department Program Manager (HR) Oct 2023 to present  
Silicon Valley Options Group (SVOG) Non-Profit Treasurer and member of the Board of Directors Jan 2021 to Jan 2022  
City of San Jose City Association of Management Personnel (CAMP) chapter of IFPTE Local 21 Board Member November 2023 to present

## Languages Spoken

English

### Special Awards or Recognitions Received

None

**Please state why you want to become a member of this Board or Commission including specific objectives which you would work toward as a member.**

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I want to join the FCERS Board to make sure employees have a say in decisions that impact their retirement benefits. As an employee representative, my goal is to protect the financial well-being of City of San Jose employees and stand up for their best interests. I want to ensure they have a strong voice in their retirement plan while also helping to protect and grow their financial future. My key priorities include: Promoting Transparency: Encouraging openness and accountability in board decisions. Enhancing Communication: Strengthening the connection between the Board and employees by keeping them well-informed. Continuous Learning: Gaining new knowledge and skills to better serve employees and contribute effectively to the Board.

**Please state any other information which you feel would be useful in reviewing your application**

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I bring a unique and valuable perspective to the Board due to my diverse background and experiences. I have lived in San Jose for over 20 years and have worked at Apple for 14 years, spent over 4 years in government, and have more than 10 years of experience in retail. I also started my own business to manage rental income. My skills include IT and HR for both large and small organizations, along with union work at the City of San Jose. This gives me a strong understanding of how organizations run, what employees need, and how technology can help. This wide range of experience allows me to effectively support and speak up for all employees.

**Do you own property in the City of San José?**

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☒ Yes ☐ No

**If yes, please list the addresses here.**

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[REDACTED]

**Do you rent property in the City of San José?**

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☐ Yes ☒ No

**If yes, is it a month-to-month lease?**

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☐ Yes ☒ No

Question applies to multiple boards

**Are you currently experiencing homelessness or have you experienced it in the past?**

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☐ Yes ☒ No

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State and local law require that you abstain from participation in decisions that may affect your financial interests, including sources of income, interest in real property, personal finances or investments. In addition, if appointed, you may be required to fill out a disclosure statement which identifies certain financial interest beginning with the immediate twelve-month period prior to your appointment. Please review the scope of your board/commission in Municipal Code Chapter 2.08. Based on your best judgment, does this Board or Commission make decisions that may affect sources of income, interests in real property, personal finances or investments of you or your spouse?

☐ Yes ☒ No

If yes, please explain. Please identify any organizations, associations, corporations, or entities by which you are employed or associated that might be affected by decisions of this Board or Commission, and the positions you hold in these entities.

Question applies to multiple boards

If appointed, you will be required to fill out a disclosure statement, which identifies certain of your financial interests beginning with the immediate twelve-month period prior to your appointment and annually on or before April 1 of each year thereafter. Please confirm that you have read Fair Political Practices Commission (FPPC) Form 700 Reference Pamphlet and agree to file required FPPC Form 700 Statements of Economic Interest, as required by current City Council Conflict of Interest resolution.

☒ Yes ☐ No

Question applies to multiple boards

Have you ever been required to file a Statement of Economic Interest (Form 700) and failed to do so?

☐ Yes ☒ No

Question applies to multiple boards

If yes, please explain in complete detail.

Question applies to multiple boards

Please confirm that you have reviewed and agree to comply with the San Jose Municipal Code Chapter 12.08 (Prohibition of Gifts), City of San Jose Ethics Policy (City Policy Manual 1.2.1), and City of San Jose Gift Policy (City Policy Manual 1.2.2).

☒ Yes ☐ No

Reference 1 Name

Julie Jennings

Reference 1 Address

Nathan Nakagawa

**Reference 1 Email address**

[REDACTED]

**Reference 1 Phone**

[REDACTED]

**Reference 2 Name**

Krista De La Torre

**Reference 2 Address**

**Reference 2 Email address**

[REDACTED]

**Reference 2 Phone**

[REDACTED]

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**Supplemental Questions**

**If applicable, have you ever attended or watched a meeting of the Commission(s) to which you are applying?**

☒ Yes ☐ No

**Would you be available to attend meetings at the scheduled time?**

☒ Yes ☐ No

**Please describe your experience in serving on a Commission or Board.**

Silicon Valley Options Group (SVOG) is a non-profit organization where I served as the Treasurer and a member of the Board of Directors from January 2021 to January 2022. Since November 2023, I have been a board member of the City of San Jose City Association of Management Personnel (CAMP) chapter of IFPTE Local 21.

