



KAREN BASS
MAYOR

March 21, 2023

Honorable Members of the City Council
c/o City Clerk
City Hall, Room 395

Honorable Members:

Subject to your confirmation, I have appointed Ms. Tracy Gray to the Commission on the Status of Women for the term ending June 30, 2027. Ms. Gray will fill the vacancy created by Myesha Ward, whom I removed effective May 5, 2023 or at the time Ms. Ward's successor is confirmed by the City Council.

I certify that in my opinion Ms. Gray is qualified for the work that will devolve upon her, and that I make the appointment solely in the interest of the City.

Sincerely,

A handwritten signature in black ink that reads "Karen Bass".

KAREN BASS
Mayor

KB:tga

Attachment

COMMISSION APPOINTMENT FORM

Name: Tracy Gray
Commission: Commission on the Status of Women
End of Term: 6/30/2027

Appointee Information

1. **Race:** African American
2. **Gender:** Female
3. **Council district and neighborhood of residence:** 14 - Central
4. **Are you a registered voter?** Yes
5. **Prior commission experience:**
6. **Highest level of education completed:** MBA., Columbia University and UC Berkeley, Joint program with emphasis on Private Equity, Corporate Social Responsibility and International Business
7. **Occupation/profession:** Founder/Managing Partner, The 22 Fund, Los Angeles
8. **Experience(s) that qualifies person for appointment:** See attached resume/bio
9. **Purpose of this appointment:** Appointment
10. **Current composition of the commission (excluding appointee):**

MANAGEMENT PROFILE

SUMMARY

Innovative and visionary leader with solid international, investment, social impact, business strategy and marketing/communications experience. Exceptional due diligence, analytical and communication skills. Relationship builder across a variety of industries – from technology to finance to entertainment to non-profit. Over 20 years of demonstrative team and project management success. Frequent public speaker around diversity and gender equity in technology, finance and entertainment industries. MBA –Private Equity, Social Impact and International Business emphasis. Serves on Melinda Gates' Pivotal Venture's Women of Color Advisory Council and Prudential's PGIM Real Estate's Impact Advisory Council. Named 2015 **"Women of Influence"** in business in Los Angeles and received the **Bad Ass Woman in Green** award from the California League of Conservation Voters. Featured in the 2018 book *200 Women: Who Will Change the Way You See the World*.

- | | |
|---|-------------------------------|
| ▪ PRIVATE EQUITY/VENTURE CAPITAL | ▪ IMPACT INVESTING |
| ▪ INTERNATIONAL/DOMESTIC BUSINESS STRATEGY & DEVELOPMENT CONSULTING | ▪ GOVERNMENT/NON-PROFIT |
| ▪ MARKETING AND COMMUNICATIONS | ▪ PUBLIC/PRIVATE PARTNERSHIPS |
| ▪ DIVERSITY, EQUITY & INCLUSION | ▪ TECHNOLOGY/DIGITAL MEDIA |
| | ▪ PUBLIC SPEAKING |

PROFESSIONAL EXPERIENCE

FOUNDER/MANAGING PARTNER, *The 22 Fund, Los Angeles, CA*

2017 – Present

Founded growth equity investment and advisory firm focused on providing capital to increase the exporting capacity of small- and medium-size tech-based/enabled cleantech, climate tech and sustainable manufacturing firms. The 22's mission includes social impact goals of job creation, wealth creation and access to capital for women- and BIPOC-owned businesses. Responsibilities include leading deal sourcing, due diligence and fundraising strategies.

FOUNDER, *We Are Enough (WAE), Los Angeles, CA*

2015 – Present

Portfolio manages thematic venture capital funds led by a specialized team of highly sophisticated venture capitalists. Responsible for sourcing companies from around the country, manage the investment diligence process, and finalize and manage investments from investment to exit.

LEAD PARTNER, *Portfolio Inc. Green & Sustainability Fund, Oakland, CA*

2021 – Present

Created mission and vision. Guiding execution of a non-profit that educates women globally, at every economic level, how and why to invest in women-owned/led businesses and/or with a gender lens on the public markets. WAE is launching a multi-year global campaign to activate millions of women to immediately invest a percentage of their "budget" in women businesses.

