



FORT ORD REUSE AUTHORITY

REGULAR MEETING

FORT ORD REUSE AUTHORITY (FORA) ADMINISTRATIVE COMMITTEE

Wednesday, January 30, 2019 at 8:30 a.m.

920 2nd Avenue, Suite A, Marina, CA 93933 (FORA Conference Room)

AGENDA

1. CALL TO ORDER/ESTABLISHMENT OF QUORUM

2. PLEDGE OF ALLEGIANCE

3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE

4. PUBLIC COMMENT PERIOD

Members of the public wishing to address the Committee on matters within its jurisdiction, but not on this agenda, may do so for up to 3 minutes and will not receive Committee action. Whenever possible, written correspondence should be submitted to the Committee in advance of the meeting, to provide adequate time for its consideration.

5. APPROVAL OF MEETING MINUTES

ACTION

- a. January 16, 2019 Meeting Minutes

6. FEBRUARY 8, 2019 DRAFT BOARD MEETING AGENDA REVIEW

ACTION/INFORMATION

7. BUSINESS ITEMS

INFORMATION

- a. Transition Plan Update
- b. Capital Improvement Program
 - i. Development Forecast Update
 - ii. Building Removal Financial Consultant – Scope of Work

8. ITEMS FROM MEMBERS

INFORMATION

Receive communication from Committee members as it pertains to future agenda items.

9. ADJOURNMENT

NEXT MEETING: Wednesday, February 13, 2019 at 8:30 a.m.



FORT ORD REUSE AUTHORITY
ADMINISTRATIVE COMMITTEE REGULAR MEETING MINUTES
8:30 a.m., Wednesday, January 16, 2019 | FORA Conference Room
920nd Avenue, Suite A, Marina, CA 93933

1. CALL TO ORDER

Co-Chair Assistant Executive Officer Steve Endsley called the meeting to order at 8:35 a.m.

The following members were present:

Craig Malin* (City of Seaside)
Melanie Beretti* (Monterey County)
Patrick Breen (MCWD)
Hans Uslar* (City of Monterey)
Vicki Nakamura (MPC)

Lisa Rheinheimer (Monterey Salinas Transit)
Layne Long* (City of Marina)
Steve Matarazzo
Anya Spear (CSUMB)

*Voting Member

2. PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by City Manager Craig Malin.

3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE

None

4. PUBLIC COMMENT PERIOD

Members of the public wishing to address the Administrative Committee on matters within its jurisdiction, but not on this agenda, may do so for up to 3 minutes.

There were no public comments received.

5. APPROVAL OF MEETING MINUTES

ACTION

- a. November 28, 2018 Meeting Minutes
- b. January 2, 2019 Meeting Minutes

MOTION: On motion by Committee member Uslar and second by Committee member Long and carried by the following vote, the Administrative Committee moved to approve the November 28, 2018 special meeting minutes and the January 2, 2019 regular meeting minutes.

MOTION PASSED UNANIMOUSLY

6. JANUARY 11, 2019 BOARD MEETING AGENDA REVIEW

INFORMATION

Assistant Executive Officer Steve Endsley reviewed the actions of the Board at the January 11, 2019, meeting including the Nominating Committee's proposed slate for Board Chair, Vice Chair, Past Chair, two members at large, and Non-Voting Ex-Officio member. Staff responded to questions and comments from the Committee.

This item was for information only.

7. BUSINESS ITEMS

INFORMATION/ACTION

- a. Capital Improvement Plan
 - i. Development Forecast Request
 - ii. Building Removal Financial Consultant – Scope of Work

Principal Planner Jonathan Brinkmann reminded the Committee of the 1-25-19 Development Forecast request due date. Mr. Brinkmann provided an update on the selection of NHA as the Consultant that will explore the feasibility and, potentially design and implement a program to generate building removal funding through potentially bonding FORA's property taxes. Mr. Brinkman reviewed the requested scope of work with the Committee which will be broken down into three tasks; Legal and Financial Feasibility Analyses, Financial Plan, and Financing and Financial Plan Implementation, and requested any comments or questions be submitted by January 25, 2019. Staff responded to questions and comments from the Committee.

Information item only – no vote taken.

- b. 2019 Job Survey

Economic Development Manager Josh Metz announced the Economic Development Department is conducting the 2019 Job Survey and may be reaching out for additional assistance to collect data. The survey should be completed, and the report brought back to the Committee in March 2019. There were no questions and comments from the Committee.

Information item only – no vote taken.

- c. Transition Plan update

Assistant Executive Officer Steve Endsley provided an overview of the next steps in reference to the approved Transition Plan that was submitted to LAFCO. LAFCO representative Joe Serrano advised the LAFCO Commission will not take action at the next LAFCO meeting, rather it will be the initial review of the Transition Plan Resolution, where they will solicit feedback from the affected or interested agencies and will provide that information to FORA. Mr. Endsley introduced Regional Governmental Services ("RGS") to the Committee and gave an overview of the services that will be provided by RGS. Mr. Brinkmann reminded the staff at the previous Administrative Committee meeting the Committee requested to possibly schedule a working lunch to review the various sections of the Contract Matrix. Kendall Flint from RGS suggested they meet with each of the effected agencies prior to scheduling the working lunch to fully flush out the issues in advance. Staff responded to questions and comments from the Committee.

Information item only – no vote taken.

8. ITEMS FROM MEMBERS

None

9. ADJOURNMENT at: 9:05 a.m.

Minutes Prepared By:
Heidi Lizarbe
Administrative Coordinator

- START -

**DRAFT
BOARD PACKET**



FORT ORD REUSE AUTHORITY

REGULAR MEETING

FORT ORD REUSE AUTHORITY (FORA) BOARD OF DIRECTORS

Friday, February 8, 2019 at 2:00 p.m. | 910 2nd Avenue, Marina, CA 93933 (Carpenters Union Hall)

AGENDA

ALL ARE ENCOURAGED TO SUBMIT QUESTIONS/CONCERNS BY NOON FEBRUARY 7, 2019.