**Considering your experience and activities in business, labor, School, professional, social, Commissions, Boards, or other organizations, indicate the experience, training, knowledge and/or skills which qualify you for appointment.**

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My experience in business operations, human resources (HR), financial management, and leadership makes me well-qualified for this role. Throughout my career, I have successfully led teams, managed complex processes, and contributed to organizational success in both public and private sectors. I have held leadership and management roles at major organizations, including Apple and the City of San Jose. I have a strong track record in hiring, onboarding, training, and performance management. I have also led recruitment, employee retention, and HR operations for large departments in the City of San Jose. These skills have helped me build and support high-performing teams while ensuring they meet organizational goals. In HR and workforce development, I have expertise in recruitment, job classification, compensation, and HR transactions. I have conducted personnel investigations, coached supervisors, and developed training programs focused on leadership and performance evaluation. My ability to improve hiring strategies and increase employee retention highlights my impact in workforce management. My experience in financial and business operations includes managing budgets, financial planning, and procurement at Apple and in various government roles. As a real estate investment business owner, I have overseen operations, reduced costs, and improved processes. I have also streamlined HR tasks through automation and technology, increasing efficiency and lowering costs. With a mix of corporate, government, and entrepreneurial experience, I have a deep understanding of municipal structures, policies, and HR operations. My background in both public and private sectors allows me to tackle challenges with flexibility and a broad perspective. Additionally, my service as a board member for non-profits and unions, such as the City Association of Management Personnel (CAMP) and Silicon Valley Options Group (SVOG), reflects my commitment to governance and employee advocacy. I have also played a key role in improving processes and integrating technology to increase efficiency. By leading automation projects using platforms like SharePoint, PeopleSoft, and FileMaker, I have enhanced HR workflows, training programs, and database management. My technical knowledge and strategic thinking help me develop long-term solutions for operational success. Finally, my involvement in the union demonstrates my dedication to public service. My work with CAMP has given me valuable experience in employee advocacy and decision-making. Overall, my strong background in HR, finance, leadership, and operations across different industries makes me highly qualified for this position.

**What is your understanding of the purpose of the Commission?**

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The Board manages and invests retirement funds, reviews retirement requests, and determines employees' eligibility for retirement benefits and membership into the pension plan

**Please list three issues facing the City that you feel the Council should address.**

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Pension Funding Risks: The city's \$60 million budget shortfall combined with declining sales tax revenue may limit its ability to fully fund pension contributions. Hiring Freeze & Workforce Reductions: The hiring freeze and possible elimination of vacant positions could reduce the number of active employees contributing to the pension system. If layoffs occur, fewer contributions could further impact pension funding. Reserves: With limited reserve funds and the possibility of needing them in future years, there may be less financial flexibility to support pension obligations during economic downturns or unforeseen emergencies, increasing long-term risks to the retirement system.

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**What is the purpose of historic preservation in San José and what is the role of the Historic Landmarks Commission in achieving that purpose?**

n/a

**Please explain your prior experience with historic preservation, with San José’s public planning processes, and in working with City or other public agency staff.**

n/a

**Anything else you would like us to know?**

(Optional) Please upload a resume.

**Retirement Board Questions Only**

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**Please list your applicable experience or expertise relevant to public retirement plan administration. \***

☒ Health and welfare and/or employee benefits management



**Please summarize your qualifications to serve as a member of the Retirement Board? Briefly highlight your skills, training, education, qualifications, experience (licenses and/or certifications) and personal qualities that you will bring to the Board and share with the organization.**

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My experience in business operations, human resources (HR), financial management, and leadership makes me well-qualified for this role. Throughout my career, I have successfully led teams, managed complex processes, and contributed to organizational success in both public and private sectors. I have held leadership and management roles at major organizations, including Apple and the City of San Jose. I have a strong track record in hiring, onboarding, training, and performance management. I have also led recruitment, employee retention, and HR operations for large departments in the City of San Jose. These skills have helped me build and support high-performing teams while ensuring they meet organizational goals. In HR and workforce development, I have expertise in recruitment, job classification, compensation, and HR transactions. I have conducted personnel investigations, coached supervisors, and developed training programs focused on leadership and performance evaluation. My ability to improve hiring strategies and increase employee retention highlights my impact in workforce management. My experience in financial and business operations includes managing budgets, financial planning, and procurement at Apple and in various government roles. As a real estate investment business owner, I have overseen operations, reduced costs, and improved processes. I have also streamlined HR tasks through automation and technology, increasing efficiency and lowering costs. With a mix of corporate, government, and entrepreneurial experience, I have a deep understanding of municipal structures, policies, and HR operations. My background in both public and private sectors allows me to tackle challenges with flexibility and a broad perspective. Additionally, my service as a board member for non-profits and unions, such as the City Association of Management Personnel (CAMP) and Silicon Valley Options Group (SVOG), reflects my commitment to governance and employee advocacy. I have also played a key role in improving processes and integrating technology to increase efficiency. By leading automation projects using platforms like SharePoint, PeopleSoft, and FileMaker, I have enhanced HR workflows, training programs, and database management. My technical knowledge and strategic thinking help me develop long-term solutions for operational success. Finally, my involvement in the union demonstrates my dedication to public service. My work with CAMP has given me valuable experience in employee advocacy and decision-making. Overall, my strong background in HR, finance, leadership, and operations across different industries makes me highly qualified for this position.

