



Fort Ord Reuse Authority

920 2nd Avenue, Suite A, Marina, CA 93933

Phone: (831) 883-3672 • Fax: (831) 883-3675 • www.fora.org

BASE REUSE PLAN POST-REASSESSMENT ADVISORY COMMITTEE MEETING

3:00 P.M. MONDAY, August 19, 2013

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

AGENDA

1. CALL TO ORDER AT 3:00 P.M.

2. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE

3. PUBLIC COMMENT PERIOD:

Members of the audience wishing to address the Advisory Committee on matters within the jurisdiction of FORA, but not on this agenda, may do so during the Public Comment Period. Public comments are limited to three minutes. Public comments on specific agenda items will be heard under that item.

4. APPROVAL OF August 12, 2013 MEETING MINUTES

5. NEW BUSINESS

Base Reuse Plan Post-Reassessment Colloquium Planning

ACTION

- i. Provide direction on proposed colloquium format/scheduling
- ii. Provide direction on list of potential colloquium speakers
- iii. Provide direction after reviewing results of FORA Board poll on days for 3-day colloquium
- iv. Consider next steps

6. ITEMS FROM MEMBERS

7. ADJOURNMENT

NEXT PROPOSED MEETING: August 26, 2013 at 3:00 pm

*Information about items on this agenda or persons requesting disability related modifications and/or accommodations can contact the Deputy Clerk at: 831-883-3672 * 920 2nd Avenue, Suite A, Marina, CA 93933 by 5:00 p.m. one business day prior to the meeting. Agendas can also be found on the FORA website: www.fora.org.*



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BASE REUSE PLAN POST-REASSESSMENT ADVISORY COMMITTEE MEETING 3:00 P.M. MONDAY, August 12, 2013

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

ACTION MINUTES

1. CALL TO ORDER AT 3:00 P.M.

Confirming a quorum, Fort Ord Reuse Authority (FORA) Board of Directors Chair Jerry Edelen called the meeting to order at 3:10 PM. The following people, indicated by signatures on the roll sheet, attended:

Committee Members

Dr. Tom Moore, MCWD
Gail Morton, City of Marina
Jerry Edelen, City of DRO
Victoria Beach, City of Carmel
-by-the-Sea
President/Dr. Eduardo Ochoa,
CSUMB

Other Attendees

Michael Houlemard, FORA (via conference phone)
Kristi Markey, Supervisor Jane Parker's office
Jane Haines, member of the public
Scott Waltz, Sierra Club representative
Steve Endsley, FORA
Jonathan Garcia, FORA
Andre Lewis, CSUMB

2. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE: None.

3. PUBLIC COMMENT PERIOD: None.

4. APPROVAL OF June 27, 2013 MEETING MINUTES:

Motion: Committee member Dr. Tom Moore moved approval of the minutes as presented, seconded by Committee member Victoria Beach.

Motion Passed: unanimous.

5. NEW BUSINESS

Base Reuse Plan Post-Reassessment Colloquium Planning

ACTION

- i. Discuss colloquium coordination with CSUMB.

Committee members greeted CSUMB President Eduardo Ochoa and began discussion of coordination efforts.

- ii. Review four discussion topics

Committee members reviewed the four discussion topics and discussed how they had evolved since the original colloquium concept developed by Committee member President Eduardo Ochoa.

- iii. Provide direction on proposed colloquium format/scheduling

The Committee discussed anticipated outcomes from the colloquium, such as: benefiting the local community through outside expertise and sharing of ideas, developing a common knowledge base, and learning best practices from successful and unsuccessful case studies. Committee members noted that creating a high-quality colloquium event was preferable to an aggressive delivery schedule. The Committee agreed in general terms to a 3-day colloquium concept:

Day 1: President Eduardo Ochoa to convene the event and introduce four topics
Discussion Topic #1: Economic Development