1. CALL TO ORDER

2. PLEDGE OF ALLEGIANCE *(If able, please stand)*

3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE

4. CLOSED SESSION

- a. Conference with Legal Counsel – Gov. Code §54956.9(a), (d)(1): Keep Fort Ord Wild v. Fort Ord Reuse Authority. Monterey County Superior Court Case No.: 17CV004540, Pending Litigation.
- b. Conference with Legal Counsel – Gov. Code §54956.9(a), (d)(1): Marina Community Partners, LLC v. Fort Ord Reuse Authority, Monterey County Superior Court Case No.: 18CV000871, Pending Litigation.

5. ANNOUNCEMENT OF ACTION TAKEN IN CLOSED SESSION

6. ROLL CALL

FORA is governed by 13 voting members: (a) 1 member appointed by the City of Carmel; (b) 1 member appointed by the City of Del Rey Oaks; (c) 2 members appointed by the City of Marina; (d) 1 member appointed by Sand City; (e) 1 member appointed by the City of Monterey; (f) 1 member appointed by the City of Pacific Grove; (g) 1 member appointed by the City of Salinas; (h) 2 members appointed by the City of Seaside; and (i) 3 members appointed by Monterey County. The Board also includes 12 ex-officio non-voting members.

7. CONSENT AGENDA

INFORMATION/ACTION

CONSENT AGENDA consists of routine information or action items accompanied by staff recommendation. Information has been provided to the FORA Board on all Consent Agenda matters. The Consent Agenda items are normally approved by one motion unless a Board member or the public request discussion or a separate vote. Prior to a motion, any member of the public or the Board may ask a question or make comment about an agenda item and staff will provide a response. If discussion is requested, that item will be removed from the Consent Agenda and be considered separately at the end of the Consent Agenda.

- a. Approve December 14, 2018 Meeting Minutes
Recommendation: Approve December 14, 2018 meeting minutes.
- b. Approve December 19, 2018 Meeting Minutes
Recommendation: Approve December 19, 2018 meeting minutes.
- c. Approve January 11, 2019 Meeting Minutes
Recommendation: Approve January 11, 2019 meeting minutes.
- d. Administrative Committee
Recommendation: Receive a report from the Administrative Committee
- e. Prevailing Wage Status Report
Recommendation: Receive a Prevailing Wage Status Report
- f. 2019 Chair Committee Appointments
Recommendation: Confirm Fort Ord Reuse Authority (FORA) Board of Directors Chair Parker 2019 appointments to the Finance Committee and Legislative Committee
- g. Public Correspondence to the Board
Recommendation: Receive Public Correspondence to the Board.

8. BUSINESS ITEMS

INFORMATION/ACTION

*BUSINESS ITEMS are for Board discussion, debate, direction to staff, and/or action. Comments from the public are **not to exceed 3 minutes** or as otherwise determined by the Chair.*

- a. Transition Plan Update

9. PUBLIC COMMENT PERIOD

INFORMATION

*Members of the public wishing to address the Board on matters within its jurisdiction, but **not on this agenda**, may do so for up to 3 minutes or as otherwise determined by the Chair and will not receive Board action. Whenever possible, written correspondence should be submitted to the Board in advance of the meeting, to provide adequate time for its consideration.*

10. ITEMS FROM MEMBERS

INFORMATION

Receive communication from Board members as it pertains to future agenda items.

11. ADJOURNMENT

NEXT REGULAR MEETING: March 8, 2019 AT 2:00 P.M.

Placeholder for Item 7a

December 14, 2018 Meeting Minutes

This item will be included in the final Board packet.

Placeholder for Item 7b

Dec 19, 2018 Meeting Minutes

This item will be included in the final Board packet.

Placeholder for Item 7c

January 11, 2019 Meeting Minutes

This item will be included in the final Board packet.

FORT ORD REUSE AUTHORITY BOARD REPORT

CONSENT AGENDA

Subject:	Administrative Committee	
Meeting Date:	February 8, 2019	INFORMATION/ACTION
Agenda Number:	7d	

RECOMMENDATION:

Receive a report from the Administrative Committee.

BACKGROUND/DISCUSSION:

The Administrative Committee held a meeting on January 2, 2019. The approved minutes for this meeting is provided as **Attachment A**.

FISCAL IMPACT:

Reviewed by the FORA Controller_____

Staff time for the Administrative Committee is included in the approved annual budget.

COORDINATION:

Administrative Committee

Prepared by _____ Approved by _____
Heidi L. Lizarbe Michael A. Houlemard, Jr.



APPROVED

FORT ORD REUSE AUTHORITY
ADMINISTRATIVE COMMITTEE REGULAR MEETING MINUTES
8:30 a.m., Wednesday, January 2, 2019 | FORA Conference Room
920nd Avenue, Suite A, Marina, CA 93933

1. CALL TO ORDER

Co-Chair Executive Officer Michael Houlemard called the meeting to order at 8:35 a.m.

The following members were present:

Craig Malin* (City of Seaside)	Lisa Rheinheimer (Monterey Salinas Transit)
Melanie Beretti* (Monterey County)	Layne Long* (City of Marina)
Patrick Breen (MCWD)	Steve Matarazzo
Hans Uslar* (City of Monterey)	

*Voting Member

2. PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by City Manager Craig Malin.

3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE

- California State University Monterey Bay (CSUMB) and the Monterey Bay Ecotourism Region initiative announce the 2nd Monterey Bay Sustainable Hospitality Summit. Sustainability Hospitality Summit January 10 & 11, 2019 at the Portola Hotel and Spa in Monterey, CA.
- Fort Ord Cleanup Community Outreach Events: Sat, Feb 2, 2019 Community Involvement Mobile Workshop: Impact Area Guided Walking Tour Sat, May 4, 2019; and Impact Area Bus Tour Sat, July 13, 2019.
- Veterans Transition Center Seeks Volunteers for the Pebble Beach Pro-Am Feb 5-10, 2019.
- Northeast-Southwest Arterial Connector Review Process, EIR Preparation Schedule:
April 2019 – Distribute Public Review Draft EIR for 45-day review period
TBD - Public Review Draft EIR Public Meeting
TBD - Final project approval and EIR certification for Board consideration
- Bay Area firm is in escrow to buy UC MBEST West Campus in Marina.