FUND ADVISOR, *Fearless Fund, Atlanta, GA*

2020 – Present

The Fearless Fund invests in women-of-color led businesses seeking pre-seed, seed level or series A financing. The mission is to bridge the gap in venture capital funding for women-of-color founders building scalable, growth aggressive companies. Advising General Partners on investment strategy/decisions and fund level fundraising.

EXECUTIVE IN RESIDENCE, *Los Angeles Cleantech Incubator (LACI), Los Angeles, CA*

2016 – 2021

Advising start-ups on all aspects of their businesses and LACI on their overall diversity, equity and inclusion strategies.

SENIOR ADVISOR, INTERNATIONAL BUSINESS AND MARKETING, *Mayor Antonio Villaraigosa, Los Angeles, CA*

2011 – 2013

Led strategies and initiatives to help small- and medium-size enterprises expand internationally and to market Los Angeles globally. Traveled to the Pacific Rim and Latin America promoting Los Angeles and the region's exports and investments.

**MANAGING DIRECTOR, BUSINESS STRATEGY, MARKETING AND COMMUNICATIONS,
SENIOR ADVISOR TO SMALL BUSINESS SERVICES PROGRAM, *Mayor's Office of Economic and Business Policy,
Los Angeles, CA***

2010 – 2012

Member of the Office of Economic and Business Policy management team. Tasked with conceptualizing and implementing proactive marketing and communication strategies in support of business attraction/retention and job retention/creation goals and policies across multiple industries and city departments. Managed the team that developed/implemented integrated marketing programs - brand management, media/public relations, marketing collateral, press conferences/releases, speaking engagements and internet technologies - both traditional and non-traditional mediums of communications -- to drive awareness and shift perceptions with business audiences and other stakeholders.

Responsibilities included:

- Advised Managing Director of Small Business Service
- Set operational direction and aligning resources
- Developed team competency
- Hired team members
- Developed and assessed program/policy metrics
- Oversaw website redesign, launch, operation and capacity
- Ensured all messaging was consistent with mission/goals
- Oversaw development of marketing material communicating organization programs and successes

SPECIAL ADVISOR FOR CAPITAL FORMATION/CONSULTANT, *Office of Mayor Antonio Villaraigosa, Los Angeles, CA*

May 2009 – December 2009

Lead consultant responsible for developing pilot program to raise investment capital from the private sector for affordable housing. Provided direction and drove efforts within the Mayor's office to advocate systematic change in the affordable housing financing system in Los Angeles and California. Conducted due diligence on financial institutions for potential public private partnerships. Created fundraising, marketing and communications materials.

- Resulted in over \$30 Million raised.
- Maintained/managed a \$700 Million dollar partnership with Enterprise Community Investments.
- Managed the Mayor's Affordable Housing Leadership Council made up of representatives from each sector within the affordable housing financing system (legal, foundations, banks, developers, government officials, investors and NGOs).
- Planned investor events/road shows.

CO-FOUNDER/VICE PRESIDENT OF BUSINESS DEVELOPMENT, *SyncAdvisor*

2007 – 2009: *Music publishing tech start-up*

- Guided company strategy from concept to prototype to launch.
- Created business plan, fundraising presentation and financial models. Developed fundraising strategies.
- Developed strategic partnerships and marketing and sales strategies which led to partnership with large music publishing organization.

DIRECTOR OF POLICY, *Los Angeles Alliance for a New Economy (LAANE)*

2001 – 2006: *Economic and social justice non-profit.*

- Created and directed the national and local strategy to change economic development policies in urban cities
- Drove a 200% increase in project funding
- Successfully, co-led a campaign against a ballot measure reversing voters support from 62% in favor to 61% against
- Led city ordinances that saved over 70,000 high-paying jobs
- Developed media strategies, talking points and story ideas that led to <5000 articles published around the world
- National spokesperson advocating for Community Benefits Agreements around economic development that led to creating 17 additional organizations around the country based on the LAANE model

- Analyzed economic development and real estate development plans in the City of Los Angeles and other municipalities county-wide to develop into future policies
- Conducted corporate research (business strategies and models) and analyzed real estate development project pro-formas to develop and support campaigns and policies
- Advocate to Mayor and City Council/City departments in support of economic development and environmental policies
- Guest speaker at over 30 conferences, panels and graduate school classes

