



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. 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.
- c. Conference with Legal Counsel – One item of Potential Litigation, Gov. Code §54956.9(d)(4)

4. ANNOUNCEMENT OF ACTION TAKEN IN CLOSED SESSION

5. ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE

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 ([p.1](#))
Recommendation: Approve December 14, 2018 meeting minutes.
- b. Approve December 19, 2018 Meeting Minutes ([p.6](#))
Recommendation: Approve December 19, 2018 meeting minutes.
- c. Approve January 11, 2019 Meeting Minutes ([p.8](#))
Recommendation: Approve January 11, 2019 meeting minutes.
- d. Administrative Committee ([p.14](#))
Recommendation: Receive a report from the Administrative Committee.
- e. Prevailing Wage Status Report ([p.20](#))
Recommendation: Receive a Prevailing Wage Status Report.
- f. 2019 Chair Committee Appointments ([p.21](#))
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 ([p.26](#))
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. 2018 Transition Plan
 - i. 2018 Transition Plan Progress Report (p.27)
Recommendation:
 - a. Receive an update/report.
 - b. Provide input to staff on compiling or adjusting a list of concerns.
 - ii. Regional Government Services (“RGS”) Transition Staffing Needs Assessment (p.43)
Recommendation:
 - a. Accept Report.
 - b. Authorize Executive Officer to execute a Contract amendment up to \$85,000 to implement recommendations in the report.
 - c. Authorize Executive Officer to implement the recommendations.

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.



FORT ORD REUSE AUTHORITY
BOARD OF DIRECTORS REGULAR MEETING MINUTES
2:00 p.m., Friday, December 14, 2018 | Carpenters Union Hall
910 2nd Avenue, Marina, CA 93933

1. CALL TO ORDER

Vice-Chair Jane Parker called the meeting to order at 2:00 p.m.

2. PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by Base Realignment and Closure Environmental Coordinator Mr. Bill Collins.

Vice-Chair Parker indicated that the announcements, acknowledgements and correspondence would be heard after the closed session. Authority Counsel Jon Giffen read the items to be discussed in closed session. There were no public comments.

3. 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.
- c. Conference with Legal Counsel - Potential Litigation, Gov. Code §54956.9(d)(4).

Time Entered: 2:02 p.m.

Time Exited: 2:44 p.m.

4. ANNOUNCEMENT OF ACTION TAKEN IN CLOSED SESSION

Authority Counsel Jon Giffen announced there was no action to report.

5. ROLL CALL

Voting Members Present:

Supervisor Jane Parker (County of Monterey), Supervisor John Phillips (County of Monterey), Supervisor Mary Adams (County of Monterey), Mayor Jerry Edelen (City of Del Rey Oaks), Councilmember Frank O’Connell (City of Marina), Councilmember Gail Morton (City of Marina), Councilmember Alan Haffa (City of Monterey), Mayor Ian Oglesby (City of Seaside), Councilmember Jon Wizard (City of Seaside), Mayor Mary Ann Carbone (City of Sand City), Mayor Joe Gunter (City of Salinas), Councilmember

Cynthia Garfield (City of Pacific Grove), Councilmember Jan Reimers (City of Carmel-by-the-Sea)

Ex-officio (Non-Voting) Board Members Present:

Kathleen Lee (20th Congressional District), Toby Uptain-Villa (17th State Senate District), Erica Parker (29th State Assembly District), Todd Muck (Transportation Agency for Monterey County), Dr. P.K. Diffenbaugh (Monterey Peninsula Unified School District), Steve Matarazzo (University of California, Santa Cruz), Dr. Eduardo Ochoa (California State University Monterey Bay), Colonel Gregory Ford (United States Army), Bill Collins (Fort Ord Army Base Realignment & Closure Office), Lisa Rheinheimer (Monterey-Salinas Transit), Dr. Thomas Moore (Marina Coast Water District)

6. ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE

Executive Officer Michael Houlemard announced the following:

- Veteran Town Hall meeting on Wednesday, December 19, 2018 at the Major General Gourley VA/DoD Outpatient Clinic (Canteen) at 201 9th Street, Marina.
- The FORA office will be closed December 24 & 25 and January 1.
- Deputy Clerk Dominique Davis announced her acceptance of a position with the City of Santa Clara.

7. CONSENT AGENDA

- a. Approve October 12, 2018 Meeting Minutes
- b. Approve October 29, 2018 Special Meeting Minutes
- c. Approve November 9, 2018 Meeting Minutes
- d. Administrative Committee
- e. 2019 Board of Directors Meeting Calendar
- f. Fiscal Year 2017-18 Audited Financial Report Audit
- g. Public Correspondence to the Board

Vice-Chair Parker read the consent agenda items and asked if members had any comments or items to pull for discussion. Board member O'Connell requested item 7c – November 9, 2018 Meeting Minutes be pulled and brought back at the January Meeting.

Motion: On motion by Board member O'Connell and second by Board member Morton and carried by the following vote, the Board moved to have the November 9, 2018 meeting minutes correct the motion on item 8b in the November 9, 2018 meeting minutes and resubmit the minutes for approval at the Boards January meeting.

Motion: On motion by Board member Gunter and second by Board member Carbone and carried by the following vote, the Board moved to approve the consent agenda items 7a, 7b; and 7d – 7g.

MOTION PASSED UNANIMOUSLY

8. BUSINESS ITEM

a. Land Use Covenants – Fiscal year 2017-18 Report

Mr. Houlemard introduced the item and Principal Planner Jonathan Brinkmann who provided a brief presentation. Mr. Brinkmann's presentation reviewed the reporting requirements, types of land use covenants, reporting ethics and reporting role transition. The eight (8) reporting entities which were identified as the County of Monterey, City of Marina, City of Seaside, City of Del Rey Oaks, Regents of the University of California, Board of Trustees of California State University (on behalf of California State University Monterey Bay), and Monterey Peninsula College District.

This item was for information only. The Board received the report.

b. Adopt a Transition Plan Resolution

Mr. Houlemard introduced the item and Risk Manager Sheri Damon who provided a presentation. Chair Parker asked that the authors of versions of the Transition Plan Resolution provide a presentation to the Board for no more than 5 minutes. Ms. Damon's presentation reviewed the updates on the progress of the Transition Plan, the facilitator status and a brief overview of the alternative resolutions. Staff recommended that the Board do the following:

1. Adopt the FORA 12-6 Transition Plan to submit to Local Agency Formation Commission (LAFCO) of Monterey County by December 30, 2018.
2. Set Special Meeting the vote is not unanimous on December 19, 2018 at 4:00 p.m.
3. Direct staff to transmit to LAFCO with LAFCO Indemnification Agreement.
4. Begin the facilitation process and move into Implementing Agreement process.

The Board provided comments and asked questions to which staff responded.

City of Marina City Manager Layne Long presented the city's Transition Plan Resolution version and responded to Board questions and comments.

Board Member Mary Adams presented the Transition Plan Resolution version she emailed to the Board on December 13, 2018. Board Member Adams also responded to questions and comments from the Board.

Board Member Colonel Gregory Ford provided comments and the position of the Army and its primary concerns for there to be "one voice" and to Army's priority to maintain its resilient water and power.

LAFCO Executive Director Kate McKenna provided comments regarding the several Transition Plan Resolution versions affirming that the plans are workable frameworks and contain elements and structure that can be developed further once an initial plan is submitted in December 2018.

Public comment was received. Board Members provided comments and questions in general and that were directed at all of the versions of the Transition Plan Resolutions.

MOTION 1: On motion by Board member Edelen and second by Board member Phillips to accept the staff recommendations:

1. Find that approval of Transition Plan Resolution 12-6-18 is a mere organizational change and not a project subject to CEQA.
2. Approve a Transition Plan Resolution 12-6-18 and set a special meeting, if necessary, for December 19, 2018 if the Transition Plan and its Resolution are not unanimously approved.
3. Authorize staff to take appropriate action to comply with state law requiring submittal of an approved Transition Plan to the Local Area Formation Commission (“LAFCO”) by December 2018.

**MOTION PASSED BY MAJORITY (11 AYES; 2 NOES)
2D VOTE ON DECEMBER 19, 2018**

Director Parker	AYE	Director Edelen	AYE
Director O'Connell	NO	Director Reimers	AYE
Director Morton	NO	Director Carbone	AYE
Director Phillips	AYE	Director Garfield	AYE
Director Adams	AYE	Director Gunter	AYE
Director Oglesby	AYE		
Director Wizard	AYE		
Director Haffa	AYE		

SUBSTITUTE MOTION 2: On motion by Board member Adams and second by Board member Parker to adopt the “Adams version” of a Transition Resolution. The following roll call vote failed with 4 Ayes and 9 Noes.