4. PUBLIC COMMENT PERIOD

Members of the public wishing to address the Administrative Committee on matters within its jurisdiction, but not on this agenda, may do so for up to 3 minutes.

There were no public comments received.

5. APPROVAL OF MEETING MINUTES **ACTION**

- a. December 19, 2018 Meeting Minutes

MOTION: On motion by Committee member Uslar and second by Committee member Long and carried by the following vote, the Administrative Committee moved to approve the December 19, 2018 regular meeting minutes.

MOTION PASSED UNANIMOUSLY

6. JANUARY 11, 2019 DRAFT BOARD MEETING AGENDA REVIEW **INFORMATION**

Executive Officer Michael Houlemard reviewed the items on the draft Board agenda for January 11, 2019. There were no questions or comments from the Committee or public.

This item was for information only.

7. BUSINESS ITEMS **INFORMATION/ACTION**

- a. Capital Improvement Plan
- i. Development Forecast Request
 - ii. FY 2019-2020 Capital Improvement Program Schedule

Principal Planner Jonathan Brinkmann announced the due date of January 25, 2019 for the annual request for Development Forecast which begins the FORA Capital Improvement Program planning process. Mr. Brinkmann reviewed the methodology that's used for development of the jurisdictional development forecast. Upon receiving the forecast from the individual jurisdictions FORA staff will review and bring it back to the Committee to confirm. Mr. Brinkmann presented the draft FY 2019-2020 Capital Improvement Schedule to the Committee to review. There were no questions or comments from the Committee or public.

Information item only – no vote taken.

- b. Economic Development Update
- i. Drones Automation & Robotics Technologies
 - ii. Monterey Bay Sustainable Hospitality Summit
 - iii. Opportunity Zones

Executive Officer Michael Houlemard provided a brief background on FORA's Economic Development Program. Economic Development Manager Josh Metz updated the Committee on the 2nd Monterey Bay Sustainable Hospitality Summit which will be held on January 10 & 11, 2019 at the Portola Hotel and Spa. Mr. Metz provided a presentation on the Monterey Bay Drone, Automation, Robotics, Technology ("DART"). FORA staff is working with multiple public and private partners to advance a concept to establish and grow a regional DART cluster in the Monterey Bay Area. Mr. Metz also gave overview on Opportunity Zones in the Monterey County, which falls under the new Federal Tax Code which is intended to provide a new investment incentive in these designated areas. Staff responded to questions and comments from the Committee.

Information item only – no vote taken.

c. Transition Plan update

Assistant Executive Officer Steve Endsley provided an overview of the approved Transition Plan. The approved Transition Plan and supporting documents were submitted to LACFO by the required date. The Committee had previously directed staff to add additional columns to the contract matrix to capture if there was an explicit end date, financial/contractual and the status. Mr. Brinkmann presented/reviewed a sample of the contract matrix with the requested added columns and went through several of the contracts to ensure staff has captured all the needed columns. The committee requested staff to update the contract matrix, by adding back in the columns for “status”, “link”, Assignment clause “section” and “Agreement #” that correspond to the Transition Plan Resolution, and email the document to the Committee members to review prior to the next scheduled meeting. Staff responded to questions and comments from the Committee.

Information item only – no vote taken.

d. 2019 Administrative Committee Meeting Schedule

Mr. Houlemard presented the 2019 Administrative Committee meeting calendar, noted the calendar is based on the approved 2019 Board Meeting schedule. There were no questions or comments from the Committee.

Information item only – no vote taken.

8. ITEMS FROM MEMBERS

Executive Officer Houlemard reminded the Committee Members of the tradition of requesting if a member would like to volunteer to become the Chair for the next year. If there are no volunteers the acting Chair assumes the Chair position for the next year.

9. ADJOURNMENT at: 9:59 a.m.

Minutes Prepared By:
Heidi Lizarbe
Administrative Coordinator

FORT ORD REUSE AUTHORITY BOARD REPORT

CONSENT AGENDA

Subject: Prevailing Wage Status Report

Meeting Date: February 8, 2019

Agenda Number: 7e

INFORMATION/ACTION

RECOMMENDATION(S):

Receive Prevailing Wage Status Report

DISCUSSION:

From October 1, 2018 – December 31, 2018, multiple construction workers were employed on Fort Ord projects. From reported information (California State University (CSU)/Fort Ord Reuse Authority/Marina Coast Water District/Seahaven/County) approximately 143,960 worker hours were utilized and more than 2156 workers employed. An average of 58.1% of those workers were from the tri-County. (Santa Cruz, Monterey and San Benito Counties). These numbers do not include numbers from the City of Marina MCP/University Villages specific plan area (the Dunes housing and any ongoing commercial).

Staff continues to field calls from potential developers on projects located on former Fort Ord property as to the requirements for paying prevailing wages. The Building Trades report that there is nothing “new”, but continues in the ongoing issues reported in the last quarterly report: obtaining records and ensuring the workers on the Fort Ord projects are properly paid their prevailing wages.

FISCAL IMPACT:

Reviewed by FORA Controller _____

Staff time for this item is included in the approved annual budget.

Prepared by _____
Sheri Damon

Approved by _____
Michael A. Houlemard, Jr.

Placeholder for Item 7f

2019 Chair Committee Appointments

This item will be included in the final Board packet.

FORT ORD REUSE AUTHORITY BOARD REPORT	
CONSENT AGENDA	
Subject:	Public Correspondence to the Board
Meeting Date:	February 8, 2019
Agenda Number:	7g
	INFORMATION/ACTION

Public correspondence submitted to the Board is posted to FORA’s website on a monthly basis and is available to view at <https://www.fora.org/board.html>

Correspondence may be submitted to the Board via email to board@fora.org or mailed to the address below:

FORA Board of Directors
 920 2nd Avenue, Suite A
 Marina, CA 93933

FORT ORD REUSE AUTHORITY BOARD REPORT

BUSINESS ITEMS

Subject:	Transition Plan Update	
Meeting Date:	February 8, 2019	INFORMATION
Agenda Number:	8a	

RECOMMENDATION:

- a. Receive an update/report.
- b. Provide input to staff on compiling or adjusting a list of concerns.