Day 2: Discussion Topic #2: BRP Design Guidelines

Day 3: Discussion Topic #3: Blight Removal (one-third of day)
Discussion Topic #4: National Monument (one-third of day)
Closing: Summarize and synthesize key ideas (one-third of day)

iv. Consider next steps

For the next PRAC meeting, the following tasks were identified:

1. FORA staff will complete an updated Colloquium Format/Schedule for review.
2. FORA staff, working with CSUMB, will present a list of potential colloquium speakers with speaker bios attached.
3. FORA staff will poll its Board members to ascertain a preferred 3-day combination for the colloquium. Option 1: Wed., Thurs., Fri.
Option 2: Thurs., Fri., Sat.
Option 3: Fri., Sat., Sun.
4. Next PRAC meeting was scheduled for Monday, August 19, 2013 at 3:00 pm.
6. **ITEMS FROM MEMBERS:** None.
7. **ADJOURNMENT:** The meeting was adjourned at approximately 4:30 pm.

Minutes prepared by Jonathan Garcia.

**FORT ORD REUSE AUTHORITY
POST-REASSESSMENT POLICY ADVISORY COMMITTEE ("PRAC") REPORT**

NEW BUSINESS

Subject:	Base Reuse Plan Post-Reassessment Colloquium Planning	
Meeting Date:	August 19, 2013	ACTION
Agenda Number:	5	

RECOMMENDATION

- i. Provide direction to staff on proposed colloquium format/scheduling;
- ii. Provide direction on list of potential colloquium speakers;
- iii. Provide direction after reviewing results of FORA Board poll on days for 3-day colloquium; and
- iv. Consider potential next steps in the colloquium planning process.

BACKGROUND

At its August 12, 2013 meeting, the PRAC began to coordinate and discuss colloquium planning with CSUMB, reviewed the four discussion topics approved by the FORA Board on July 12, 2013, provided direction on the proposed colloquium format/scheduling, and provided direction to staff on next steps.

DISCUSSION

i. Provide direction to staff on proposed colloquium format/scheduling— The proposed Day 1 through Day 3 schedule is presented in the following three tables:

Day 1 – Economic Development Discussion Topic

Keynote Speaker/Host: President Eduardo Ochoa – overview of four discussion topics	9:00-10:30 am
Panel #1 "Economic Development" Discussion and Q&A (big picture)	10:30-12:00 pm
Lunch Break	12:00-1:00 pm
Afternoon Break-out Sessions (detail)	1:00-3:30 pm
Break-out Sessions Reporting Back and Adjournment	3:30-4:30 pm

Day 2 – Base Reuse Plan Design Guidelines

Introduction to Day 2	9:00-9:30 am
Case Studies Presentation, including FORA Highway 1 Design Corridor Design Guidelines adopted in 2005	9:30-10:30
Panel #2 “Design Guidelines” Discussion and Q&A (big picture)	10:30-12:00 pm
Lunch Break	12:00-1:00 pm
Afternoon Break-out Sessions (Detail)	1:00-3:30 pm
Break-out Sessions Reporting Back and Adjournment	3:30-4:30 pm

Day 3 – Blight Removal Discussion Topic, National Monument Discussion Topic, and Conclusion

Introduction to Day 3	9:00-9:30 am
Panel #3 “Blight Removal” Discussion and Q&A (big picture)	9:30-10:30 pm
Morning Break-out Sessions (Detail)	10:30-11:30 pm
Lunch Break	11:30-12:30 pm
Panel #4 “National Monument” Discussion and Q&A (big picture)	12:30-1:30
Afternoon Break-out Sessions (Detail)	1:30-2:30 pm
Conclusion	2:30-4:30 pm

ii. Provide direction on list of potential colloquium speakers— A potential list of speakers is included below (list in progress). Speaker biographies are included in **Attachment A** to this report.