MOTION FAILED (4 AYES; 9 NOES)

Director Parker	AYE	Director Edelen	NO
Director O'Connell	NO	Director Reimers	NO
Director Morton	NO	Director Carbone	NO
Director Phillips	NO	Director Garfield	AYE
Director Adams	AYE	Director Gunter	NO
Director Oglesby	NO		
Director Wizard	NO		
Director Haffa	AYE		

2nd SUBSTITUTED MOTION 3: On motion by Board member O'Connell and second by Board member Morton – adopt marina resolution with staff recommendations #1, 2, 3. The following roll call vote failed with 3 Ayes and 10 Noes.

MOTION FAILED (3 AYES; 10 NOES)

Director Parker	AYE	Director Edelen	NO
Director O'Connell	AYE	Director Reimers	NO
Director Morton	AYE	Director Carbone	NO
Director Phillips	NO	Director Garfield	NO
Director Adams	NO	Director Gunter	NO
Director Oglesby	NO		

Director Wizard	NO		
Director Haffa	NO		

Monterey-Salinas Transit Director of Planning & Marketing Lisa Rheinheimer provided comments regarding the removal of the funding mechanism that supported the replacement of buses.

Haffa indicated that he would support the Adams motion if the recitals were included. Board member Adams agreed to the suggest revision to the "Adams version" of the Transition Plan. The roll call vote for substitute motion 2 failed.

Vice Chair Parker asked the Board to consider an item that is not addressed in any of the versions of the Transition Plan Resolutions: increasing the funds set aside for litigation.

After the failure of the two substitute motions, Chair Parker made suggestions to the maker of the motion for modification. Member of the public Candy Ingram called a point of order to understand the dialogue that was made to the original motion by Board member Edelen.

Board member Phillips called the question to vote on the original motion and stated that items not on the agenda could not be considered for the Board to take action.

MOTION: On motion by Board member Adams and second by Board member Oglesby, the Board unanimously voted to extend the regular Board meeting to consider remaining items on the agenda.

9. PUBLIC COMMENT

There were no comments from the public.

10. ITEMS FROM MEMBERS

There were no comments from members.

11. ADJOURNMENT at 5:07 p.m.

Minutes Prepared by:
Dominique L. Davis
Deputy Clerk

Approved by:

Michael A. Houlemard, Jr. Executive Officer



FORT ORD REUSE AUTHORITY
BOARD OF DIRECTORS REGULAR MEETING MINUTES
4:00 p.m., Friday, December 19, 2018 | Carpenters Union Hall
910 2nd Avenue, Marina, CA 93933

1. CALL TO ORDER

Vice-Chair Jane Parker called the meeting to order at 4:00 p.m.

2. PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by City of Del Rey Oaks Councilmember Kristin Clark, as requested by Interim Chair Supervisor Jane Parker.

3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE

Executive Officer Michael Houlemard announced the following:

- Veteran Town Hall meeting on Wednesday, December 19, 2018 at the Major General Gourley VA/DoD Outpatient Clinic at 201 9th Street, Marina.
- 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
- 2019 Fort Ord Cleanup Community Outreach Events SAT, Feb 2, 2019 Community Involvement Mobile Workshop.
- Impact Area Guided Walking Tour SAT, May 4, 2019.
- Impact Area Bus Tour SAT, July 13, 2019.
- The Dart Program has scheduled a drone camp June 17-20, 2019.
- The Dart symposium will be held on June 21, 2019 at CSUMB.

4. ROLL CALL

Voting Members Present:

Supervisor Jane Parker (County of Monterey), Supervisor John Phillips (County of Monterey), Supervisor Mary Adams (County of Monterey), Councilmember Kristin Clark (City of Del Rey Oaks), Councilmember Frank O'Connell (City of Marina), Mayor Ian Oglesby (City of Seaside), Councilmember Jon Wizard (City of Seaside), Mayor Mary Ann Carbone (City of Sand City), Mayor Joe Gunter (City of Salinas), Councilmember Cynthia Garfield (City of Pacific Grove)

Ex-officio (Non-Voting) Board Members Present:

Erica Parker (29th State Assembly District), Dr. P.K. Diffenbaugh (Monterey Peninsula Unified School District), Andre Lewis (CSUMB), Colonel Gregory Ford (United States Army), Dr. Thomas Moore (Marina Coast Water District)

5. BUSINESS ITEM

a. Adopt a Transition Plan Resolution – 2d Vote

Risk Manager Sheri Damon provided a presentation that reviewed the second vote. Chair Parker asked that Board members provide comments on any items raised in regards to transition but were not fully discussed or addressed. Board member Phillips stated that the request was out of order and not on the agenda. After discussion, Vice Chair Parker called for a 2d vote on the motion. The motion passed with a majority vote.

Ayes: Parker, Phillips, Adams, Clark, Oglesby, Wizard, Carbone, Gunter, Garfield
No: O'Connell

Director Alan Haffa (City of Monterey), and Director Jan Reimers (City of Carmel-by-the-sea) arrived at 4:15 p.m. which was after the 2nd vote, but prior to adjournment.

6. PUBLIC COMMENT

There were no comments from the public.

7. ITEMS FROM MEMBERS

There were no comments from members.

8. ADJOURNMENT at 4:18pm

Minutes Prepared by:
Dominique L. Davis
Deputy Clerk

Approved by:

Michael A. Houlemard, Jr.
Executive Officer



FORT ORD REUSE AUTHORITY
BOARD OF DIRECTORS REGULAR MEETING MINUTES
2:00 p.m., Friday, January 11, 2019 | Carpenters Union Hall
910 2nd Avenue, Marina, CA 93933

1. CALL TO ORDER

Interim Chair Supervisor Jane Parker called the meeting to order at 2:00 p.m.

2. PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by Dr. Eduardo Ochoa.

Interim Chair Parker indicated that the announcements, acknowledgements and correspondence would be heard after the closed session. Authority Counsel Jon Giffen read the items to be discussed in closed session. There were no public comments.

3. 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.
- c. Conference with Legal Counsel - Potential Litigation, Gov. Code §54956.9(d)(4).

Time Entered: 2:02 p.m.

Time Exited: 2:13 p.m.

4. ANNOUNCEMENT OF ACTION TAKEN IN CLOSED SESSION

Authority Counsel Jon Giffen announced there was no action to report.

5. ROLL CALL

Voting Members Present:

Supervisor Jane Parker (County of Monterey) Supervisor Mary Adams (County of Monterey), Supervisor John Phillips (County of Monterey) Councilmember Kristen Clark (City of Del Rey Oaks), Councilmember Frank O’Connell (City of Marina), Mayor Pro-Tem Gail Morton (City of Marina), Councilmember Alan Haffa (City of Monterey), Mayor Ian Oglesby (City of Seaside), Councilmember Jon Wizard (City of Seaside), Mayor Mary Ann Carbone (City of Sand City), Mayor Joe Gunter (City of Salinas),

Councilmember Cynthia Garfield (City of Pacific Grove), Councilmember Jan Reimers (City of Carmel-by-the-Sea)

Ex-officio (Non-Voting) Board Members Present:

Steve Matarazzo (University of California, Santa Cruz), Dr. Ochoa (California State University Monterey Bay), Colonel Gregory Ford (United States Army), Bill Collins (Fort Ord Army Base Realignment & Closure Office), David Martin (Monterey Peninsula College) Lisa Rheinheimer (Monterey-Salinas Transit), Matt Zefferman (Marina Coast Water District)

6. ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE

Executive Officer Michael Houlemard announced the following:

- Saturday, February 2, 2019 Free Tours of Fort Ord focusing on ground water program and Landfill. Bus Tours – Depart from Building 4522 @ 10:00 a.m. and 11:45 a.m.
- 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
- Northeast-Southwest Arterial Connector Review Process is underway, and 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
- Veterans Transition Center Seeks Volunteers for the Pebble Beach Pro-Am

7. CONSENT AGENDA

- a. Approve November 9, 2018 Meeting Minutes
- b. Approve December 14, 2018 Meeting Minutes
- c. Approve December 19, 2018 Meeting Minutes
- d. Administrative Committee
- e. Water/Wastewater Oversight Committee
- f. Economic Development Report
- g. Building Removal Financing Request for Qualifications Update
- h. Public Correspondence to the Board

Interim Chair Parker read the consent agenda items and asked if members had any comments or items to pull for discussion. Board member Adams requested item 7b – December 14, 2018 Meeting Minutes be pulled and Board member Morton requested item 7c – December 19, 2018 meeting minutes also brought back at the February Meeting for approval.