**Please discuss your pension plan and/or investment management and oversight experience including the development of key financial policies.**

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As the Owner/Manager of Aero Blue Valley, LLC, I have handled real estate investments across multiple states, including buying properties, renovating them, managing rentals, and planning finances. This work involves analyzing investments, assessing risks, and planning for long-term financial growth while ensuring responsible money management. I also set up and maintained accounting systems to track financial performance, showing my ability to create and apply important financial policies. At Apple, I managed equipment and travel budgets, as well as capital planning for retail hardware in new Apple Retail Stores. I also oversaw the budgets for multiple teams, ensuring expenditures aligned with company objectives and best practices. Additionally, as Treasurer and board Member for Silicon Valley Options Group (SVOG), I managed the budget and fiscal planning for the non-profit organization.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**Please describe your understanding of the relationship between the Retirement Board and City Council? The City Administration? Retirement Services staff? Employee bargaining units? Plan participants and beneficiaries?**

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The City Council appoints and removes board members, approves the Board's annual budget, can request audits related to Office of Retirement Services (ORS) through the Office of the City Auditor, may provide feedback on the performance of the ORS CEO, and reviews and provides input on ORS policies affecting city operations. The Board and the City Administration collaborate on various aspects of retirement system management. The Board has autonomy over personnel matters within ORS, including appointing and managing employees, but consults with the Office of Employee Relations (OER) on disciplinary actions involving staff. The Board also authorizes OER to handle investigations. The CEO of ORS acts as a liaison between the Board and the City, facilitating communication and policy coordination. The City Administration provides input on ORS policies affecting city operations and reviews policy changes proposed by the Board. Cybersecurity oversight is managed by the City's IT Department, with the Board directing ORS to implement cybersecurity measures. The Board maintains oversight and collaborates with ORS to ensure the effective administration of retirement plans. The Board appoints the ORS Chief Executive Officer (CEO) and Chief Investment Officer (CIO). The Board sets the compensation for the CEO, CIO, and investment professionals. The Board and ORS collaborate on policy development, with the Board retaining final approval while allowing input from the City Administration. The Board's relationship with unions involves ensuring compliance with civil service rules and MOAs for ORS classified employees. The Board and CEO also authorize OER to handle broader labor relations, including investigations into complaints and personnel matters, sometimes involving external counsel. The Board commits to annual training sessions on its oversight responsibilities, reinforcing a structured and compliant approach to managing union-represented employees within ORS. The Board ensures pension plans are managed responsibly to protect participants and beneficiaries. The Board prioritizes transparency by providing clear information, resolving disputes, and considering participant and beneficiaries' feedback.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**What do you perceive as the short and long-term goals of the Retirement Board?**

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In the short term, the Board monitors investment performance, evaluates funding, maintains regulatory compliance, and improves member services. Over the long term, the Board implements strategies to achieve full pension funding, explores investment diversification to reduce risks, and consistently seeks ways to protect retiree benefits.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**Do you believe that the retirement funds that are invested by the retirement boards are public funds? Why or why not?**

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Retirement funds managed by retirement boards are not regular public funds because they are set aside specifically for employees' pensions. They come from employee and employer contributions and must only be used to pay retirement benefits. The government cannot use them for other public expenses, so they are considered trust funds rather than general public money.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**Have you read the report by the City Auditor entitled, "Pension Sustainability: Rising Pension Costs Threaten the City's Ability to Maintain Service Levels?" This report is available at:**  
**<http://www.sanjoseca.gov/Home/ShowDocument?id=36432>.**

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☒ Yes ☐ No

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**If so, how is this report applicable to the work you would do as a Retirement Board Member?**

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The report examines pension benefits, particularly the effect of increased pension benefits on the City's Unfunded Pension Liability, and explores potential solutions to address these challenges. It's important for Retirement Board Members to know and understand this because the problems in the report are still happening. The Board should keep working on these issues to help make the pension plan stronger and more stable.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**How do you ensure that you are maintaining an in-depth and up-to-date knowledge of institutional investing and the capital market environment?**