Economic Development

Mary Jo Waits, Director of the Economic, Human Services, and Workforce Division for the National Governors Association

Janet Smith-Heimer, Bay Area Economics

Jim Musbach, Economic and Planning Systems

Daniel Press, UC Santa Cruz, Economist

Brent Hawkins, BBK, Redevelopment Attorney

Craig Seymore, RKG Associates

Jennifer Ott, Deputy City Manager, Alameda

Christine Shingleton, former ADC President
Stephen Proud, Lennar Urban
Manuel Pastor, USC
Bryant Monroe, OEA Deputy Director

Design Guidelines

Denise Duffy, DD&A
Individual from Skidmore, Owings, and Merrill
T. Luke Young, Architecture for Humanity

Blight Removal

Brian Congleton, Architect
Stan Cook, FORA
Lenny Segal, Center for Public Environmental Oversight
City of Emeryville expert (former industrial site blight removal and redevelopment)

National Monument

Brian Mullis, CEO of Sustainable Travel International
Megan Epler Wood, founder of Epler Wood International
Martha Honey, founder of the Center for Responsible Travel
BLM representative
Ben Alexander, Headwaters Economics
Kent Glenzer, MIIS professor
Jeffrey Langholz, MIIS professor

Facilitator

Palo Alto group reference from Andre Lewis
Architect reference from Andre Lewis
Scott McCreary, CONCUR Inc.

FISCAL IMPACT

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

Prepared by Jonathan Garcia
Jonathan Garcia

Reviewed by D. Steven Endsley
Steve Endsley

Approved by _____
Michael A. Houlemard, Jr.

Potential Speaker Biographies (list in progress):

Economic Development

Mary Jo Waits, Director of the Economic, Human Services, and Workforce Division for the National Governors Association

EXPERTISE: As director of the Economic, Human Services & Workforce (EHSW) Division, Waits oversees research, policy analysis, technical assistance, and resource development for the division. The EHSW Division works with states to identify, share and implement best practices on issues such as: preparing strategies to support innovation; fostering cluster-based economic development; facilitating innovative entrepreneurship; preparing comprehensive strategies to transition to a green economy; fostering a skilled workforce; reducing poverty and unemployment; ensuring the well-being of children and older adults; improving public safety; and combating identity theft. The division also prepares reports and provides technical assistance on policy options states can use to foster innovation-driven economic growth; link workforce and economic development strategies; align universities and community colleges with state economic development goals; reduce the number of children in foster care; and reduce poverty.

BACKGROUND: Previous Positions: Center Director and Project Director, Pew Center on the States, a division of The Pew Charitable Trusts; President, Mary Jo Waits and Associates; Senior Fellow, Center for the Future of Arizona; Associate Director of the Morrison Institute for Public Policy, Arizona State University; Director of Development, Major Gifts, College of Business, Arizona State University; Assistant Director for the Arizona Governor's Office of Policy Development and Planning during the Babbitt Administration; member of the Economic Development Quarterly's editorial board.

Education: MPA, University of Southern California; advance studies for Ph.D., University of Michigan; B.A. in Political Science, Drew University with semesters at the London School of Economics and Georgetown University.

Janet Smith-Heimer, MBA, Bay Area Economics Managing Principal. Janet has specialized in real estate economics and sustainable urban development for more than 30 years. Janet is the founder and President of BAE, an award-winning consulting firm specializing in urban economics and public-benefit urban development. Since its founding in 1986, BAE served more than 1,800 clients in the public, private, and non-profit sectors. Janet is passionate about creating sustainable cities, providing affordable housing, and growing innovative economies. BAE is noted for a commitment to a flexible workplace, which leads to a stable group of dedicated professionals. BAE has been recognized as one of the 100 largest women-owned firms in the San Francisco Bay area

for over 20 years. Specialties: Financial Analysis, market analysis, affordable housing, economic development, fiscal impact analysis, economic impacts, and P3 negotiations.