Motion: On motion by Board member Adams and second by Board member Gunter and carried by the following vote, the Board moved to approve the consent agenda items 7a, and 7d – 7g.

MOTION PASSED UNANIMOUSLY

8. BUSINESS ITEMS

a. ESCA Quarterly Update

Executive Officer Michael Houlemard introduced the item and Senior Program Manager Stan Cook gave a brief presentation providing an overview of the meetings in Washington, D.C. on December 17/18, 2018, with Special Counsel, Barry Steinberg, George Schlossberg, and Army Base Realignment and Closure (“BRAC”) Headquarters staff to negotiate a scope of services required for Army Environmental Services Cooperative Agreement (“ESCA”) Contingency Funds to reimburse ESCA after AIG cost-cap insurance policy expiries on March 30, 2019. BRAC HQ requested an ESCA property site visit including a review of the draft scope of work, and estimate for ARCADIS to review Regulatory Certificate of Completion on ESCA properties. Staff responded to questions from the Board and the public.

Motion: On motion by Board member Carbone and second by Board member Phillips and carried by the following vote, the Board moved to Authorize the FORA Executive officer to complete negotiations and amend ESCA Agreement.

MOTION PASSED UNANIMOUSLY

b. Notice of Intent to Terminate CalPERS Contract.

Mr. Houlemard gave an overview on December 19, 2018, the FORA Board adopted Resolution 18-11 approving a Transition Plan for the legislated sunset of the Fort Ord Reuse Authority, with one of the primary provisions being to ensure that any and all liability to the member agencies are satisfied. Adopting the Resolution of Intent to terminate the CalPERS contract is the first step in finalizing the amount of terminated agency liability. Staff responded to questions from the Board and the public.

Motion: On motion by Board member Gunter and second by Board member Morton and carried by the following vote, the Board moved to Adopt Resolution 19-01 a Resolution of Intent to Terminate the CalPERS contract.

MOTION PASSED UNANIMOUSLY

c. Community Facility District Special Tax Biennial Fee Study.

Project Manager Peter Said announced FORA staff is preparing the Capital Improvement Program (“CIP”) for Fiscal Year 19-20, one aspect of the CIP is a requirement set by the Board in 2012 to perform a Community Facility District Tax Fee Study every two years, and Economic and Planning Systems, Inc. (“EPS”), was hired to complete the fee study. The scope of work remains the same as previous years except for the addition of a task of providing technical support associated with transition plan implementing agreement negotiations. Staff responded to questions from the Board and the public.

Motion: On motion by Board member Phillips and second by Board member Adams and carried by the following vote, the Board moved to Authorize Executive Officer to execute contract amendment #11 with EPS to complete the mandated Biennial Formulaic Fee Study, not to exceed \$100,000.

MOTION PASSED UNANIMOUSLY

d. Election of Officers.

Mr. Houlemard introduced the item and reviewed the slate proposed by the Nominating Committee, and the voting procedures.

The nominations were made unanimously from the nominating committee and announced as follows:

Chair: Monterey County Supervisor Jane Parker
 Vice Chair: Salinas Mayor Joe Gunter
 Past Chair: Marina Councilmember Frank O'Connell
 Member-at-Large: Seaside Councilmember Jon Wizard
 Member-at-Large: Monterey Councilmember Alan Haffa
 Ex-Officio (Non-Voting) Member: CSUMB President Dr. Eduardo Ochoa

A substitute nomination for the position of Chair was made by Board member Philips for Board member Cynthia Garfield.

Mr. Houlemard requested a roll call vote and those in favor of the nominating committee's nomination voted "Parker" and those in favor of the Board member Philips nomination voted "Garfield." There were no abstentions.

The roll call vote was recorded as follows:

Sup. Jane Parker	Parker
Sup. John Phillips	Garfield
Sup. Mary Adams	Parker
Vice Mayor Kristen Clark	Garfield
Councilmember Frank O'Connell	Parker
Councilmember Gail Morton	Parker
Councilmember Alan Haffa	Parker
Mayor Ian Oglesby	Parker
Councilmember Jon Wizard	Parker
Mayor Mary Ann Carbone	Garfield
Mayor Joe Gunter	Garfield
Councilmember Cynthia Garfield	Garfield
Councilmember Jan Reimers	Garfield

The vote concluded 7-6 and approved the nomination of Sup. Jane Parker as Board Chair.

A substitute nomination for the position of Vice Chair was made by Board member Adams for Board member Oglesby, and seconded by Board member Wizard.

Board member Oglesby declined the nomination.

A substitute nomination for the position of Vice Chair was made by Board member Parker for Board member Garfield, and seconded by Board member Adams.

Board member Garfield declined the nomination.

A substitute nomination for the position of Vice Chair was made by Board member Adams for Board member Wizard.

Board member Wizard declined the nomination.

A substitute nomination for the position of Vice Chair was made by Board member Adams for Board member Carbone.

Board member Carbone declined the nomination.

By voice vote, the Board voted unanimously to approve the nomination for Mayor Gunter as Vice-chair and Councilmember Frank O'Connell for the position of Past-Chair.

A substitute nomination for the positions of member-at-large was made from the Board for Board members Oglesby and Garfield.

Mr. Michael Houlemard requested a roll call vote and those in favor of the nominating committee's nomination voted "Wizard" and/or "Haffa", and those in favor of the Boards nomination votes "Oglesby" and/or "Garfield". There were no abstentions.

The roll call vote was recorded as follows:

Sup. Jane Parker	Haffa, Wizard
Sup. John Phillips	Oglesby, Garfield
Sup. Mary Adams	Haffa, Wizard
Vice Mayor Kristen Clark	Oglesby, Garfield
Councilmember Frank O'Connell	Haffa, Wizard
Councilmember Gail Morton	Haffa, Wizard
Councilmember Alan Haffa	Haffa, Wizard
Mayor Ian Oglesby	Oglesby, Garfield
Councilmember Jon Wizard	Oglesby, Wizard

Mayor Mary Ann Carbone	Oglesby, Garfield
Mayor Joe Gunter	Oglesby, Garfield
Councilmember Cynthia Garfield	Oglesby, Garfield
Councilmember Jan Reimers	Oglesby, Garfield

The vote concluded 9 votes for Oglesby and 7 votes for Garfield approved the nomination of Mayor Ian Oglesby, and Councilmember Cynthia Garfield as members-at-Large.

By voice vote, the Board voted unanimously to approve the nomination for CSUMB President, Dr. Eduardo Ochoa as the Ex-Officio (non-voting) member.

These members will also serve as the Executive Committee.

Chair: Monterey County Supervisor Jane Parker
 Vice Chair: Salinas Mayor Joe Gunter
 Past Chair: Marina Councilmember Frank O'Connell
 Member-at-Large: Seaside Councilmember Ian Oglesby
 Member-at-Large: Pacific Grove Councilmember Cynthia Garfield
 Ex-Officio (Non-Voting) Member: CSUMB President Dr. Eduardo Ochoa

9. PUBLIC COMMENT

LeVonne Stone Executive Director of Fort Ord Environmental Justice Visionary expressed concerns regarding how the community is being affected by the FORA Board decisions, and that the Board needs to be more concerned with what is going on in the local community.

May Green-Smith stated with having so many experts on the Board and seeing different project developments, how can the experts of the Board develop a plan that reaches into the Community.

10. ITEMS FROM MEMBERS

Director Garfield requested that an item be placed on the next Board Meeting Agenda to discuss issues that are still remaining in the Transition Plan that have not been satisfied.

11. ADJOURNMENT at 3:38 p.m.

Minutes Prepared by:
 Heidi L. Lizarbe
 Administrative Coordinator

Approved by:

Michael A. Houlemard, Jr. Executive Officer

FORT ORD REUSE AUTHORITY BOARD REPORT

CONSENT AGENDA

Subject: Administrative Committee

Meeting Date: February 8, 2019

Agenda Number: 7d

INFORMATION/ACTION

RECOMMENDATION:

Receive a report from the Administrative Committee.

BACKGROUND/DISCUSSION:

The Administrative Committee held a meeting on January 2, 2019 & January 16, 2019. The approved minutes for these meeting are provided as **Attachment A & Attachment B**.