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I would regularly attend training sessions, industry conferences, and educational workshops. I also review financial reports, market analyses, and updates from investment experts. Additionally, I would engage with investment consultants, asset managers, and other professionals to understand trends, risks, and best practices. Continuous learning is the key.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**Given the current status of the capital markets, where do you see opportunities to increase return and reduce risk in the pension portfolios? What is your experience with risk budgeting?**

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There are a few opportunities available: 1. Diversify into alternative investments. 2. Continue to adjust the asset allocation based on current market conditions. 3. Consider international markets, emerging markets, and fixed-income strategies.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**Please describe your views on the role of asset allocation and provide detail on your recommended asset classes and proportions for pension funds like those serving the employees of the City of San Jose.**

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The role of asset allocation is crucial because it directly impacts the fund's ability to meet its long-term obligations while managing risks and optimizing returns. Recommended asset allocation: Public Equities: 35%-40% Private Equity/Debt: 10%-15% Real Assets: 10%-15% Fixed Income: 20%-25% Alternative Investments: 5%-10% Cash and Liquidity: 5%

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**Should pension plans like those in San Jose invest in alternative investments such as private equity, commodities, infrastructure or separate account real estate? If so, how? If not, why?**

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There is a potential benefit to investing in alternative investments. However, they generally come with higher risks, less liquidity, and complex management. The Board should carefully assess risks, work with experienced investment advisors, and ensure the investments align with the plan's long-term goals before proceeding with alternative investments.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**How would you evaluate an investment manager? When would you terminate an investment manager? How should due manager diligence be conducted?**

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Evaluating an Investment Manager: The Board should assess an investment manager based on performance, strategy alignment, risk management, fees, and compliance. Key factors include consistent risk-adjusted returns relative to benchmarks, adherence to the fund's investment strategy, effective risk controls, cost efficiency, and compliance with fiduciary standards. When to Terminate an Investment Manager: Termination should occur if the manager consistently underperforms, deviates from the agreed investment strategy, takes excessive risks, faces regulatory or ethical issues, or experiences instability in key personnel. Conducting Due Diligence: Due diligence involves an initial screening of investment philosophy and historical performance, ongoing monitoring through regular reports and reviews, meetings with leadership, independent analysis by consultants, and testing to assess performance under various market conditions.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**What should be included in a pension plan's statement of investment policies? Please address the roles of trustees, staff, consultants, investment managers and custodians in asset allocation, portfolio structure, manager selection and due diligence, rebalancing, reporting and analysis.**

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A pension plan's Statement of Investment Policies should outline the investment objectives, risk tolerance, asset allocation strategy, and fiduciary responsibilities to ensure transparent fund management. Trustees should serve as fiduciaries responsible for overseeing the pension plan, setting investment policies, approving asset allocation, overseeing the selection process for consultants, investment managers, and custodians, and ensuring compliance with legal and ethical standards. Staff should perform administrative duties in support of the trustees which includes coordinating the meetings, preparing reports, and facilitating communication between stakeholders. Consultants offer independent expertise in investment strategy, asset allocation, risk management, and investment manager selection. They also provide objective analysis by reviewing fund performance. Investment Managers execute the investment strategy. They make investment decisions within policy constraints to optimize returns and manage risks. Custodians protect the plan's assets, execute trades, manage cash flows, and provide detailed reporting on holdings and transactions. They ensure accuracy, compliance, and transparency in fund administration.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**Individuals applying for appointment as public members of the Board are ineligible for appointment to the Board if they meet certain criteria. Please confirm if you meet any of the following criteria:**

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☒ A representative of any union representing City employees

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**Have you ever been convicted of a misdemeanor within the past five years or a felony within the past ten years (except for minor traffic offenses that resulted only in a fine)?**

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☐ Yes ☐ No

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**If yes, please explain in complete detail. State the nature and approximate date of the conviction, the sentence imposed, whether the sentence has been completed, and any other information you consider relevant.**

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Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**Are you or your firm currently or within the past five years been the subject of any litigation or claims resulting from any investment activity, advice, a fiduciary relationship, or regarding alleged financial improprieties?**

☐ Yes ☒ No

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**If yes, please provide details.**

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**Are you or your firm currently or within the past five years been the subject of any investigation or disciplinary action by any governmental and/or regulatory body (SEC, NASD, states Attorney General or Insurance Commissioner, etc.)?**

☐ Yes ☒ No

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**If yes, please provide details.**

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## Verification

**By checking the box below, you agree with the following statement.**

**I agree that all of the information contained in my responses to the questions on this application are true and accurate to the best of my knowledge. I further agree that, by checking the box below and submitting this application, online or otherwise, I am affixing my digital signature to this form as of the date submitted.**

☒ I Agree \*