BACKGROUND/DISCUSSION:

On December 19, 2018, the Fort Ord Reuse Authority (“FORA”) Board approved a Transition Plan Resolution (2018 Transition Plan) which was transmitted to the Monterey County Local Agency Formation Commission (LAFCO) prior to December 30 as required by the FORA Authority Act. As reported at the FORA December Board meeting, the Administrative Committee has been reviewing the Contract Matrix as a part of preparation and negotiation discussions on the new Transition Plan Implementing Agreements (TPIAs). That effort continued at the Administrative Committee (two December meetings and two January meetings). The Administrative Committee will continue reviewing the contract matrix in February and provide Draft “To Do” list input.

At the December Board meeting, the Executive Officer reported that he had interviewed possible facilitators at Regional Government Services (RGS). Kendall and Steve Flint of RGS subsequently agreed to assist with facilitating agreements and implementing the Transition Plan. Their resumes are attached for your perusal, and Mr. Houlemard noted their attendance at/during the January FORA Board meeting. Their work plan for January and February is attached.

At the January 11, 2019 FORA Board meeting, the Board took two steps toward implementing the Transition Plan. First, the Board approved a revision to a contract with Economic Planning Systems which included dollars to assist with potential financial/financing issues related to the TPIAs and to provide support to the facilitators, if necessary. Additionally, the Board adopted a Resolution of Intent to Terminate the CalPERS contract. Resolution 19-01 has been transmitted to the CalPERS Board and the noticing of the current and former employees has occurred. We are awaiting CalPERS actuarial evaluation of the terminated agency unfunded liability. We are anticipating a second noticing in January 2020 when the FORA Board takes action to terminate the CalPERS contract. Multiple transition plan issues have arisen related to formal human resources post June 30, 2020, such as:

- Who maintains personnel records?
- Who verifies previous employment history?
- Who is the contact for unemployment benefits?

Our human resources consultants (RGS) are addressing additional questions.

In January FORA staff met with staff from the County of Monterey and the City of Seaside regarding Transition Plan implementing items and status. FORA staff continue to support the Administrative Committee. Each jurisdiction should be aware that it takes a new FORA staff person anywhere from six months to a year to understand the terminology, nature and extent of

the FORA mission. For a successful transition, receiving jurisdictions should expect to ramp up their staffing for analysis (staff must be familiar with the FORA background documents and the receiving contractual documents and analysis), negotiations between and amongst the land use jurisdictions and resource agencies, and finally how to accommodate all the minutiae/details required to execute and comply with the contractual documents. This may require accounting modifications/tracking, etc. within their own organizations that has heretofore been done by FORA and how to share information with regional partners and regulatory agencies. It is anticipated that the Administrative Committee will have a follow up lunch meeting to continue its work on analyzing the contract matrix.

Additionally, in conjunction with staff and ongoing discussions, a “To Do” list has been drafted. It should be noted that as the analysis of the Contract Matrix and TPIA negotiations proceed, this list may be updated. Legislation and/or litigation might also have an impact on the items and timing on the To Do List. A copy of the most recent draft is attached for your perusal. You might note that one of the columns of the “To Do” list includes an area for notes about budget and other concerns that need to be addressed: either through negotiation, legislation, budget items, etc..

During the December FORA Board meeting, Board members and others raised some concerns about issues raised by the 2018 Transition Plan. Depending upon the outcome of negotiations, potential legislation to address issues or clarify the FORA Act, some of these concerns may require revisions to the 2018 Transition Plan:

1. LAFCO/FORA jurisdiction (ability to assign) and requirement to participate post 2020;
2. Survivability of the Base Reuse Plan post 2020 and Master Resolution;
3. Continuation of the Community Facilities District;
4. Financial Shortfalls post 2020 (and who is responsible/how to address):
 - a. Indemnification/Litigation fund
 - b. CalPERS
 - c. Other contingent liabilities
5. Post-FORA governance/management structure of litigation/habitat/financing/risk

On January 28, 2019, FORA staff is scheduled to provide a brief oral Transition Plan presentation to include a progress update and delineating upcoming items to the LAFCO Board.

FISCAL IMPACT:

Reviewed by FORA Controller _____

COORDINATION:

County of Monterey, LAFCO, TAMC, MCWD, Cities of Seaside, Monterey, Del Rey Oaks, Pacific Grove, Marina and Salinas.

ATTACHMENTS:

- Attachment 1: Facilitator Resumes and Work Plan Kendall and Steve Flint
Attachment 2: 1-23-19 DRAFT To Do List

Prepared by _____
Sheri L. Damon

Reviewed by _____
Steve Endsley

Approved by _____
Michael A. Houlemard, Jr.

DRAFT



Kendall Flint

Director of Communications and Strategic Planning

Kendall Flint is an industry professional with more than 25 years of marketing, advertising and public engagement experience. She has created and implemented a broad range of communication, economic development and outreach campaigns for both public and private agencies. Her award-winning work has been honored by the California Association of Public Information Officers, Public Relations Society of America, International Television Association, International Association of Business Communicators and California Local Economic Development Corp., which honored the economic development program for the City of Elk Grove with its Crystal Eagle Grand Prize.

Ms. Flint has produced and directed national public service campaigns featuring Arnold Schwarzenegger, Will Smith and Oscar de la Hoya. She has been a guest lecturer at several California colleges and professional associations including the American Planning Association, California Downtown Association, Association of Environmental Professionals, Public Relations Society of America and Rural Water Forum.

She started her career as West Coast Supervising Producer for CNN. She went on to develop entertainment and travel-related programming for Group W Television. Ms. Flint owned and operated her own marketing firm specializing in marketing, advertising and film production for entertainment, travel and automotive companies for over ten years before joining PMC, a municipal consulting firm. While at PMC she built the firm's public affairs division, created a program for strategic planning for government agencies and served on the firm's management team. Her duties included marketing and business development in addition to serving as Director of Strategic Planning and Communications.