FISCAL IMPACT:

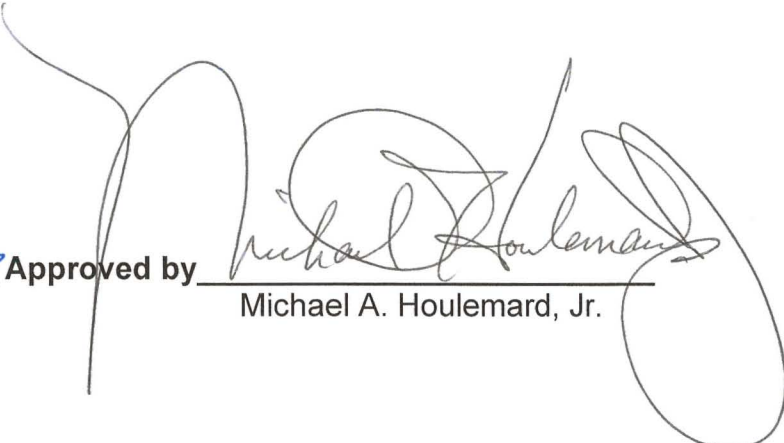
Reviewed by the FORA Controller 

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

COORDINATION:

Administrative Committee

Prepared by 
Heidi L. Lizarbe

Approved by 
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)
Melanie Beretti* (Monterey County)
Patrick Breen (MCWD)
Hans Uslar* (City of Monterey)

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

*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



APPROVED

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) | Lisa Rheinheimer (Monterey Salinas Transit) |
| Melanie Beretti* (Monterey County) | Layne Long* (City of Marina) |
| Patrick Breen (MCWD) | Steve Matarazzo |
| Hans Uslar* (City of Monterey) | Anya Spear (CSUMB) |
| Vicki Nakamura (MPC) | |

*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

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.

FORT ORD REUSE AUTHORITY BOARD REPORT

CONSENT AGENDA

Subject:	2019 Chair Committee Appointments	
Meeting Date:	February 8, 2019	INFORMATION/ACTION
Agenda Number:	7f	

RECOMMENDATION:

Confirm Fort Ord Reuse Authority (FORA) Board of Directors Chair Parker 2019 appointments to the Finance Committee and Legislative Committee.

BACKGROUND/DISCUSSION:

Each year at the February Board meeting, the FORA Chair appointments are subject to confirmation by the FORA Board, including FORA's Finance and Legislative Committees. Appointees serve for a term of one year and must be chosen from among the ex-officio, voting, or alternate Board members.

Chair Parker recommends the following to serve through February 2020:

Finance Committee:

Mayor Joe Gunter, City of Salinas (Chair)
Mayor Pro-Tem Gail Morton, City of Marina
Councilmember Jon Wizard, City of Seaside
Andre Lewis, California State University, Monterey Bay
Councilmember Alan Haffa, City of Monterey
Councilmember Cynthia Garfield, City of Pacific Grove

Legislative Committee:

Supervisor Phillips, County of Monterey (Chair)
Councilmember Frank O'Connell, City of Marina
Mayor Ian Oglesby, City of Seaside
Vice Mayor Kristen Clark, City of Del Rey Oaks
Mayor Mary Ann Carbone, City of Sand City

The three ex-officio members will continue to be Senator Bill Monning, Assembly member Mark Stone, and Congressman Jimmy Panetta.

Consistent with the 1998 FORA-Marina Coast Water District Water and Waste Water Facilities Agreement, Chair Parker re-appoints the following:

Water/Wastewater Oversight Committee (WWOC):

Dino Pick, City of Del Rey Oaks
Elizabeth Caraker, Steve Wittry, City of Monterey
Rick Riedl, Scott Ottmar, City of Seaside
Melanie Beretti, Nick Nichols, Monterey County
Layne Long, Brian McMinn, City of Marina
Steve Matarazzo, University of California
Mike Lerch, California State University Monterey Bay

The WWOC Committee Charge is provided as **Attachment A**.

The Chair is also responsible for creating and appointing all ad-hoc advisory committees. These appointments do not require Board confirmation and are not limited, as ad-hoc committees are, by definition, convened for a limited term/purpose and dissolved after the completion of the achievement of the objective.

Chair Parker appoints the following to serve on this ad-hoc committee:

Veterans Issues Advisory Committee (VIAC):

Mayor Ian Oglesby, City of Del Rey Oaks (Chair)
Mayor Joe Gunter, City of Salinas
Command Sgt. Major Roberto Marshall, US Army
COL. Gregory Ford, US Army
Mary Estrada, United Veterans Council
Sid Williams, Monterey County Military & VA Commission
Jason Cameron, Monterey County Office of Military & Veteran Affairs
Edith Johnsen, Veterans Families/Fundraising
Richard Garza, California Central Coast Veterans Cemetery
Jack Stewart, Fort Ord Veterans Cemetery Citizens Advisory Committee
James Bogan, Disabled American Veterans

The VIAC Committee Charge is provided as **Attachment B**.

FISCAL IMPACT:

Reviewed by the FORA Controller 

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

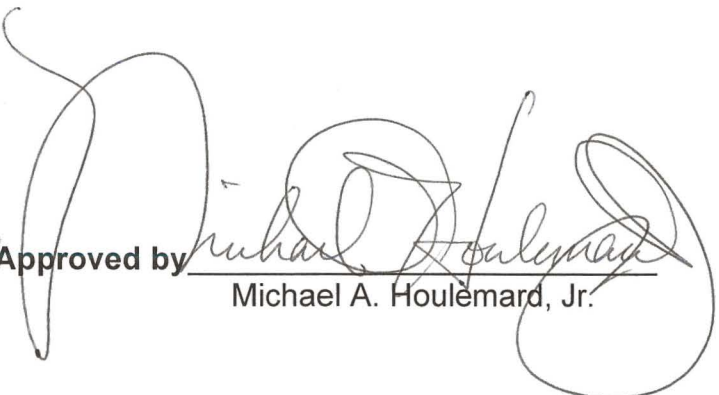
COORDINATION:

FORA Chair, Executive Committee

Prepared by


Heidi L. Lizarbe

Approved by


Michael A. Houlemard, Jr.

Water & Wastewater Oversight Committee Committee Charge

The Water & Wastewater Oversight Committee (“WWOC”) was created through the 1998 FORA-Marina Coast Water District Water and Waste Water Facilities Agreement (“Facilities Agreement”). The WWOC’s roles and responsibilities are described under Article 4 Oversight of the Facilities Agreement as follows.

- 4.2.1. Committee Appointment. A Water/Wastewater Oversight Committee “Committee”, will be appointed by the FORA Board from appropriate agency staff members who will serve at the pleasure of the Board. The Committee will include representatives from the future land use jurisdictions and the two Universities (Cities of Marina, Seaside, Monterey, Del Rey Oaks, the County of Monterey, CSUM and UCMBEST), for a total of seven members.
- 4.2.2. Committee Role. The Committee shall be advisory to the FORA Board and shall have the following functions:
- 4.2.2.1. Receive recommendations regarding operation of the facilities.
 - 4.2.2.2. Advise the FORA Board and staff on appropriate action regarding such recommendations.
 - 4.2.2.3. Review and recommend on operating and capital improvement budgets.
 - 4.2.2.4. Periodically review and recommend a master plan of public sewer and water facilities.
 - 4.2.2.5. Make recommendations pursuant to Article 7 of this Agreement, including recommendations regarding allocation of costs over benefitted properties.
 - 4.2.2.6. Confirm adequacy of services provided.
 - 4.2.2.7. Review the annual financial statement and MCWD audit to affirm that results achieved comport with expectations of FORA.
 - 4.2.2.8. Evaluate annually the performance of MCWD in accordance with this Agreement.
 - 4.2.2.9. Advise on short and long term financial planning and fiscal management.
 - 4.2.2.10. Assure that the facilities are complimenting implementation of the reuse plan.

Veterans Issues Advisory Committee Committee Charge

The Veterans Issues Advisory Committee (“VIAC”) will identify, discuss, evaluate, and advise regarding the development of former Fort Ord issues that directly impact Monterey Bay Area veterans. The primary issues that are to be monitored are initial construction of the California Central Coast Veterans Cemetery and the Veterans Administration/ Department of Defense Clinic – both to be located on the former Fort Ord, and the establishment of a Veterans Drop-in Counseling Center. The VIAC is charged with reviewing resources necessary for the successful implementation of both of these projects and will review data or recommendations that may come from the Fort Ord Reuse Authority Administrative Committee, Executive Committee, and Board of Directors as well as other Monterey County jurisdictions, and provide input regarding organizational, policy, financial, and technical elements in processing these projects and others related to veterans or military issues as may be assigned by the FORA Chair (on behalf of the Board of Directors). FORA staff will provide technical and administrative support to the VIAC.

as the Board may request from time to time according to the responsibilities listed in the Authority Act.

