



CITY OF MORRO BAY CITY COUNCIL AGENDA

The City of Morro Bay provides essential public services and infrastructure to maintain a safe, clean and healthy place for residents and visitors to live, work and play.

NOTICE OF SPECIAL MEETING

**Wednesday, November 10, 2021 – 4:00 P.M.
Held Via Teleconference**

ESTABLISH QUORUM AND CALL TO ORDER

PUBLIC COMMENT FOR ITEMS ON THE AGENDA

Pursuant to Executive Order N-08-21, issued by Governor Newsom on June 11, 2021, this Meeting will be conducted telephonically through Zoom and broadcast live on Cable Channel 20 and streamed on the City website (click [here](#) to view). Please be advised that pursuant to the Executive Order, and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Veterans' Hall will not be open for the meeting.

Public Participation:

In order to prevent and mitigate the effects of the COVID-19 pandemic, and limit potential spread within the City of Morro Bay, in accordance with Executive Order N-08-21, the City will not make available a physical location from which members of the public may observe the meeting and offer public comment. Remote public participation is allowed in the following ways:

- *Community members are encouraged to submit agenda correspondence in advance of the meeting via email to the City Clerk's office at cityclerk@morrobayca.gov prior to the meeting and will be published on the City website with a final update one hour prior to the meeting start time. Agenda correspondence received less than an hour before the meeting start time may not be posted until after the meeting.*
- *Members of the public may watch the meeting either on cable Channel 20 or as streamed on the City [website](#).*
- *Alternatively, members of the public may watch the meeting and speak on a specific agenda item by logging in to the Zoom webinar at the **beginning** of the meeting using the information provided below. Please use the "**raise hand**" feature to indicate your desire to provide public comment. Each speaker will be allowed three minutes to provide input.*

Please click the link below to join the webinar:

➤ <https://us02web.zoom.us/j/82722747698?pwd=aWZpTzcwTHlRTk9xaTlmWVNW/RWFUQT09>

Password: 135692

➤ *Or Telephone Attendee: 1(408) 638-0968 or 1(669) 900-6833 or 1(346) 248-7799; Webinar ID: 827 2274 7698; Password: 135692; Press *** 9** to "**Raise Hand**" for Public Comment*

SPECIAL MEETING AGENDA ITEM:

I. CITY COUNCIL GOALS AND ACTION ITEMS ADOPTION; (CITY MANAGER)

RECOMMENDATION

Staff recommends the City Council adopt the proposed City Council goals, goals' statements, and short-term and long-term action items.

II. DISCUSSION AND DIRECTION OF STATE REPRESENTATION TO SUPPORT CITY OF MORRO BAY PROJECTS AND ECONOMIC DEVELOPMENT INITIATIVES; (CITY MANAGER)

RECOMMENDATION

Staff recommends the Council authorize the City Manager to execute an 8-month retainer agreement (November 2021 – June 30, 2022) with Townsend Public Affairs, in a form reviewed and approved by the City Attorney, to:

- 1) Support efforts to gain state support and funding for the City's goals,**
- 2) Support offshore wind development and other economic development initiatives beneficial to Morro Bay,**
- 3) Seek state grants for the Wastewater Reclamation Facility (WRF) project, OneWater infrastructure projects, and other infrastructure projects, and**
- 4) Keep the City apprised of other relevant state legislation and funding opportunities.**

ADJOURNMENT

DATED: November 5, 2021



John Headding, Mayor

IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, IF YOU NEED SPECIAL ASSISTANCE TO PARTICIPATE IN A CITY MEETING, PLEASE CONTACT THE CITY CLERK'S OFFICE AT LEAST 24 HOURS PRIOR TO THE MEETING TO INSURE REASONABLE ARRANGEMENTS CAN BE MADE TO PROVIDE ACCESSIBILITY TO THE MEETING.



AGENDA NO: I

MEETING DATE: November 10, 2021

Staff Report

TO: Honorable Mayor and City Council

DATE: November 5, 2021

FROM: Scott Collins, City Manager

SUBJECT: City Council Goals and Action Items Adoption

RECOMMENDATION

Staff recommends the City Council adopt the proposed City Council goals, goals' statements, and short-term and long-term action items.

ALTERNATIVES

None.

FISCAL IMPACT

There is no immediate fiscal impact related to the recommendation. However, many of the action items have associated fiscal impacts, some of which will result in costs to the City when implemented and others which will bring revenue enhancements to the City if implemented. These items will be discussed in detail at the Special Council meeting on November 10, 2021.

BACKGROUND

Council hosted a Goals Workshop (Workshop) on Wednesday, September 29th to consider public input, and engage in a professionally facilitated discussion to help determine the goals for the remainder of 2021 and all of 2022. Sommer Kehrl, of the Center for Organizational Effectiveness, will facilitated the Council discussion, after she held one-on-one discussions with the Mayor and individual Councilmembers.