Jim Musbach, Economic and Planning Systems, Inc. James Musbach is a Managing Principal with Economic & Planning Systems, a land economics consulting firm with offices in Berkeley, Sacramento, and Denver. Mr. Musbach has over 30 years of experience as a consulting land economist, and has been involved in the planning and implementation of projects throughout the United States ranging from large-scale master plans and complex redevelopment and reuse projects to individual real estate projects and the formulation of land use policy. He has developed innovative approaches to redevelopment and reuse strategies and financing programs that can overcome the financial hurdles to successful development, and is a frequent writer and speaker on urban economic issues.

Daniel Press, UC Santa Cruz

Research Interests: Environmental politics and policy, with a focus on the U.S.; land preservation, water quality regulation and management, industrial ecology, policy analysis.

Biography, Education and Training:

B.S. Fermentation Science (emphasis on enology), University of California, Davis, 1984.

M.A. Public Policy, The Claremont Graduate University, 1988.

PhD. Political Science, The Claremont Graduate University, 1992.

Honors, Awards and Grants:

Olga T. Griswold Professor of Environmental Studies, 2007-present

Golden Apple Teaching Award, Social Sciences Division, 2008

Co-Chair, Pepper-Giberson Endowed Chair in Environmental Studies, 1996-2002

Excellence in Teaching, University of California, Santa Cruz, 1996

T. Brent Hawkins, BBK, Redevelopment Attorney

T. Brent Hawkins is a partner in the Municipal Law practice group of Best Best & Krieger LLP. Prior to joining the firm in 2010, he was a shareholder with McDonough Holland & Allen in Sacramento.

Mr. Hawkins practices redevelopment, land use, housing and environmental law (both transactional and litigation). He represents clients throughout California and in other western states, including Nevada and Idaho. His practice emphasizes negotiation of development and redevelopment transactions, asset management, preparation and lobbying of redevelopment legislation, and development and redevelopment related litigation.

Mr. Hawkins currently represents the cities of Brentwood, Capitola, Davis, Foster City, Hawthorne, Long Beach, Sacramento, San Jose, Santa Cruz, Santa Rosa, and others. He also represents various private development companies. In addition, Mr. Hawkins serves as general counsel to the California Redevelopment Association.

Mr. Hawkins' litigation experience includes practice before state and federal courts relative to the Community Redevelopment Law, California Environmental Quality Act and California Relocation Assistance Act, as well as eminent domain and planning and zoning law. He was the lead attorney in *CRA v. Genest*, which successfully challenged the State of California's shift of \$350 million in tax increment revenue to Educational Revenue Augmentation Funds. Mr. Hawkins lectures frequently for organizations such as the California Redevelopment Association, League of California Cities and the University of California. He is chairman of the California Redevelopment Association Legal Committee.

Craig Seymore, RKG Associates

Mr. Seymour joined RKG Associates, Inc. in 1987. His primary area of expertise includes economic analysis, financial forecasting, strategic planning, feasibility analysis, real property valuation, and project management. Mr. Seymour has over twenty-five years of extensive experience in economic development, the socioeconomic evaluation of major projects, business and community planning and redevelopment financing. His responsibilities include management of the firm's economic and financial oriented consulting services, including the appraisal and research functions.

Mr. Seymour has an AB in Economics/Civil Engineering from Brown University, Providence, Rhode Island, and a Masters of Business Administration (MBA) from the University of New Hampshire.

Jennifer Ott, Deputy City Manager, City of Alameda

Christine Shingleton, former ADC President, former City of Tustin Assistant City Manager

Stephen Proud, Lenar Urban

Stephen Proud is the Project Manger leading Lennar's effort's to redevelop the former Treasure Island Naval Station into a vibrant mixed-use community. He is responsible for all activities associated with securing entitlements for the community, which includes the preparation of a master plan for the base, acquiring the property for the United States Navy and the City and County of San Francisco, and advancing the project through the public approval process.