2.03.040. LEGISLATIVE ADVISORY COMMITTEE.

The Legislative Advisory Committee shall not exceed a total of eight (8) members. The committee members will be appointed by the Chair of the Authority, subject to confirmation by the Board of Directors, and is comprised of up to five (5) voting members and three (3) ex-officio members, to be the 20th Congressional District member, the 17th California State Senate District member, and the 29th California State Assembly District member or their respective representatives. Committee members serve for a period of one year.

2.03.041. LEGISLATIVE ADVISORY COMMITTEE DUTIES.

The Legislative Advisory Committee is an advisory committee to the Authority Board and meets at the Authority Offices on date and time convenient or as necessary. The Executive Officer attends these meetings. The Legislative Advisory Committee's duties will be as follows:

(a) Review and evaluate the impact of proposed federal or state legislation with respect to the Authority's obligations under state law to implement reuse activities on the former Fort Ord;

(b) Advise and inform the Authority Board, when requested or on its own initiative, regarding pending legislation and noting its potential impact on the activities of the Authority. The Committee will develop recommendations to the Authority Board for actions associated with its advice and information responsibilities;

(c) Recommend an annual legislative agenda.

(d) Plan, schedule, and conduct an annual Legislative Session with the sitting representatives of the 27th Assembly District, the 15th Senatorial District, and the 17th Congressional District (individually or collectively as schedules permit).

2.03.050. FINANCE ADVISORY COMMITTEE.

The Finance Advisory Committee ("FAC") shall not exceed a total of six (6) members. The committee members will be appointed by the Chair of the Authority, subject to confirmation by the Board of Directors, and is comprised of voting members and no more than three (3) ex-officio members. Committee members serve for a period of one year.

2.03.051. FINANCE ADVISORY COMMITTEE DUTIES.

The Finance Advisory Committee is an advisory committee to the Authority Board and meets at the Authority Offices on date and time convenient or as necessary. The Executive Officer and/or the Controller of the Authority attends these meetings. The Finance Advisory Committee's duties will be as follows:

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:	2018 Transition Plan Progress Report	
Meeting Date:	February 8, 2019	INFORMATION
Agenda Number:	8a i	

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 Michael Houlemard, Jr. 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. The RGS 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.

To the extent any of these issues could be addressed through legislation, FORA staff will provide the FORA Legislative Committee concept legislation for review and recommendation to the FORA Board. Any final legislation will be accomplished through the State legislative process.

On January 28, 2019, FORA staff provided a 2018 Transition Plan progress update to LAFCO.

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.



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

-
- **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.

-
- **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**



REGIONAL
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MEMO

TO: Michael Houlemard, FORA Executive Officer

FROM: Kendall Flint, Project Manager, Transition Facilitation Team
Steve Flint, Assistant Project Manager, Transition Facilitation Team

DATE: January 30, 2019

RE: FORA Transition Facilitation Team Initial Work Plan

CC: Steve Endsley, Assistant Executive Officer
Robert Norris, Principal Analyst
Sheri Damon, Risk Manager / Prevailing Wage Coordinator

We have outlined a proposed work plan for your review. We anticipate completing these tasks over the next four to six weeks, culminating with a study session with the Admin Committee. Our next phase will focus on facilitating the agreements between agencies to move closer to full implementation of the 2018 Transition Plan.

1. Meetings with FORA
 - a. Weekly Meetings with FORA Staff
 - b. Attendance and Admin Committee
 - c. Attendance at Board Meetings
 - d. Others as Needed
2. Document Review
 - a. 2018 Transition Plan
 - b. Army/FORA MOA and Amendments
 - c. Agency Implementation Agreements
 - d. Key Issues/Elements
 - i. Water/Waste Water
 - ii. Environmental
 - iii. Habitat
 - iv. Financing Implementation
3. Meetings with Member Agencies to identify key issues. (Staff and Board Members)

- a. County of Monterey (January 30)
 - b. City of Marina (TBD)
 - c. City of Monterey (February 11)
 - d. City of Seaside (January 31)
 - e. City of Salinas is a (January 31)
 - f. City of Pacific Grove (January 30)
 - g. City of Carmel by the Sea (February 11)
4. Meeting with LAFCO (January 31)
 5. Meetings with Ex-Officio Agencies (Weeks of February 4/11)
 - a. TAMC
 - b. Monterey Peninsula Unified School District
 - c. University of California, Santa Cruz
 - d. California State University Monterey Bay
 - e. Monterey Peninsula College
 - f. Monterey Salinas Transit
 - g. Marina Coast Water District
 6. Preparation of a Key Issues Memo for FORA Review
 7. Facilitation of a Study Session for the Admin Committee
(Tentative: February 27 and March 6 Special Meeting)



FORA TRANSITION PLAN CHECK LIST
January 23, 2019

Action item	Agency	Task	Completion Date	Notes
I. ENVIRONMENTAL SERVICES-SINGLE ENTITY				
A. ESCA (#70,71,74)	CO/SS	1. County/Seaside to address obligations of A,B,C		
	SS/FORA	2. Once Agreement: Work with FORA to get contract amendments/qualifications/etc		
	SS	a. Execute AOC (#45), Facilities Agreement (#34)		
	SS	b. ESCA Contract Amendment		
	FORA/SS	c. Army/Regulator/State of California Approvals		
	SS	3. Seaside to assign designated Seaside staff person for coordination, and transition activities with regulators and FORA Staff.		
	FORA	4. Set meeting on ESCA meeting February 2019 with County/Seaside designees for meeting with Army and regulators. (FORA)		
	SS	5. Seaside program for FORA staff; locating offices, accounts payable, etc.		
B. PLL Contract First-Name Insured (#51,52)	CO/SS/TAMC/MST/DRO/MONT./CSU	1. All Insureds reach agreement on First Named Insured (FNI) and obligations of FNI. Reporting; Self Insured Retention, Cancellation, Extended Reporting Period; Claims Made, etc.		
		2. Once Agreement. Assign a successor entity staff person to work with FORA to get the contract riders/assignments in place; establish accounts for the Self Insured Retention Amounts		
C. Reporting (DTSC) (#66)	CO/SS	1. County to agree with Seaside to take on reporting obligations;		
	FORA	2. Amendment to DTSC MOA contract substituting Seaside for County into reporting spot; acquisition of all signatories to contract.		
II. HABITAT JPA OR (REGIONAL HABITAT MOA)				
	CO/SS/DRO/MAR/CSU/UC/MPC	1. Cities of Monterey, Seaside, Del Rey Oaks, Marina, County of Monterey ("COUNTY"), and others by agreement to include CSUMB, UC, MPC, MCWD, MRPD, STATE PARKS, and coordination with BLM		
III. FINANCING				
	CO/FORA	1. Meet w/ Auditor Controller on sustained approach; concurrence on meaning of HS 33491.72 and what constitutes "debt"		
PROP. TAX REVENUES/CFD	FORA/STAKEHOLDERS	2. Legislation as appropriate to address deficiency CFD/Property Tax		
	FORA/STAKEHOLDERS	3. Legislation to address CEQA risk/Other Issues?		
IV. TRANSITION PLAN IMPLEMENTING ACTIONS				
A. Transition Plan Implementing Agreements	ALL LAND USE JURISDICTIONS	1. Land Use Jurisdictions (Single or multiple)		
	OTHER STAKEHOLDERS	2. UC and JPA, MPC, CSU and Others		
	LAND USE JURISDICTIONS	3. Separate Building removal/revenue agreement to be negotiated at the Administrative Committee for FORA Board review and/or approval		
B. Review and Update Contract Matrix	FORA/JURISDICTIONS (ADMIN)			
V. REVIEW AND FINALIZE FORA CIP				
	ALL			
A. Building Removal				
B. Revisions to Transportation Costs (if appropriate)				
C. Other Revisions to Transferred obligations				
VI. TRANSPORTATION/TRANSIT				
A. FORA/TAMC successorship		1. TAMC Agreements		
B. TAMC and County, Marina, Seaside, DRO ?		2. Allocate current TAMC portion in FORA CIP-		
C. TAMC/FORA/Jurisdictions		3. Verify list of remaining roads assignment		
D. TAMC/FORA Board approval		4. Begin updated CIP Transportation Study?		
E. TAMC/FORA		5. New Regional Fees to replace/supplement FORA Fees		
F. FORA/MST/Jurisdictions		6. Negotiate MST Agreement to replace FORA CFD		
VII. VERIFY REPLACEMENT FUNDING				
	FORA			
A. Replacement Funding District	LAND USE JURISDICTIONS	1. City's/County District Creation/Replacement Funding mechanisms (signed Development Agreement amendments and/or District formation paperwork)		
B. Signed Developer Contract Amendments	LAND USE JURISDICTIONS	2. Consistency with Transition Plan obligations		
VIII. SECURE ASSIGNMENT AGREEMENTS AND APPROVALS				
	FORA and RECIPIENT/ASSIGNEE	1. Jurisdictional Assignment Agreements		
IX. THIRD PARTY CONTRACT ASSIGNMENTS				
	FORA/SUCCESSOR/THIRD PARTY	1. Confirm assignment, successor, and transfer		
X. PROPERTY TRANSFERS				
A. Easements	FORA/Jurisdictions/Army	1. Confirmation/Additional/Corrections		
XI. FORA ADMINISTRATIVE/OPERATIONS				
A. Staffing/outplacement	FORA EXEC OFFICER	1. Staffing plan for Transition Related Issues		
B. Notice of Intent to Terminate CalPERS	FORA Board	1. Resolution of Intent to Terminate	1/11/2019	
	FORA/CalPERS	a. Notice to Employees	No later 2/10/19	
	CalPERS	b. Actuarial analysis of CalPERS liability	No later 1/10/2020	
C. Resolution to Terminate CalPERS Contract	FORA BOARD	Resolution of Termination - No later than January 11, 2020; 2/3 Vote Required	No later 1/11/2020	
		a. Notice to Employees	No later 2/10/20	
D. Other Termination Notices		1. COBRA/Future Contact Information/ etc.		
E. Property Disposal	FORA EXEC OFFICER	TBD		
F. Records	FORA/TBD	1. Personnel/Accounting/Engineering/Websites/Other		
G. Post June 30, 2020 Action	TBD	1. W2s		
		2. Audit		
		3. Other?		