In the Workshop, Council coalesced around five major goal areas and developed draft statements for each of the goals, and tasked staff with bringing forward the following for Council consideration:

- action items, both short-term and long-term to help achieve those goals,
- identify on-going efforts related to the goals, and
- highlight opportunities to engage the advisory boards and commission and community groups to make headway on action items.

Below is a discussion of the City's purpose, City efforts to achieve that purpose and the proposed City goals and plan to achieve those goals (please see attached worksheet for more details).

Prepared By: SC

Dept Review: _____

City Manager Review: SC

City Attorney Review: _____

DISCUSSION

City Purpose and Related Citywide Efforts

The City's purpose (or mission) is defined as:

The City of Morro Bay provides essential public service and infrastructure to maintain a safe, clean and healthy place for residents and visitors to live, work and play.

The entire City organization, from Police, Fire, and Harbor to Public Works, Community Development, and Recreation, from the City Attorney and City Manager's Office to Finance, Information Technology, and Human Resources is dedicated to that purpose in all things we do. The City Council goals that are discussed below are also aimed at achieving the City's purpose but are more narrowly and strategically focused. It is common for cities to develop goals that are future oriented as is the case for Morro Bay. The City is able to focus on the future because it has been able to provide those core services to the community consistently, and the community has supported these services through fees and increases in City taxes.

It should be noted that many of the City's core services do not fall under the proposed Council goals, and staff is working to develop a clearer way to communicate key elements of broader City work plans and associated objectives that go beyond the five Council goals. The intent is to capture and communicate all of the important day-to-day City functions that our community depends upon. Staff will bring forward those objectives and work plan summaries through the Fiscal Year 2022-2023 Budget process.

Proposed City Council Goals

City Council developed consensus at the Workshop to pursue the following goals for the next 2 to 4 years:

- 1) Improve Public Infrastructure
- 2) Achieve Fiscal Sustainability and Economic Vitality
- 3) Address Housing Needs
- 4) Climate Action
- 5) Improve Community Health

Proposed City Goals' Statements

The proposed goal statements help define the goals and focus City actions and initiatives. Below are the statements for each of the goals:

Improve Public Infrastructure

- 1) Address cleanliness (while maintaining sensitivity to wildlife) and safety issues in heavy tourism areas and business corridors
- 2) Conduct a capital needs assessment
- 3) Address traffic circulation in Embarcadero

Achieve Fiscal Sustainability and Economic Vitality

- 4) Create a plan to address the City's unfunded liabilities while striving to achieve competitive compensation
- 5) Determine potential paths to secure funding for capital needs (Harbor and other needs)
- 6) Support expedient catalyst site development

Address Housing Needs

- 7) Educate the Council on new and existing State legislation related to housing
- 8) Identify the opportunities for additional housing options and/or explore partnerships to support these efforts
- 9) Continue the Community Development Department's efforts to expedite the development review process

Climate Action

- 10) Participate with other cities in SLO County to support climate action planning efforts
- 11) Educate Council on the technical terms around climate action to support policy advocacy and the identification of critical next steps for Morro Bay
- 12) Consider opportunities to reduce reliance on carbon producing energy sources

Improve Community Health

- 13) Create a plan to address immediate need for increasing COVID vaccination rates with an emphasis towards target populations with inequitable access or education
- 14) Educate Council and staff about Diversity, Equity, and Inclusion (DEI) and engage in a community conversation

Proposed Action Items to Achieve Goals

Staff reviewed the draft goal statements and met several times to discuss which action items could be pursued in the short-term (12 – 14 months) to achieve these goals. Staff has identified a total of 30 distinct action items, that we believe are achievable in the next 12-14 months. Some of these items, as noted above, will have financial impacts and all will impact current City workload capacity. Those potential financial impacts will be discussed at the Special Council meeting on November 10.

Staff has also identified more longer-term (2 – 4 years) action items. Those will be discussed with City Council when the goals are reevaluated in early 2023.

Ongoing Activities and Community/Advisory Board Support

Staff identified areas of the existing work plans for departments that align with the various goals, though the list is far from exhaustive. Those are discussed in the attached worksheet. In addition, the worksheet also includes opportunities to engage with the City's advisory boards, commissions and partners on specific action items.

Organizational Capacity

While staff believes we can execute on the proposed short-term action items in the next 12 – 14 months, we will continue to monitor staffing and other needs to achieve the action items and carry out the remainder of staff duties. As members of Council acknowledged in the Goals Workshop, the City has limited staffing and very ambitious goals and workplans. Adjustments may need to be made to staffing, training and equipment moving forward to ensure these goals can be achieved and workplans completed.