Prior to joining Lennar, Mr. Proud served as the Project Manager for the redevelopment of Alameda Point for the City of Alameda. In this capacity, Mr. Proud led the negotiations for the acquisition of Alameda Point from the United States Navy served as the point person for the City's long-term planning and redevelopment activities. Prior to joining the City of Alameda, Mr. Proud served as the Deputy Executive Director for the Treasure Island Development Authority, the agency charged with the redevelopment of former Naval Station Treasure Island. In addition, Mr. Proud was a consultant with Bay Area Economics, an urban economics/real estate consulting firm involved in several base closure projects including Mare Island Naval Shipyard, Oak Knoll Naval Hospital, and the David Taylor Research Center in Annapolis, Maryland. He has a Bachelor of Arts in

Economics and a Master's Degree in City and Regional Planning from California Polytechnic University San Luis Obispo.

Manuel Pastor, USC, Economist

Dr. Manuel Pastor is Professor of Sociology and American Studies & Ethnicity at the University of Southern California where he also serves as Director of USC's Program for Environmental and Regional Equity (PERE) and co-Director of USC's Center for the Study of Immigrant Integration (CSII). Founding director of the Center for Justice, Tolerance, and Community at the University of California, Santa Cruz, Pastor holds an economics Ph.D. from the University of Massachusetts, Amherst, and has received fellowships from the Danforth, Guggenheim, and Kellogg foundations and grants from the Irvine Foundation, the Rockefeller Foundation, the Ford Foundation, the National Science Foundation, the Hewlett Foundation, the California Environmental Protection Agency, the California Wellness Foundation, and many others. In recent years, his research has focused on the economic, environmental and social conditions facing low-income urban communities in the U.S., resulting in articles published in *Economic Development Quarterly*, *Review of Regional Studies*, *Social Science Quarterly*, *Journal of Economic Issues*, *Journal of Urban Affairs*, *Urban Affairs Review*, *Urban Geography*, and elsewhere. He has also conducted research on Latin American economic conditions, with articles published in journals such as *International Organization*, *World Development*, *Journal of Development Economics*, *Journal of Latin American Studies*, *Latin American Research Review*, and *Foreign Affairs*.

His most recent book is *Just Growth: Inclusion and Prosperity in America's Metropolitan Regions* (Routledge Press) which was co-authored with Chris Benner. Previous volumes include *Uncommon Common Ground: Race and America's Future* (W.W. Norton 2010; co-authored with Angela Glover Blackwell and Stewart Kwoh), *This Could Be the Start of Something Big: How Social Movements for Regional Equity are Transforming Metropolitan America* (Cornell University Press 2009; co-authored with Chris Benner and Martha Matsuoka), *Staircases or Treadmills: Labor Market Intermediaries and Economic Opportunity in a Changing Economy* (Russell Sage 2007, co-authored with Chris Benner and Laura Leete), *Searching for the Uncommon Common Ground: New Dimensions on Race in America* (W.W. Norton 2002; co-authored with Angela Glover Blackwell and Stewart Kwoh) and *Regions That Work: How Cities and Suburbs Can Grow Together* (University of Minnesota Press 2000; co-authored with Peter Dreier, Eugene Grigsby, and Marta Lopez-Garza), a book that has become a standard reference for those looking to link neighborhoods and regions. Dr. Pastor speaks frequently on issues of demographic change, economic inequality, and community empowerment and has contributed opinion pieces to such outlets as the *Los Angeles Times*, the *San Jose Mercury News*, the *Los Angeles Business Journal*, and the *Christian Science Monitor*. In January 2002 was awarded a Civic Entrepreneur of the Year award from the California Center for Regional Leadership and in 2012 he received the Wally Marks Changemaker of the Year award from the Liberty Hill Foundation. He is a member of the Building Resilient Regions research network sponsored by the MacArthur Foundation.

Bryant Monroe, OEA Program Lead (BRAC)

Design Guidelines

Denise Duffy, founder of Denise Duffy and Associates, over 30 years of experience in professional planning and environmental consulting services to public and private sector clients.