DRAFT

FORT ORD REUSE AUTHORITY BOARD REPORT

BUSINESS ITEMS

Subject:	Regional Government Services ("RGS") Transition Staffing Needs Assessment	
Meeting Date:	February 8, 2019	INFORMATION/ACTION
Agenda Number:	8a.ii	

RECOMMENDATION:

- a. Accept Report.
- b. Authorize Executive Officer to execute a Contract amendment up to \$85,000 to implement report recommendations.
- c. Authorize Executive Officer to implement the recommendations.

BACKGROUND/DISCUSSION:

The Fort Ord Reuse Authority ("FORA") Board charged the Executive Officer with engaging a Human Resources consultant with expertise and experience in public human resources, specifically with experience in reduction in force and retention. In November 2018, FORA retained RGS to assess FORA's human resources needs considering the legislatively mandated transition process and provide both training and employee support services. As well, RGS was tasked to update a prior completed FORA classification, compensation, and benefits study. A key component of that effort was a draft report by January of 2019.

The draft RGS report outlines recommendations to address 1) current staff outplacement and Transition Resource needs, 2) compensation and benefits structure in order to identify appropriate opportunities for both staff exit and retention, 3) maintenance of essential Agency capacity up to the sunset date and a plan for restructuring jobs and redeploying skills to meet such needs, and finally a cost estimate to complete the outlined plan. The draft RGS report is attached for Board review. Staff requests that the Board authorize the Executive Officer to implement programs and analysis recommended by the consultant and approve additional budgetary authority to carry out the program as indicated in the report.

The RGS draft report is complementary to and tiers off the customary FORA Budget adoption process, in particular the yet to be proposed FY 2019-20 FORA budget, which is expected to constitute the final FORA budget cycle before the legislated sunset of June 30, 2020. The normal FORA budget process is for the Finance Committee to review revenue projections and availability of resources during March and April, and the Executive Committee to review benefits and staffing needs in May. The Proposed Budget is then forwarded to the full Board in May with final adoption scheduled for June. There is no change proposed for this schedule with the exception that the RGS recommendations relevant to the budget process be folded into the deliberations.

The RGS work is divided into two phases, analysis and recommendations regarding outplacement and transition resources needs, which can begin to be implemented by the Executive Officer right away using his prior budgetary authority of \$25,000, and the classification and compensation evaluations that would follow as soon as an additional budgetary authority of \$85,000 is provided by the Board. The main objective is to provide for continued seamless capacity to accomplish ongoing work projects through June 30, 2020. The development of both employee retention and early retirement packages abet this objective by taking advantage of attrition-based reorganization, restructuring of duties through reclassification, employee retention incentives, and

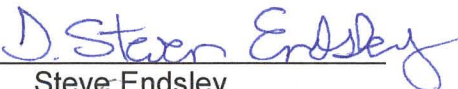
significant cost savings due to early retirements and restructuring. In addition, acting expeditiously like this should allay some of the understandable concerns that current staff may be experiencing due to the ongoing transition, while providing time to complete a thorough review of staffing needs and resources for FY 2019-20. It has been noted several times during the 2018 Transition Plan adoption process and at other Boards and commissions, that the staff at FORA brings a valuable "institutional knowledge". Establishing a program which addresses the human resources needed to complete as much of the FOR A program during this critical Transition time period is essential to a successful and smooth transition process.


FISCAL IMPACT:

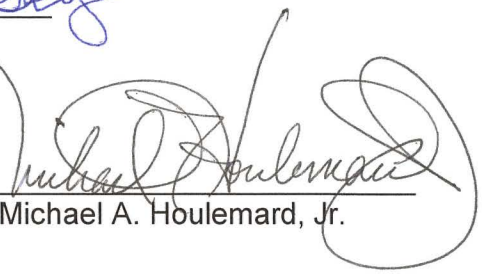
Currently approved Budget Authority for RGS consultant activities is \$25,000. Staff is requesting an additional \$85,000 in Budget Authority to complete design of and carry out the activities recommended in the draft RGS report. The Executive Officer would be authorized to designate targeted expenditures accessing the additional \$85,000 upon approval of this item.

Reviewed by FORA Controller 

COORDINATION:
Executive Committee.

Prepared by 
Steve Endsley

Reviewed by 
Robert Norris

Approved by 
Michael A. Houlemard, Jr.



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Fort Ord Reuse Authority
Focused HR Needs Assessment
February 1, 2019
Draft

BACKGROUND

Regional Government Services (RGS) is a joint powers authority (JPA) providing services to cities, special districts, counties, other JPAs, and special consortiums of government agencies throughout California. Continuously operating since inception in 2002, RGS has over sixteen years of experience providing a variety of human resources consulting, financial management, planning and public works projects, organizational development, and strategic planning services to approximately 250 public agencies throughout California.

In November 2018, Fort Ord Reuse Authority (FORA) retained Regional Government Services (RGS) to provide human resources management services to the FORA Executive Officer to develop an organizational strategy to respond to the human resources activities resulting from planning of the “sunset” of FORA, legislatively scheduled to occur on June 30, 2020. This strategy will address the impact of work force reduction issues, and facilitate FORA's completion of the goals and objectives of the agency’s approved 2018 transition plan.

RGS has completed a focused assessment of the current staff’s needs, and provided specific recommendations for outplacement support and considerations for retaining key personnel during the period of review and deliberation. In addition, a significant review of organizational resources, systems, and anticipated sunseting activities has been conducted; however, FORA’s transition planning is still in motion, and additional recommendations are anticipated.

Assessment Objectives

The purpose of the assessment was to identify specific actions needed to support staff through both organizational exit and retention to closure processes, clarify expected shifts in staffing and workload, and identify post-sunset HR and administration needs. Specific objectives include:

- 1) Identify outplacement needs and recommend a work plan to meet key needs.
- 2) Analyze compensation and benefits structure, to identify appropriate opportunities for both staff exit and retention tools; and to clarify benefit needs and obligations up to and potentially beyond sunset date.
- 3) Evaluate skills and/or resources required to maintain agency deliverables up to (and potentially beyond) sunset date; outline a plan for restructuring jobs and redeploying skills to meet such needs retaining managerial flexibility to respond to possible future events.
- 4) Provide a cost estimate and schedule for RGS to deliver the recommended HR and administrative services.