CONCLUSION

Updating the City Council goals is an important process to ensure that City goals link back to the current needs and desires of the community. The City has encouraged participation from community members in a variety of ways. The Council Goal's Workshop led to creation of five major goals that

relate to back to the community input received. City staff have brought forward short-term and long-term action items that should help achieve those goals, so long as the organization is properly resourced moving forward.

Staff recommends that City Council approve the goals, goals' statements and action items as proposed in the attached worksheet.

ATTACHMENT

1. City Goals, Goals' Statements, Acton Item Worksheet



**** DRAFT ** City of Morro Bay – Goals for Remainder of 2021 and All of 2022 ** DRAFT ****

Morro Bay has a unique geographic location that makes it a beautiful spot for residents to live, visitors to visit, businesses to thrive, animals to call home, and all to recreate. As such, the City has identified its purpose as...*The City of Morro Bay provides essential public service and infrastructure to maintain a safe, clean and healthy place for residents and visitors to live, work and play.*

The City goals identified below represent a small percentage of the public services that are provided by City staff to reach this purpose. These City goals signify areas where additional focus and resources may be needed at this point in time. Morro Bay has a highly engaged community that is actively involved in committees, non-profits, advisory bodies, etc. to volunteer time and expertise to support the City in accomplishing our goals and preserving the City of Morro Bay. The City is committed to leveraging this time and talent to address the adopted goals listed below.

Goal Theme	Public Infrastructure	Fiscal Sustainability & Economic Vitality	Housing	Climate Action	Community Health
DRAFT Goal Statement	<i>Address (1) cleanliness (while maintaining sensitivity to wildlife) and safety issues in heavy tourism areas, (2) conduct a capital needs assessment, and (3) traffic circulation in Embarcadero.</i>	<i>(4) Create plan to address the City’s unfunded liabilities while striving to achieve competitive compensation, (5) determine potential paths to secure funding for capital needs (Harbor and other needs), and (6) support expedient catalyst site development.</i>	<i>(7) Educate the Council on new and existing State legislation related to housing, (8) identify the opportunities for additional housing options and/or explore partnerships to support these efforts, and (9) continue the Community Development Department’s efforts to expedite the development review process.</i>	<i>(10) Participate with other cities in SLO County to support climate action planning efforts, (11) educate Council on the technical terms around climate action to support policy advocacy and the identification of critical next steps for Morro Bay, and (12) consider opportunities to reduce reliance on carbon producing energy sources.</i>	<i>(13) Create plan to address immediate need for increasing COVID vaccination rates with an emphasis towards target populations with inequitable access or education. (14) Educate Council and staff about Diversity, Equity, and Inclusion (DEI) and engage in a community conversation.</i>

<p>Focus for Nov 2021-Dec 2022 +</p>	<p>-Clean city (address cleanliness, sanitation issues) that is also sensitive to ecosystem, animals, etc.</p> <p>-Address safety concerns – specifically Embarcadero, Morro Bay Blvd. – crosswalks, stripes painted, stop signs (focus in next 12 months)</p>	<p>-Address Citywide CalPERS liability and robust funding plan*</p> <p>-Address healthcare liability/unfunded liability in OPEB – rise in premiums and cost to City* *while balancing with competitive wages for staff to accomplish all of these goals</p> <p>-Fund Harbor needs fully – need to identify a sustainable funding source; create a plan to address upcoming capital plan needs (specifically Harbor capital plan) – maintenance in Harbor area (e.g., underpinnings, pilings)</p> <p>-Expediently completing catalyst site development (e.g., completion of Market Street Plaza, redevelopment on Embarcadero, Cloisters</p>	<p>-Educate Council on housing</p> <p>-Move to forefront a review of the list of properties for affordable/workforce housing development</p> <p>-Work with partners to address affordable/workforce housing opportunities, and review options for using City property</p> <p>-Continue work that Community Development Department is doing to expedite the development review process</p>	<p>-Participate with other cities in SLO County to update Climate Action Plan – review current Climate Action Plan and understand what can be updated</p> <p>-Educate Council on the technical terms around climate action, so they can make informed decisions</p> <p>-Be conscious of Council’s ability to advocate on policymaking at County level (e.g., APCD), State, and Federal and how those policies will be applied locally</p> <p>-Leverage battery storage and reduce reliance on carbon producing energy sources</p> <p>-Continue work on potential offshore wind farm</p>	<p>-Increase COVID vaccination rates through the lens of equity (e.g., target populations appropriately through equity lens) – City to set target on percentage of fully vaccinated people, community education elements to increase vaccination rates (e.g., County’s vaccination champion toolkit)</p> <p>-Engage first in conversation about what this means for Morro Bay</p> <p>-Educate ourselves and understanding the needs of the community before acting, including reviewing General Plan discussion on social justice.</p>
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		development project, redevelopment of B of A)		-Create access to EV chargers for cars -Connect to other goals on reducing travel/commute with more housing in Morro Bay, ease to get out of Embarcadero/traffic circulation cuts down on emissions	
Potential Short-Term Actions for next 12-14 months (known as “Action Items”)	<ul style="list-style-type: none"> -Conduct a traffic speed survey -Initiate a capital assessment effort (Harbor, facilities, stormwater, etc.) -Review options and develop optimal staffing for City maintenance efforts -(*if approved by Council) initiate work on paid parking pilot program and continue work on long-term plan *Council reviewing on 11/9/2021 	<ul style="list-style-type: none"> -Seek state lobbyist contract to assist in obtaining state funding for City projects -Assess viability for business improvement districts for Downtown and Embarcadero -Review development opportunities for the Market Plaza property -Complete fee study (development impact fees) -Continue review of Vistra proposed battery project 	<ul style="list-style-type: none"> -Complete Zoning Code update -Development of stock Accessory Dwelling Units (ADU) to provide to public for free -Provide update to Council on new state housing legislation (such as SB 9) and general education on housing -Implement Housing element, including reviewing housing by right, objective design guidelines, ADU ordinance update with 	<ul style="list-style-type: none"> -Pursue funding to complete Climate Action Plan update -Continue review of Vistra proposed battery project -Pursue electric vehicle charging station funding -Initiate implementation of SB 1383 (organic waste for residents and businesses) -Promote Central Coast Community Energy (3CE) New Construction 	<ul style="list-style-type: none"> -Provide education to City Council and staff about DEI issues -Support SLO County Public Health communication efforts to vaccinate members of the Morro Bay community, particularly underrepresented communities -Inform the County process to update the 10-year plan on homelessness -Explore opportunities to support County efforts to address