Ms. Flint formed Flint Strategies in 2010 to provide strategic planning, communications and economic development support to public and private agencies. She joined Regional Government Services in February of 2015 and now manages its Communications and Strategic Planning Practices.

EXPERIENCE

REGIONAL PLANNING EFFORTS

Ms. Flint has extensive experience in developing and implementing planning programs, facilitating consensus across multiple agencies including:

- Transportation Agency of Monterey County SR68 Corridor Study
- ACE Forward Public Outreach Support (Stanislaus, Merced and San Joaquin Counties)
- Stanislaus Council of Governments Measure L: Transportation Sales Tax Measure

- Public Outreach to Develop the Measure
- Education Program Prior to 2016 Vote: Passed with 72% of the vote
- Implementation Program

- Merced County Association of Governments Measure V: Transportation Sales Tax Measure
 - Development of Measure V Implementation Plan
 - Staff Support for Oversight and Regional Project Committees

- San Luis Obispo Council of Governments Measure J: Transportation Sales Tax Measure
- Stanislaus Council of Governments 2014 and 2018 RTR/SCS Outreach Programs
- Kings County Association of Governments 2014 and 2018 Regional Transportation Plan/Sustainable Communities Strategy Outreach Programs
- San Joaquin County Association of Governments 2014 Regional Transportation Plan/Sustainable Communities Strategy Outreach Programs
- San Joaquin Valley Regional Planning Agencies Greenprint
- Stanislaus Council of Governments South County Corridor Study
- Stanislaus County Crows Landing Corridor Study
- Stanislaus Council of Governments SR132 Environmental Review Outreach
- City of Modesto SR132 Phase 1 Outreach
- Stanislaus County Faith Home Road
- Kings County Association of Governments Climate Action Plan Development for Member Agencies
- San Luis Obispo County Council of Governments Climate Action Plan Development for Member Agencies

COMMUNICATION PLAN DEVELOPMENT AND IMPLEMENTATION

- On-Call Public Outreach Services

Ms. Flint has provided and continues to provide on-call services to numerous California agencies including:

- The Town of Apple Valley
- The City of Atwater
- The City of Benicia
- The City of Elk Grove
- The City of Rancho Cordova
- The City of Grand Terrace
- The City of Indian Wells
- Merced County Association of Governments
- Stanislaus County Council of Governments

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- **Coastside County Water District** Ms. Flint development a comprehensive outreach strategy which was later implements by the agency to better serve residents and rate payers.
 - **Los Angeles County Environmental Services Division.** Ms. Flint worked with the Los Angeles County Department of Public Works on a two-year public outreach campaign to promote Los Angeles County residential recycling resources. The goal of the Clean LA campaign was to promote a recycling resource Web site (www.cleanla.com) and hotline (888-CleanLA). It is anticipated that promotional efforts will increase countywide usage for these vital resources and result in a greater awareness of the importance and simplicity of recycling.
 - **Tuolumne Utilities District, Communications Plan Development** Ms. Flint developed a comprehensive communications plan for the District to help ensure clear and consistent communications between the agency and its rate payers. The project includes a web-based customer survey and engagement of all departments and Board members.
 - **Metropolitan Transportation Commission, Regional Airport Study** Ms. Flint served as Project Manager in support of MTC's Regional Airport Study. Her work included developing a brand for the work, developing and maintaining a project website, development of collateral materials and the planning and facilitation of regional workshops.
 - **Virgin Islands Waste Management Authority, Branding, Communications Plan Development and Video Production.** Ms. Flint served as project manager for a comprehensive communications audit and plan development for the United States Virgin Islands Waste Management Authority. The agency was established by the Territory to manage wastewater treatment, recycling and sewer services. In addition, Ms. Flint produced a series of videos and public service announcements to educate residents about changes in their service and new programs offered by VIWMA.
 - **Regional Water Authority.** Ms. Flint served as a Strategic Advisor to the Regional Water Authority, a coalition of water providers in Sacramento, Placer and El Dorado counties. Program components include comprehensive media relations, event production, partnership development and public service announcements.
 - **Solano County, First 5 Children and Families Commission.** Ms. Flint served as Project Manager and lead consultant for the development and implementation of a strategic communications plan, Web site and collateral development for Solano County's First 5 Commission. The Communications Plan was selected by the Sacramento Chapter of the Public Relations Society of America as the year's Best Communications Plan.
 - **City of Folsom Dry Year Water Outreach PSA Program.** Ms. Flint created and implemented a partnership with Folsom High School to develop and produce a series of videos and public service announcements promoting efforts the City had undertaken to ensure water service to its residents. The program involved more than 100 students and gave each of them an opportunity to learn production skills as well as conservation.

- **City of Elk Grove, Old Town Revitalization.** Ms. Flint developed and implemented a multilevel public outreach program to promote the City's efforts in its historic Old Town area. The program included local business, resident and stakeholder programs for capital improvement projects, creation of a new special planning area and future finance programs. She created a complete branding campaign for all communications efforts related to Old Town and increased public participation at meetings and events by 300%. Ms. Flint created a unique Web site for all Old Town projects, e-newsletters and direct mail programs. She also coordinated media relations efforts, served as spokesperson for the project on behalf of the City and facilitated public meetings and presentations. Winner of the California Local Economic Development's 2005 grand prize for economic development programs.
- **Elk Grove Police Department Recruitment Campaign.** Ms. Flint developed and implemented a comprehensive recruitment program for the City's newly formed police department. Components included videos, public service announcements, print advertisements and collateral material development. Winner of the California Association of Public Information Officials best video for 2005.
- **City of Dana Point; Clean Beaches, Clean Oceans Campaign.** Ms. Flint created and implemented a public outreach campaign to promote practices relating to clean water. Components included public service announcements, video presentations, collateral materials and public presentations.
- **Regional Occupation Programs of California, Branding and Marketing Program.** Ms. Flint created an integrated branding, marketing and public awareness campaign designed to increase student enrolment and business participation in California's Regional Occupation Programs. The campaign included public service announcements, video production, brand development and collateral design and development of corporate partnerships. This program was honoured by the Public Relations Society of America and the International Association of Business Communicators.