BUSINESS ANALYST, *Zone Ventures*

1999 – 2001: Venture capital fund with over \$135 million under management

- Board advisor for five portfolio companies including DivX with a \$435M market cap at IPO (NASDAQ SYMBOL: DIVX)
- Identified and recommended new investment opportunities
- Participated in fundraising for Zone Community Development Fund (Zone III)
- Structured and negotiated investment transactions and closing documents
- Contributed to M&A activities
- Recruited executive officers. Worked to develop marketing and business strategies with CEOs and portfolio company management
- Involved in internal audits and maintained capitalization tables of companies
- Liaison to Draper Fisher Jurvetson Affiliate Network
- Researched economic development zone compliance
- Attended technology and investment conferences and participated on roundtables/panels including the Milken Institute's College Music Journal, UCLA Anderson School of Business and the San Diego Software and Internet Council
- Researched and analyzed various markets and technologies - Industry focus: wireless infrastructure, software, internet, enterprise software/SaaS, digital media, services and economic development

PARTNER, *The Cooperative Music And Entertainment*

1993 – 2003: Strategy, business development and marketing consulting firm for digital media start-ups and musicians

- Revenue generation, product licensing, distribution deals, strategic alliances, new market development
- Marketing and PR campaign/event planning
- Fundraising and M&A activities
- Reviewed, contributed to and evaluated business plans
- Researched and analyzed market statistics for fundraising documents
- Advised management on marketing and business development strategies
- Conducted internal audits to determine investment necessary to bring companies to profitability
- Advised current investors and potential acquirers on restructuring strategies
- Clients included:
 - WOXY.com - Internet radio station (acquired by Lala Media)
 - National Monetary Fund - \$200 million national venture capital fund focusing on domestic emerging markets
 - Zone Communications - Publishing company focusing on entrepreneurial growth in regional technology communities

PROJECT MANAGER/SYSTEMS ANALYST, *City of Los Angeles*

1990 – 1998: Managed staff and major projects for Bureau of Engineering's IT support division

- Projects included: CADD Support Unit, Engineering Document Management System RFP and Geographical Information System development
- Researched and developed, planned, installed, supported and configured citywide computer systems and internet/intranet network communication

SYSTEMS ENGINEER/MISSION MONITOR, *NASA/Infotec Development Inc.*

1987 – 1990: Aerospace company contracted to support west coast Space Shuttle program activities

- System planning, data analysis, and flight monitoring in support of Space Shuttle missions
- Briefed NASA management and Air Force personnel on mission status

Columbia University and UC Berkeley - Master of Business Administration

Joint Program with emphasis on Private Equity, Corporate Social Responsibility and International Business

UCSB - Bachelor of Science in Mathematical Science

Aeronautics and Computer Science emphasis

POST GRADUATE STUDIES

Applied Math - California State University, Long Beach

Professional Studies in the Music Business - UCLA

Featured in 200 Women: Who Will Change the Way You See the World – twohundredwomen.com

First Social Impact Fellow - UC Berkeley's Center for Equity, Gender and Leadership (EGAL), 2019

TEDx Speaker – [TEDWomen Los Angeles](http://TEDWomenLosAngeles.com)

Named Women of Influence in Business – LA Biz, 2015

Executive Coaching Program - Dr. Marshall Goldsmith - "America's premier executive coach and author" – WSJ, 2007

PUBLICATIONS

"Wal-Mart and Beyond: The Battle for Good Jobs and Strong Communities in Urban America," January 2007

"Southern California Wal-Mart Wars," *Social Policy*, September 2004

PRIVATE BOARDS

APPlife, Board of Directors, 2019

Athleta-Ed, Advisory Board, 2018 – present

Exergy System, Inc, Advisory Board, 2015 – present

Isidore Recycling, Board of Directors, 2014 - 2018

NON-PROFIT BOARDS

CSU Dominguez Hills Philanthropic Foundation, Board of Directors, Treasure/Trustee, Investment Committee, 2016 - present