Individual from Skidmore, Owings, and Merrill

T. Luke Young, Architecture for Humanity

T. Luke Young brings to the organization more than 13 years of experience in architecture, urban planning, and social infrastructure design. He has worked primarily in Latin America, Asia and the U.S. Through his work he has integrated participatory planning, vernacular architecture and innovative design concepts to foster urban settlement initiatives that include residents, are sensitive to their culture and needs, and respect the natural and built environment. He has worked with Architecture for Humanity since 2009 when in partnership with two collaborators was awarded the Founder's Prize in the 2009 Open Architecture Challenge and again in 2010 as a volunteer in Port-au-Prince.

He earned a Bachelor degree in Historic Preservation from Roger Williams University, a Master in Architectural Studies and a Master in Urban Planning, both from MIT. T. Luke has volunteered his time in marginalized neighborhoods in Colombia and Haiti to promote more equitable spaces.

"I love architecture because it has a universal power to nourish humanity."

Blight Removal

Brian Congleton, Architect

Carmel Architect Brian Congleton AIA received his Architecture Degree from the University of Colorado in 1970, and is licensed in Colorado and California. He has been providing architectural services since 1975, master planning and designing commercial and community facilities, multifamily housing, historic preservation and renovation of existing properties. Congleton has supplemented his architectural practice with community involvement, serving on the following boards:

Carmel Planning Commission 1990-1993.

Carmel Design Traditions Committee 1998-2002.

Monterey County Economic Development Commission 1996-1999.

American Institute of Architects since 1987, President 2004.

Co-chair AIAMB Concepts Competition for Housing 2001-2004.

Member of Rotary since 1987, president Carmel Rotary Club 2009-2010.

Stan Cook, FORA, nearly 20 years of building removal experience on former Fort Ord and prior experience in the deconstruction industry.

Lenny Segal, Center for Public Environmental Oversight

Lenny Siegel has been Executive Director of the Center for Public Environmental Oversight since 1994. He is one of the environmental movement's leading experts on both military facility contamination and the vapor intrusion pathway, and for his organization he runs two Internet newsgroups: the Military Environmental Forum and the Brownfields Internet Forum.

In July 2011, Siegel was awarded U.S. EPA's Superfund Citizen of the Year award. Siegel serves on numerous advisory and technical committees including, the Moffett Field Restoration Advisory Board, the National Research Council's Committee on Future Options for Management in the Nation's Subsurface Remediation Effort, and the California Brownfield Reuse Advisory Group. Siegel is founder of the Save Hangar One Committee, working to restore and reuse Moffett Field's landmark dirigible hangar.

City of Emeryville expert (former industrial site blight removal and redevelopment)

National Monument

Brian T. Mullis, CEO of Sustainable Travel International

Brian T. Mullis is an internationally recognized expert in sustainable tourism development and destination stewardship. He founded Sustainable Travel International in 2002, and continues to serve the organization as its CEO.

Mullis boasts an extensive track record of successful project development and implementation with international partners spanning 20-plus years. During his career, he has designed and developed solutions for destinations and businesses in more than 40 countries across five continents, in areas like low carbon tourism, market access, capacity building, enterprise development, and sustainable tourism standards.

Under his leadership, Sustainable Travel International has become the leading global NGO practitioner focused on innovative sustainable tourism development and conservation solutions for the travel and tourism industry. In 2013, he was appointed to the United States National Travel and Tourism Advisory Board.

Brian has more than 21 years of experience in the travel and tourism industry. He began his career working in National Parks in the United States, then moved on to own and operated an international travel company specializing in adventure travel and ecotourism. His experience includes specialist knowledge of sustainable tourism policy and management frameworks as they relate to biodiversity conservation, cultural-heritage preservation and localized economic development.

Brian has extensive experience working with the tourism value chain in the areas of sustainable and business development. He has assisted hundreds of companies and destinations, from Fortune 500 companies and SMEs to emerging destinations and SIDS.