STRATEGIC PLANNING

- **City of Poway Strategic Plan and Departmental Implementation Plans** Ms. Flint recently completed a comprehensive strategic planning process across all department for the City of Poway, including the development of individual plans for all departments including public safety and utilities.
- **City of Corona Strategic Plan** Ms. Flint recently completed the City of Corona's 2014-2019 Strategic Plan. The creation of the Plan included input from the City Council, key staff, residents, the business community and other key stakeholders. Work included an electronic survey for residents and staff, a community workshops and a Council workshop. The result is a plan that now serves as the blueprint for the organization in how future decisions are made. The plan addresses the City's unique needs, establishes realistic priorities, and will help ensure the most effective use of City resources by focusing those resources on priorities identified in the Strategic Plan.

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- **Stanislaus County Council of Governments Board Retreats (Organizational Model, Strategic Planning) 2011-Present** Ms. Flint has provided meeting planning, facilitation and strategic planning to StanCOG since 2011 including a recent effort to assess the structure of the Joint Powers Authority.
 - **City of Grand Terrace 2040 Vision and 2014-2020 Strategic Plans** Ms. Flint helped the City of Grand Terrace focus extremely limited fiscal and human resources on a shared City Council vision. As part of this effort, Ms. Flint interviewed all Council Members and staff, including contract staff and volunteers, and reviewed the City's financials for the past three years. The results of these interviews were used to structure a two-day study session with Council, staff and members of the public. The discussion, at times spirited, resulted in the City's first long range planning effort, 2040 Vision and 2014-2020 Strategic Plan. Following adoption, the City hired Flint Strategies to complete individual implementation plans for each City department to support the City Council's vision. The City has already begun implementation recently adopting a new Communications Plan, Finance Plan and increasing efficiency of Development Services.
 - **Metropolitan Transportation Commission, Citizens Advisory Committee Review and Reorganization** MTC asked for a review of the form and function of its three advisory committees and recommendations for future organization. Ms. Flint served as the Project Manager for this review which included research regarding similar agencies, multiple meetings with citizen groups and MTC staff, and a complete review of the committee work products. Her recommended consolidation of the committees into one and restructuring was adopted by the MTC Board in November of 2009.
 - **Alameda County Congestion Management Agency, 2008 and 2009 Board Retreat Meeting Planning & Facilitation** Ms. Flint provided planning, collateral development and facilitation for the Alameda County Congestion Management Agency's 2008 and 2009 Board Retreats. This included an education segment regarding climate change and the use of electronic click polling for attendees. The board members are elected officials representing the 14 cities and 6 communities in the ACCMA service area. As the facilitator, Ms. Flint's helped staff set the agenda, develop appropriate educational and background documents and then guided the group through a series of discussions to develop the board's priorities and action items for 2009 and 2010.
 - **Town of Apple Valley, 2020 Vision Plan.** Ms. Flint served as Project Manager and lead facilitator for the Town's 2020 Strategic Vision Plan process. The project involved interviews with Town Council, Town Manager and Town staff following by an intensive series of workshops to develop the Town's overall Mission, Vision and Goals for the next ten years. Ms. Flint assisted the agency in identifying ten major goals and then facilitated a collaborative interactive effort to develop Strategies, Tactics, Benchmarks and implementation plans and policies to guide the Town's management.
 - **City of Indian Wells Strategic Planning.** The City of Indian Wells utilized Ms. Flint for strategic planning assistance for several areas including the City's five-year strategic marketing plan, communications training for staff and a controversial relocation program involving its senior affordable housing complex. Ms. Flint provided on-call services to the

City Manager and Director of Marketing and Public Relations for these and a variety of other programs.

- **Sacramento Metropolitan Air Quality Management District, Environmental Justice Audit.** Ms. Flint served as project manager for a comprehensive environmental justice audit for the Air Quality Management District. The audit determined the impact of outreach and programs on socioeconomically disadvantaged populations within the District's service area.
- **County of San Luis Obispo Planning and Building Department Communications Audit.** Ms. Flint was project manager and primary developer of a comprehensive communications audit to improve both internal and external communications programs.

PUBLIC ENGAGEMENT IN SUPPORT OF PLANNING

- **San Mateo County Princeton Planning Update** Plan Princeton is a study being conducted by San Mateo County to update the land use plan for Princeton by the Sea. The project will focus on the area west of and including Highway 1, between Pillar Point Harbor and Moss Beach. The purpose of this project is to make a comprehensive update to the policies, plans, and standards regulating the Princeton study area. Ms. Flint has is leading an incredibly successful outreach effort which includes a project website yielding thousands of site visits and more than 300 eNews sign ups, eBlasts to 3000+ Coastside residents, a series highly attended public meetings and workshops, social media, news media and coordination with all of the Coastside communities.
- **Santa Cruz Corridors Study** Flint is currently managing two programs for the City of Santa Cruz. The Corridor Study is a community based assessment of existing land use designations and plans for improving accessibility and investments.
- **City of Mountain View, Shoreline Corridor Study** Ms. Flint recently completed an award-winning effort for the City of Mountain View to enhance connectivity between public transportation and larger employers in the area. This included walking tours, biking tours and interactive workshops.
- **Metropolitan Transportation Commission 2035 Regional Transportation Plan Outreach.** Ms. Flint served as project manager and lead facilitator for MTC's comprehensive public involvement program for its 2035 Regional Transportation Plan, a three-year program designed to engage residents, stakeholders and elected officials throughout the nine-county Bay Area. Her involvement included planning and staffing for a joint MTC/ABAG Regional Summit attended by 800 people, development of fact sheets, facilitation of public meetings, technical committee facilitation, e-mail advisories, interactive click polling and supervision of the agency's online database used by member agencies to propose transportation projects.
- **City of Chico, General Plan Update.** Ms. Flint currently served as project manager for all outreach and community involvement activities including public meetings, Web site development and community facilitation, including facilitation of multiple stakeholder

meetings with diverse viewpoints and coordination between planning, environmental and design teams.