ASSESSMENT METHODOLOGY

To obtain contextual information about the agency and current staffing, as well as the anticipated agency “sunset”, RGS staff reviewed the following key documents:

- 2018 Transition Plan
- Job Specifications
- FORA Organizational Chart

Additional data was collected for each area of need anticipated.

Outplacement and Transition Resources Needs:

RGS staff reviewed these additional FORA records:

- Draft Notes: Evaluation of Summary from Staff Transition Planning Workshop (Retreat) from August 17, 2018
- Draft Notes: Transition Concerns from Staff Transition Planning Workshop (Retreat) from August 17, 2018

RGS staff also conducted regional research to identify the practices and policies associated with Reduction in Force within local governmental agencies. Agency policies reviewed include:

- City of Monterey Early Retirement Incentive Policy (July 19, 2011)
- Memorandum of Understanding Between County of Monterey and Service Employees International Union (July 1, 2016 to June 30, 2019)
- City of Salinas Layoff Policy for the Association of Management Employees (November 1, 2004)
- Resolution of the City Council of the City of Marina Authorizing the City Manager to Execute the Memorandum of Understanding Between the City of Marina and Marina Public Safety Management Association (Resolution No. 2018-61)

In addition, sixteen FORA staff members were interviewed to assess their work history, skill set, level of preparedness for the transition, benefit needs, transition support needs.

Compensation and Benefits Structure:

RGS staff reviewed the following compensation and benefits documents, relevant to current offerings; and to potential future options or obligations:

- a. Current Employee Handbook
- b. Current Employee Benefits Summary
- c. FORA Resolutions regarding employer contribution amounts to CalPERS medical insurance premium costs (17-05, 16-02, 13-07, 10-13, 99)
- d. Current dental and vision insurance benefit summaries

- e. Contract Between the Board of Administration of the Public Employees’ Retirement System and the Board of Directors of FORA
- f. Current Salary Schedule

Maintenance of Essential Agency Capacity:

RGS staff collected information to identify potential need for retention of skills and resources to maintain FORA up to and post-sunset by the following methods:

- a. Review of Transition Plan
- b. Interviews with FORA executives
 - i. Executive Officer Michael Houlemard
 - ii. Assistant Executive Officer Steven Endsley
 - iii. Principal Analyst/Human Resources Robert Norris
 - iv. Controller/Finance Manager Helen Rodriguez

FINDING AND RECOMMENDATIONS

Findings and recommendations are grouped together for each of the specific objectives identified above.

1. Address Current Staff Outplacement and Transition Resources Needs:

The first objective was to identify outplacement needs and recommend a work plan to meet key needs. Based on the sixteen FORA staff members interviewed, outplacement services and resources of importance to staff were identified (Table 1).

Table 1

Staff-Identified Services and Resources Needs

Need Identified	By Number of Staff
Maintain Medical Coverage	13
Paid Leave for Job Search/Transition Planning	13
Job Search Planning and Social Media Job Search Skills Development	12
Interview Coaching	11
Resume Writing Skills Development	11
Self-Help Resource for Job Search Information and Transition Communication	10
CalPERS Information and Education	9
Networking Skills Development	8
Maintain or Acquire Professional Education/Certification/ Professional Membership	4

RGS recommends that an array of outplacement services be provided immediately to help staff prepare for the transition. These services include job search skill building, deployment of an information resource specific to transition issues, and the development and adoption of a reduction in force policy which addressed both current paid leave needs and any future maintenance of benefits.

A coordinated program of skills growth, information, and clear organizational commitment to a compensation and/or benefit maintenance program would provide those separating employees with the tools and information needed for their personal planning purposes, and would help to alleviate the stress and anxiety stemming from uncertainties regarding future financial impacts of the agency’s closure.

Paid leave time for job search and separation planning, along with continuation of medical coverage are very important to staff. Clear and transparent communications along with job search skills honing and development were also very important to the staff. Findings from the individual staff interviews in December 2018 echo the needs expressed during the August 2018 workshop held by FORA for staff.

As requested, RGS proposes to provide the following outplacement services listed in **Table 2** as early as possible in Fiscal Year 18/19. For such services to have maximum value to staff, time is of the essence.

Table 2

Recommended Outplacement Services Proposed to be Provided by RGS

Outplacement Services
Job Search Planning and Social Media Job Search (Group Training)
Interview Skills (Group Training)
Resume Writing (Group Training)
Networking Skills (Group Training)
Individual Staff Coaching
Transition Communications Program Development and Administration
“Transition Leave” Policy Development
Obtain Employee Assistance Program Services for Staff and Families
RIF Policy and Program Development and Administration

FORA leadership must determine priorities and parameters for support of importance such as paid transition leave, continued medical coverage, professional membership or education costs and more. RGS can provide group training, individual coaching and facilitate a range of relevant program and policy activities. RGS will administer such policies as are established.

Individual coaching will be available on limited hours basis, as will customized HR problem solving and support as needs arise. Transition communications and administration will include developing web-delivered content for career development, job search leads and tools and transition information to staff.

These services will be delivered through a mix of weekly email communications, regular onsite visits to meet with staff, and ongoing update of an internal website dedicated to transition tools, information, and job links. We expect an average of 15 hours per month for the FY 2019 and 2020, with a significant concentration of hours and onsite visits leading up to the end of each FY when transition activity is anticipated to be most concentrated.

In conjunction with group and individual trainings, a special paid leave policy and/ or bank would be helpful for staff to allocate the time needed to conduct job search activities and attend training, and for FORA to track and manage costs associated with outplacement services. Upon request, RGS will draft such a policy for management.

During times of organizational change and reduction in force, employees and employees' family members undergo significant personal and professional stress. For this reason, in addition to outplacement services provided by RGS, we recommend that an Employee Assistance Program (EAP) be set up to provide confidential short-term counseling, financial, legal, referral support to staff and their family members. The cost of providing an EAP program through a service provider typically range for \$2.50 to \$5.00 per employee, per month. RGS will facilitate the selection of appropriate EAP program for staff and provide education to staff on how to utilize the program.

In order to recommend an effective RIF policy and program for FORA, RGS researched local practices. Reduction in force programs vary greatly across local public agencies. For example, the City of Salinas provides an amount equal to one week of pay for each year of service and 18 months of medical, vision, and dental insurance maintained by the employer. The County of Monterey provides an amount equal to two months of employee-only health premium. It is important to understand that the programs shown here are generally developed and used during times of economic insufficiency—that is, they are intended to achieve specific organizational goals relative to necessary budget reductions.

It is desirable and appropriate to create a program tailored to FORA's goals, which include effective operation through sunset, and support of staff through the transition in a fair and equitable manner. Also, balancing the risk of the loss of institutional knowledge against the uncertainty of continued employment call for a FORA specific plan. FORA must perform the reduction in force activity to meet the legislative sunset date for the agency.

Table 3 summarizes the regional agency layoff and early retirement incentive policies in the Monterey area. This table does not represent all available information for the local agencies but is intended to provide a quick snapshot of relatively recent and easily-accessible data.

Table 3

Summary of Layoff and Early Retirement Benefits of Selected Local Agencies

Agency	Layoff and Early Retirement Benefits
City of Salinas	Layoff: one (1) week for each year of service for up to six (6) or eleven (11) weeks for management group, eighteen (18) months of medical, dental, vision. Early Retirement: Employer paid two (2) year health (medical, dental, vision) for employee-only coverage.
City of Marina	Layoff: Amount equal to one month of pay.
City of Monterey	Early Retirement: Employer paid thirty-six (36) months of medical, dental, vision or lump sum amount equivalent.
County of Monterey	Layoff: Employer paid two (2) months for the employee-only health premium.

Based on interviews of staff, continuation of medical benefits after separation is a very important benefit. By law, when an employee loses employer-provided health insurance coverage, the employee is eligible for 18 months of continued access to the employer’s group health coverages under the Consolidated Omnibus Budget Reconciliation Act (COBRA). The cost for COBRA is the full cost of the health plan premium plus a 2% administrative fee. Currently the cost of medical premiums of FORA staff range from \$800 to \$2,100 per month.

In a time where income loss occurs through an involuntary separation from employment, the cost to continue health coverage may be prohibitive for many individuals. RGS recommends providing those employees who will be subject to involuntary separation with a separation package comparable to the City of Salinas. This package would include 18 months of employer paid health premiums and an amount equal to one week pay for every year of service. In addition to the fair and equitable treatment of those employees who have provided years of service to carry out FORA’s mission, it will provide those separating employees information needed for their planning purposes. Having the certainty of continuation of health coverage and a reasonable amount of final pay will help to alleviate the stress and anxiety stemming from job loss.