Megan Epler Wood, founder of Epler Wood International

Megan Epler Wood is the founder and past-president of The International Ecotourism Society (TIES). In January 2003, she launched an international consultancy EplerWood International, an international exchange program for her home city of Burlington, Vermont in cooperation with the Institute of Sustainable Communities, and a web-based Epler Wood Report with analysis, trends, and reviews on issues in the field of sustainable development, conservation and tourism. She has acted as spokesperson, lecturer, and instructor of training workshops for governments, NGOs, and the private sector in Sri Lanka, Trinidad, Tahiti, Samoa, Fiji, Malaysia, Costa Rica, Ecuador, Peru, Brazil, Belize, Australia, Canada, and Kenya. In 2002, Epler Wood's book *Ecotourism: Principles, Practices, and Policies for Sustainability* was published by the United Nations Environment Programme (UNEP) and launched at UN headquarters in New York for the International Year of Ecotourism (IYE). She recently supervised a global stakeholder consultation process for TIES in cooperation with UNEP for IYE with regional meetings held in East Africa, South Asia, Southeast Asia, the Arctic countries, Mesoamerica, and Andean South America to ascertain the status of ecotourism development and to co-develop a set of action recommendations in partnership with local institutions in each region.

Martha Honey, founder of the Center for Responsible Travel

Martha Honey, co-founder and Co-Director of CREST, heads the Washington, DC office. She has written and lectured widely on ecotourism, Travelers' Philanthropy, and certification issues. Her books include *Ecotourism and Sustainable Development: Who Owns Paradise?* (Island Press, 1999 and 2008) and *Ecotourism and Certification: Setting Standards in Practice* (Island Press, 2002). She worked for 20 years as a journalist based in East Africa and Central America and holds a Ph.D. in African history. She was Executive Director of The International Ecotourism Society (TIES) from 2003 to 2006.

BLM representative

Ben Alexander, Headwaters Economics

Ben has extensive experience working with land management agencies, county commissioners, rural development specialists, and ranchers in the West. He has published in the areas of ranch economics, collaborative land management, and community development. Ben holds a B.A. from Tufts University, and an M.A. and M.Phil. from Yale University. - See more at: <http://headwaterseconomics.org/staff/ben-alexander#sthash.Ud9SjknQ.dpuf>

Kent Glenzer, Monterey Institute of International Studies professor

Associate Professor in Organizational Behavior and Development, MPA/MBA

I believe: All of us working for social justice and human rights need to act more structurally, with more historical awareness and collectivity.

What excites me: I get ridiculously energized when people come together and devise new ways of thinking and acting on intractable problems. Such breakthroughs always involve rethinking “normal” categories of thought and action, re-imagining organizational boundaries, and crafting measurement and learning systems that impel us forward. I love facilitating this both in the classroom and the workplace.

Expertise

Organizational and institutional fields; political culture and power; evaluation; nonprofit management and organizational behavior; rights-based approaches; research methods; program strategy and assessment; ethnography of development and development agencies; neoinstitutional organizational sociology; process facilitation; management and leadership development.

Recent Activities

I have collaborative and/or consulting relationships currently with Oxfam, CARE, Firelight, and Emory University’s Masters Program in Development Studies. If all goes well, I’ll be consulting in 2012 on a project focused on building a strategic measurement framework and system related to civil society development in China and on climate change adaptation monitoring, evaluation, and learning processes in a number of countries around the world.

Education

Kent did his undergraduate work in journalism at Northwestern University, his Masters at Cornell University, and Ph.D. work at Emory University. His doctoral research focused on democratic decentralization in sub-Saharan Africa in the late 1990s and early 2000s. His dissertation was a historical ethnography of the intertwining of local and non-local notions of rights, democracy, the citizen, and the state from 1818 to the 21st century in Mali’s inner Niger River delta.

Jeffrey Langholz, Monterey Institute of International Studies professor

I am passionate about: research and teaching that makes a difference and focuses on the “real world” rather than the “ivory tower”.