- **City of Madera, General Plan Update.** Ms. Flint served as project advisor for all outreach and community involvement activities surrounding the City of Madera's General Plan Update and associated EIR. Outreach includes Web-based outreach, newsletters and collateral materials.
- **City of Pinole, General Plan Update.** Ms. Flint served as project advisor for all outreach and community involvement activities including public meetings, Web site development and community facilitation.
- **County of Napa General Plan Update.** Ms. Flint served as project manager for all outreach and community involvement activities surrounding the Napa County General Plan Update and associated EIR. The program included a comprehensive multilevel campaign involving print, radio and interactive materials. Ms. Flint also created and implemented a highly successful Hispanic outreach program and developed Web-based content for the program.
- **County of Yuba Community Facilitation.** Ms. Flint served as a contract public information officer for the Yuba County Community Development Department. In this role, she provided community outreach services for the Draft Environmental Impact Report for Yuba Highlands, a large development project with a long history of controversy. As a contract PIO, Ms. Flint acted as an extension of County staff to facilitate public participation in the environmental process. Her work included news releases and editorial board meetings, fact sheets, public meetings, a stakeholder database, e-mail advisories, a project information line and ongoing strategic advice. She also served as the project's spokesperson for all media and public inquiries.
- **City of Rancho Cordova, General Plan Update.** Ms. Flint created and implemented a communications program including media relations, direct mail, Internet communications and multi-language communications programs for the City's General Plan Update. She also assisted in facilitation efforts at public meetings.

ECONOMIC DEVELOPMENT

- **City of Elk Grove, Old Town Revitalization Project.** The City of Elk Grove and the Old Town Elk Grove Foundation launched Old Town's revitalization project, which entailed more than 10 months of construction and improvements to streets, sidewalks, lighting, storm drainage and landscaping. The City was concerned about keeping businesses afloat during construction, diversifying businesses in the corridor and attracting new investments. Ms. Flint, working closely with local business, the City and regional interests, developed a brand program for Old Town which included a programmatic approach to business retention and attraction. This included a Web site, direct mail, billboard ads, street banners, newspaper ads, e-mail blasts, school outreach and public service announcements. These items provided a consistent look and feel that gained the community's attention and trust. These efforts paid off. Old Town Elk Grove increased third quarter sales tax revenue by 28

percent, which is impressive since construction was heaviest then, and merchants report tripling their December revenue from the previous year. The area drew two new restaurants and five new retailers during the year. Moreover, the Elk Grove Citizen recognized Old Town businesses as its Business of the Year and credited revitalization as a large contribution to the honour. The California Local Economic Development Corporation honoured this effort with the Golden Eagle, it's Grand Prize for Economic Development Programs.

- **City of Soledad, Cinema Market Study** Ms. Flint is currently the Project Manager for an update to an economic development study she previously prepared for the City of Soledad in 2007. This unique work effort includes a feasibility study for siting a new cinema complex. The study assesses market leakage and surplus in a variety of sectors and will be used to assist the City in attracting new investment as well as identifying a site with the highest chance of success. The study focuses on two potential locations and utilizes data sets with a ten-mile radius of these points.
- **City of Vista, Paseo Santa Fe Connectivity Study** Ms. Flint is currently preparing a connectivity study to support economic development in the City of Vista's redevelopment district. This includes market research, focus groups, electronic surveys, intercept interviews and coordination with local developers and business interests.
- **City of Mesa, AZ Fiesta District** Ms. Flint served as a Project Manager for a comprehensive economic study to guide public and private investment in the City's Fiesta District. The plan included development of a District brand, vision, design guidelines, and schematics for the District's revitalization and an implementation plan for ensuring the vision's realization. The project's overarching goals included beautifying the area and defining a unique sense of place while improving transportation and pedestrian linkages. The team worked collaboratively with the City and the District's key stakeholders to redefine, brand, and improve the project area. Project components included a community outreach strategy, development of a District branding plan, a circulation plan, design concepts, guidelines, and standards for public and private improvements, and an implementation strategy providing financing options and estimated improvement costs with recommended phasing and priorities. The final product is a highly illustrative District Design Handbook which included all previously mentioned components as well as documentation of the planning process and outreach effort.
- **City of Weed, Economic Development Downtown Partnership.** Ms. Flint developed an economic development/downtown master plan implementation strategy for the City. The strategy involved coordination of public meetings, SWOT analysis, market analysis and overall brand development.



Steven C. Flint

Planning Team Leader

Steven Flint has more than 30 years of practical planning experience in both private consulting and public service. As a private consultant Mr. Flint has worked with the development community on multiple projects in southern California and on the central coast. In northern California he has provided contract project support to numerous cities and counties. In the public sector, Mr. Flint has served as Principal Planner and Planning Director for cities in Arizona and California.

Mr. Flint specializes in urban planning and land use development, and has managed a number of planning departments in various jurisdictions. He has served as a senior staff member performing such tasks as preparing general plan element updates and amendments, specific plans, municipal code revisions pertaining to zoning and subdivision regulations, supporting design and environmental assessments of military installations and base closure activities, and processing commercial, industrial, residential, and mixed-use urban development projects through a variety of regulatory agencies. Mr. Flint's experience also includes preparing complex reports and studies on issues such as growth management, coastal development, design review, and development policy evaluation. In addition, he has been involved in the preparation of numerous CEQA documents and related technical studies.

PROFESSIONAL EXPERIENCE

REGIONAL GOVERNMENT SERVICES AUTHORITY, NOVEMBER 2013 - PRESENT

- **City of Mill Valley, July 2018 – Present**

As Lead Planning Advisor, managed the responsibilities of Interim Director of Building and Planning, providing overall project management and administration, and advice regarding personnel actions. Tasks involved managing and assigning the workload of building and planning staff, preparing technical studies, performing building plan checks for compliance with planning conditions and mitigation measures, meeting with applicants and consultants regarding building and planning projects and compliance issues, and attending pre-construction meetings with staff and contractors on-site. Advised and directed the tasks of the Code Enforcement officer in compliance actions and served as Zoning Administrator, conducting hearings and rendering decisions. Attended and presented projects in support of planning staff at Planning Commission meetings and hearings.