Currently, there are two fully funded vacant or expected to be vacant positions. It is reasonable to expect additional loss of staff in the near future. The cost savings realized with the reduction of positions through attrition and restructuring can be used to fund the separation package. The Executive Officer must have the tools to retain key staff during the periods of review and uncertainty

RGS reviewed methods for providing a benefits maintenance separation package, a matter of high interest for the majority of current staff, and given that FORA will be limited as a primary

administrative resource. If employer paid health continuation coverage is provided to those employees experiencing a job loss, the implementation of a health reimbursement account (HRA) program is recommended as a method for administering the funds. The benefits of an HRA are:

- Portable and personal account pre-funded at the time of separation to maintain the level of health benefits through reimbursement of premium payments by separated employee
- Ongoing maintenance of the accounts and reimbursements provided by a third-party administrator, thus eliminating the need for post-sunset administration
- Federal and state payroll tax savings to employees when compared to a lump sum payout of health premium equivalent amount
- Allows employees flexibility in spending funds on a wide range of eligible health care expenses (health plan premiums, co-pays, deductibles, long-term care, dental, etc.)
- Unused funds rollover every year until account has been exhausted

The cost to design and set up an HRA is typically a flat one-time fee of approximately \$3000. Monthly maintenance of the account is approximately \$8.00 per person, per month. The HRA plan can be designed to deduct the maintenance fee directly from the participant's account, thus eliminating any need for FORA manage the account post-sunset. If desired, RGS will facilitate the set-up of an HRA program through a third-party administrator and provide employee education on HRA benefits and utilization.

RGS recommends that the development of a reduction in force policy and separation package occur as soon as possible so that staff can engage in effective personal transition planning.

2. Compensation and Benefits Structure:

The second objective was to analyze compensation and benefits structure, to identify appropriate opportunities for both staff exit and retention tools; and to clarify benefit needs and obligations up to and potentially beyond sunset date.

Compensation and benefits provided by FORA are comparable to what is provided by many public agencies in California. Medical benefits are provided by contract with the CalPERS health insurance program, with an employer contribution of \$830 for employee-only, \$1511 for employee plus one, and \$1909 for employee plus two or more. Up to \$145/month is provide by the employer to pay for employee dental and vision benefits. Retirement benefits are provided through CalPERS. Regardless of the decisions made by FORA leadership regarding a separation package, discussed above, COBRA obligations will need to be met and employees notice of rights as separations occur. As FORA experiences staff shrinkage, RGS is prepared to assume administrative responsibility to ensure this occurs.

It is not uncommon for public agencies to provide are certain amount of retiree medical reimbursement for the life of the retiree. These ongoing retiree medical obligations are typically negotiated through a memorandum of understanding between agency and labor group, individual

employment contract, agency compensation policy, or resolution. Presently, it is unclear what FORA's retiree health care obligations are. Understanding FORA's retiree health obligations will be critical to determining cost and setting up appropriate funding vehicle, as well as communicating to existing retirees on changes as FORA begins to prepare for sunset. RGS continues to research FORA, CalPERS, and other legal documents to confirm the status of any such obligations.

FORA staff have already initiated steps to maintain pension benefits appropriately for staff and retirees. Unfunded CalPERS liability will be funded by a section 115 trust and retirement reserve funds. Based on the approved 2018 Transition Plan, any shortfalls will be funded by encumbering future property tax revenues. RGS will continue to monitor and support correct administrative process. RGS staff will also work to inform staff about their future PERS benefits, and ensure that they understand their options and are able to take effective steps if and when they choose to access pension benefits.

3. Maintenance of Essential Agency Capacity

The third objective of this assessment was to evaluate skills and/or resources required to maintain agency deliverables up to (and potentially beyond) sunset date; and to outline a plan for restructuring jobs and redeploying skills to meet such needs.

Restructuring and Skills Maintenance

As 2018 Transition Plan implementation agreements are reached by member jurisdictions, the need for the current staffing levels may be reduced. The total reduction level is difficult to estimate without the finalized implementation agreements. RGS will monitor the status and terms of agreements as they are reached, and evaluate impacts on needed skill sets and staff retention. However, there are certain functions that will need to be carried on through sunset and beyond regardless of the assumption of FORA's obligations by successor agencies.

In order to retain the essential skills and appropriately scale back staffing levels as needed to meet 2018 FORA transition plan objectives by the anticipated sunset date, it will be necessary to reconfigure existing positions, design new positions, and identify skill or service supplemental resources that add value outside of the employment paradigm. Reduction in staff and restructuring will be partially based on finalization of the various implementation agreements by member jurisdictions. Additionally, individual staff member choices to remain or leave FORA will impact the agency's ability to deliver needed services. FORA's Executive Officer will need to continuously analyze the shifts in both staffing and workload, current staffing, and compensation structure, and FORA's ability to operate effectively through to closure.

RGS staff anticipate that the adoption of the FY 19/20 budget presents an opportunity for restructuring and stabilizing the final year of operation. RGS will work with FORA staff to repackaging essential skills to continue with the transition objectives into new job roles and

potentially new job classes. RGS also anticipates that a revised compensation and/or incentive structure will be necessary to retain staff who will be able to fill those new roles. It is critical to recognize and mitigate the risk of lost job opportunities for those remaining staff who will help bring FORA to its sunset date.

RGS recommends and will assist the Executive Officer to perform the following actions to support this process:

- Evaluation of functions and new role and job design
- Compensation adjustments relative to new roles
- Selection and transition of qualified existing employees to new structure
- Development of appropriate incentive pays or benefits for duration and exit of staff

RGS recommends this restructuring design process occur as soon as possible and be implemented not later than the beginning of FY 19/20.

Post-sunset needs

There will be various administrative needs that will continue to exist once FORA has dissolved. These include:

- Retention of personnel records and release of employment information for various legitimate purposes (reference checks, PERS service, litigation, etc.)
- Financial obligations to fund post-employment benefits
- Former employee helpline

Ideally, these needs will be limited in scope and duration; however, further evaluation is needed to address what administrative roles and services will remain after closure, and to identify appropriate and effective options for delivery. Options may include the transfer of administrative responsibility to FORA member agencies, third-party providers, or other appropriate methods to ensure that obligations are fulfilled.

4. Maintenance of HR and Related Administrative Services

The final objective of the assessment was to provide a cost estimate for RGS to deliver the recommended HR and administrative services. The human resources and administration of FORA's sunseting needs are anticipated to be different than the baseline HR support required during normal operations. RGS expects to provide new services and programs based on the individual needs of the staff, timing of expected and unexpected staff departures, and completion of cooperative agreements. RGS will craft and deliver the support needed by FORA's staff and assist FORA in fulfilling its existing obligations. This may include the resolution of standard HR issues as needed when appropriate internal resources are no longer available. To implement new services, RGS proposes the following tasks and timeline (Table 4). The total cost for these services will be approximately \$66,400 for FY18/19 and \$18,600 for FY 19/20.

Table 4

Outplacement/Restructuring Services and Schedule to be Completed by RGS

Services to be Provided by RGS For FY 2019 and FY 2020	Schedule
Job Search Planning and Social Media Job Search (Group Training)	Feb. 2019 to Apr. 2019
Interview Skills (Group Training)	Feb. 2019 to Apr. 2019
Resume Writing (Group Training)	Feb. 2019 to Apr. 2019
Networking Skills (Group Training)	Feb. 2019 to Apr. 2019
Develop Content for Employee Transition Website	Feb. 2019
Facilitate the Set-up of EAP Provide Employee Education	Feb. 2019
Draft Reduction in Force Policy including Separation Package	Mar. 2019 to Apr. 2019
Facilitate the Set-up of HRA Program and Provide Employee Education	Apr. to Jun. 2019
Individual Coaching	Ongoing to Jun. 2020
Evaluation of Functions and Organizational Restructure	Apr. 2019 to May 2019
Recommend Compensation Relative to New Roles	Apr. 2019 to May 2019
Recommend Potential Incentive Benefits for Duration and Exit of Staff	Apr. 2019 to May 2019
Selection and Transition of Existing Employees to New Structure	Jun. 2019 to Jul. 2019
Complete Analysis of Post-Sunset Needs and Recommend Action	Sept. 2019 to Jun. 2020
Ongoing HR Communications and Administration	Ongoing to Jun. 2020