What excites me about being a professor at MIIS: Our students and faculty are on fire! People here want to build a better world, and have the skills and knowledge to make it happen.

Dr. Langholz’s research focuses on biodiversity conservation and sustainable development. Much of his work takes place in and around protected natural areas, especially in the tropics. His passion is identifying and evaluating resource use options that cover all three pillars of sustainability, i.e. are ecologically, economically, and socially viable. He is a recognized authority on the growing role that privately owned areas play in accomplishing the triple goals of biodiversity conservation, economic development, and social justice. For example, as a past member of the International Union for Conservation of Nature’s World Commission on Protected Areas, he served

as a principal author of the 2004 Private Protected Area Action Plan, approved by delegates from 152 nations at the 5th World Parks Congress in Durban, South Africa. He was also a Visiting Fulbright Scholar at South Africa's Nelson Mandela Metropolitan University for the 2005-2006 academic year, working on a new book called Conservation Cowboys: Perils and Promise of Privately Owned Protected Areas. Dr Langholz's conservation work has been cited in numerous media outlets including: The Wall Street Journal, The New York Times, National Public Radio and The Washington Post.

Recent Accomplishments

Dr. Langholz recently co-authored a landmark study on U.S. sustainable agriculture that made national news, with articles in USA Today and the San Francisco Chronicle, and on National Public Radio (NPR). Working as consultants to The Nature Conservancy and Georgetown University, Dr. Langholz and his co-authors documented how U.S. farmers are being pressured to unravel decades of on-farm conservation practices in a scientifically misguided effort to improve food safety. The report and ensuing briefings also directly influenced U.S. environmental policy, in particular the 2011 Food Safety Modernization Act.

Expertise

Biodiversity conservation, environmental conflict management, international environmental policy, protected natural areas, research methods, program evaluation, social entrepreneurship, adaptive management, conservation leadership, sustainable development

Education

PhD, Natural Resource Policy and Management, Cornell University; BA, History, Dana College; MS, Sustainable Development and Conservation Biology University of Maryland

Facilitator

Palo Alto group reference from Andre Lewis, CSUMB

Architect reference from Andre Lewis, CSUMB

Scott McCreary, CONCUR Inc.

CONCUR is adept at working with workshop conveners and organizers to frame issues, structure agendas, and organize meeting formats to elicit and synthesize ideas. Often, this work begins with initial agenda planning, and continues through interim strategic planning meetings, culminating with facilitated workshop events and summaries. We have worked in this capacity with a wide range of organizations at the local, regional, and national levels. These engagements have ranged from county level land use planning agencies, consortia of urban water agencies and conservation organizations,

NGOs devoted to biodiversity preservation, federal agencies reorganizing and realigning their missions to match regional priorities, and national workshops for federal programs developing funding priorities.

Over the last twenty-five years, CONCUR has assisted clients in planning and convening multi-party workshops and stakeholder symposia to build working agreements on a wide range of complex environmental policy, planning, and natural resource cases, many of which involved substantial scientific uncertainty and technical complexity.

In a more targeted fashion, CONCUR works directly with clients to assist in strategic planning for their organizations. We work with senior leadership, project teams and affected stakeholder communities to clarify strategic choices and clearly map the future.

Our Strategic Planning services include:

- Assisting organizations in building a Strategic Plan, which may include creating a vision statement, identifying goals and objectives, and developing an action plan, complete with specific milestones;
- Conducting Issue Audits within organizations to highlight successes, identify obstacles and help organizations create concrete strategies for moving forward;
- Conducting training in collaborative problem solving to strengthen internal team building; and,
- Facilitating meetings of senior leadership to clarify goals, set annual planning agendas, and prioritize projects and tasks.

Strategic Planning is an essential component to an organization's overall success. CONCUR's approach can help key personnel prioritize their collective goals in a safe, structured environment, recognize and tap internal expertise, and create mechanisms for implementing key ideas.