- **City of Gilroy, October 2017 – January 2018**

As Lead Planning Advisor, managed the responsibilities of Planning Manager, providing overall project management and administration. Tasks involved managing and assigning the workload of planning staff, preparing technical studies, performing building plan checks for compliance with planning conditions and mitigation measures, meeting with applicants and consultants regarding building and planning projects and compliance issues.

- **Stanislaus Council of Governments (STANCOG), November 2016 – September 2017.** Providing support to STANCOG staff in the implementation of public awareness and educational programs to prioritize critical transportation improvements, develop a regional

Expenditure Plan and set a ballot measure for new funding (establishing Stanislaus County as a Self-Help county).

- **City of Avalon, November 2013 – July 2015.** Provided project support, planning services and technical training to the Planning Director of the City of Avalon on a part-time basis. Tasks involve reviewing staff reports and recommendations to Planning Commission and City Council for entitlement applications, reviewing Zoning Code regulations and evaluating staff interpretations, determining appropriate applications of Code requirements and advising staff of that determination.
- **City of Sausalito, September 2014 – June 2015.** Provided project support and planning services on a part-time basis. Tasks involve providing planning & zoning information to the public, reviewing building permit applications for zoning compliance, evaluating applications for entitlements, preparing staff reports, and making presentations to Planning Commission, Historic Landmarks Board and City Council for action on entitlements, and taking actions to ensure code compliance.

PMC CONSULTANTS, MONTEREY, JUNE 2013 – AUGUST 2015

- **City of Daly City, November 2013 – August 2015.** Providing planning services as an extension of City Planning staff on a part-time basis. Tasks involve reviewing entitlement applications, completing environmental assessments, preparing staff reports and recommendations to Planning Commission and City Council.
- **City of Sunnyvale, June – October 2013.** Provided planning services as an extension of City Planning staff on a part-time basis. Tasks involve reviewing entitlement applications, completing environmental assessments, and preparing staff reports and recommendations to Planning Commission; reviewing current City regulations and policies regarding the submittal of preliminary project plans, evaluating best practices in other jurisdictions and providing recommendations to the Planning Officer.

CITY OF HALF MOON BAY, JANUARY 2007 – MARCH 2012

Directed all functions of the Planning Department and supervised a staff of 6.5 FTE administrative, planning and technical staff in a complex coastal environment. As a Department Head, reported directly to the City Manager, managed contracts and work programs of outside consultants, and represented the Planning Department at all City Council and Planning Commission meetings and public hearings.

PMC CONSULTANTS, RANCHO CORDOVA, MARCH 2001 – DECEMBER 2006

- **City of Half Moon Bay, Planning Director (Interim), September 2006 – December 2006.** Directed all functions of the Planning Department, supervised staff as directed by the City Manager. Managed contracts and work programs of outside consultants, and represented the Planning Department at all City Council and Planning Commission meetings and public hearings.
- **City of Elk Grove, Planning Director (Interim), October 2005 – August 2006.** Served as the Interim Planning Director for nine months while the Planning Director was on maternity leave. Directed all functions of the Planning Division of the City's Development Services Department, including supervising 20 planning, administrative, environmental and technical staff in a fast-growing city of more than 130,000 residents. Served as a member of the City's Management team appointed by the City Manager, and represented the Planning Division at all City Council and Planning Commission meetings and public hearings.

- **City of Elk Grove, Current Planning Manager, August 2004 – September 2005.** Responsible for the day-to-day management of all current planning operations, including the processing of applications, and the supervision of planning staff and technical resources of the Development Services Department. Actively involved in the preparation of Special Planning Area regulations and in the comprehensive update of the City's Zoning Ordinance, including contract management, managing consultant teams and administering public workshops and hearings conducted by the Planning Commission.
- **City of Ione, City Planner, June 2003 – October 2005.** Managed all aspects of the city's planning functions, including the review and processing of development plans, subdivisions, and environmental assessment. Principally involved in the preparation, processing and adoption of General Plan elements; worked with the City Engineer in revising the Municipal Code subdivision regulations, zoning and development standards; Enacted February 2004.
- **City of Elk Grove, Project Manager, March 2001 – July 2004.** Processed various applications for entitlements, including development plans, subdivisions, and prepared environmental initial studies; Actively participated in public workshops and presented staff reports at public hearings conducted by the Planning Commission and City Council.

ADDITIONAL RELEVANT EXPERIENCE

- **APC Productions, Inc., Project Manager, August 1993 – 2001.** Technical writer and producer of educational and public outreach video presentations specializing in public relations and governmental affairs.
- **De Lorenzo & Associates, Project Planner, October 1991 – May 1993.** Contract planner supporting Base Closure and Reuse (BRAC) efforts related to Marine Corps Air Station Tustin, including site planning a 2,000± acre helicopter airfield at Marine Corps Air Ground Combat Center Twenty-nine Palms, EIS modifications and site planning for for expansion of airfield facilities at Marine Corps Base Camp Pendleton, and housing assessments for Coast Guard billets on the Humboldt County coast.
- **Corbin Yamafuji Partners, Project Manager, November 1986 – September 1991.** Project Manager for large-scale Specific Plans, General Plan Amendments, zone changes and environmental studies in Southern California.
- **City of San Clemente, City Planner, January 1983 – July 1986.** Directed and supervised all activities and functions of the City Planning Department, including staff management, under the supervision of the Community Development Director. Served as secretary to the Planning Commission.
- **City of Tucson (AZ) Planning Department, July 1976 – December 1982.**
Principal Planner, May 1980 – December 1982. Under the supervision of the Deputy Planning Director, managed all aspects of the comprehensive revision of the City Zoning Code from initial research to working with citizen committees and public officials.

EDUCATION

B.S., Landscape Architecture, University of Arizona, Tucson

OFFICIAL DUTIES

- **City of Dana Point, Planning Commissioner, 1996–1997**
- **Coastside County (San Mateo) Water District Board of Directors, Elected December 2014-2017**

Placeholder for Part of Attachment 1 to Item 8a

RGS Work Plan

This item will be included in the final Board packet.

- END -

**DRAFT
BOARD PACKET**