CHINAWEEK, Board of Directors, 2015 – 2020

Urban Manufacturing Alliance, Advisory Board, 2016 - 2020

MAKE IT IN LA, Advisory Board, 2016 - 2020

Los Angeles Alliance For A New Economy, Advisory Board, 2006 – 2016

Clockshop, Board of Directors, 2013 - present

National Association of Securities Professionals Southern California, Board of Directors, 2010 – 2016

Los Angeles Regional Export Council, Board of Directors, 2011 – 2013

Women in Trade Los Angeles, Board of Directors, 2012 – 2013

USC Center for International Business, Education and Research, Advisory Board, 2011 – 2013

Global Girl Media, Advisory Board, 2009 -2013

create:fixate, Board of Directors, 2009 - 2012



KAREN BASS
MAYOR

March 21, 2023

Dear Ms. Gray:

I am pleased to inform you that I hereby appoint you to the Commission on the Status of Women for the term ending June 30, 2027, subject to confirmation by the City Council. In order to complete the process as quickly as possible, there are several steps that must be taken, many of which require visiting City Hall. If you require parking during these procedures, please contact my Commissions team by email at myr-commissions@lacity.org, to make arrangements for you.

To begin the appointment process, please review, sign, and return the enclosed Remuneration Form and Undated Separation Letters **within one week** of receiving this letter. These documents are necessary to ensuring the most efficient, open, and accountable City government possible. Further, Mayor's Office policy requires all potential commissioners to be fingerprinted as part of the background check. The Commissions Team will assist in connecting you with the Personnel Background Unit so that you may schedule an appointment to have this done. You must schedule the appointment **within one week** of receiving this letter.

Should this apply to your Commission, you will be receiving a packet from the City Ethics Commission containing information about the City's conflict of interest laws, and a copy of the State Form 700/Statement of Economic Interests. You are required to complete and return this form **within 21 days** of your nomination to the City Ethics Commission at 200 North Spring Street, City Hall, 24th Floor, Los Angeles, California 90012. Any inquiries regarding this form should be directed to Nicole Enriquez at the Ethics Commission by email at nicole.enriquez@lacity.org.

Ms. Tracy Gray
March 21, 2023
Page 2

As part of the City Council confirmation process, meetings will be offered to Kevin de León, your Councilmember, and Councilmember Hugo Soto-Martinez, the Chair of the Civil Rights, Equity, Immigration, Aging, and Disability Committee, to answer any questions they may have.

You will be hearing from a City Council committee clerk who will let you know when your appointment will be considered by the Civil Rights, Equity, Immigration, Aging, and Disability Committee. Sometime thereafter, you will be notified by the committee clerk when your appointment will be presented to the full City Council for confirmation. Once you are confirmed, you will be required to take the oath of office in the City Clerk's Office in Room 395 of City Hall.

Per the City Charter, Commissioners must be residents of the City of Los Angeles. If you move at any point during your term, have any changes in your telephone numbers, or in the future plan to resign (resignation must be put in writing), please contact my office immediately.

Congratulations and thank you for agreeing to serve the people of Los Angeles.

Sincerely,

A handwritten signature in black ink that reads "Karen Bass". The signature is fluid and cursive, with the first name "Karen" and the last name "Bass" clearly distinguishable.

KAREN BASS
Mayor

KB:tga

Attachment I
Ms. Tracy Gray
March 21, 2023

Nominee Check List

I. Within 7 days:

_____ Schedule an appointment to get fingerprinted to complete a background check. The Commissions team will assist in connecting you with the Personnel Background Unit.

_____ Email the completed forms, found on the last three pages of this letter, to: myr-commissions@lacity.org OR mail them to: Commissions Team, Office of the Mayor, City Hall – Room 303, 200 N. Spring Street, Los Angeles, CA 90012.

- Remuneration Form
- Undated Separation Letters

II. Within 21 days:

_____ File the following forms with the City Ethics Commission. *If you are required to file, you will receive these forms via email from that office.*

- **Statement of Economic Interest (“Form 700”)**
IMPORTANT: The City Council will not consider your nomination until your completed form is reviewed by the Ethics Commission.
- **CEC Form 60**

III. The Mayor’s Office will notify the below Councilmembers of your nomination, so that they may reach out to schedule a meeting with you should they wish.

_____ Your City Councilmember Kevin de León

_____ Councilmember Hugo Soto-Martinez, Chair of the Council Committee considering your nomination