	<p>-Pursue grant opportunities for the Coleman Beach area</p>	<p>-Assess cyber security needs</p> <p>-Prepare and review policy options on liabilities (pension and health care)</p>	<p>incentives, update Density Bonus and inclusionary housing requirements</p> <p>-Bring land use amendment forward for the Seashell estates property to increase density to 7 – 15 unites per acre for a future multifamily housing project.</p> <p>-Complete Cityworks public facing portal and integration of DigEplan (online plan check application)</p> <p>-Initiate work with the Planning Commission ad hoc committee for the review of the planning process</p>	<p>Electrification Program and include in planning materials and on website.</p> <p>-Designate 1 week a year to conduct a renewable energy outreach campaign targeting a specific group.</p> <p>-Create city webpage with links to energy efficient websites.</p>	<p>homeless issues on the North Coast</p> <p>-Support Filipino-American group (FANHS) rededication event of their historic monument at Coleman Beach</p> <p>-Review opportunity for Boys and Girls Club to offer enrichment activities for teens in the Estero Bay region</p>
<p>Potential Long-Term Actions (next 2 – 4 years)</p>	<p>-Address traffic circulation – specifically Embarcadero</p>	<p>-Initiate work to develop a compensation philosophy</p>	<p>-Look to create incentives to bring affordable housing (e.g., impact fee reduction)</p>	<p>-As part of infrastructure planning, review opportunities to improve bike/pedestrian network in City</p>	<p>-Consider creating a Unity or DEI committee/task force – learn from other communities already doing this work,</p>

	<p>-Pursue broadband opportunities – connection to business development</p> <p>-Complete capital assessment and prepare an enhanced capital improvement plan for Harbor, stormwater, facilities, etc.– no capital plan/funding mechanism</p> <p>-If paid parking pilot program proves effective, pursue long-term parking program</p> <p>-Look at parks and how to improve these public spaces for community (such as, conduct a Parks Master Plan)</p> <p>-Complete WRF project</p>	<p>-Continue support for offshore wind opportunity</p> <p>-Pursue broadband opportunities – connection to business development</p> <p>-Identify long-term infrastructure funding for streets, stormwater, Harbor, facilities, etc.</p> <p>-Address Vistra – current proposed battery project – and master planning</p> <p>-Review opportunities to assist businesses, hoteliers, retail to improve façade and infrastructure (could be long-term effort, could be partial TOT relief program)</p> <p>-Think through what we do with current waste water treatment plant property since it</p>	<p>- In order to create a vibrant pedestrian- and bicycle-friendly small-town urban atmosphere in the downtown area and ensure optimal access to services and public transportation, the City will encourage the development of new high-density housing in and adjacent to the downtown commercial district. To facilitate this goal, the City will inventory vacant and underutilized lots in and adjacent to the downtown business district, identify sites or areas where rezoning to high-density residential or mixed use categories might be desirable, and modify the City’s zoning map as appropriate.</p> <p>-The City will review its user charges for public services and facilities to ensure the charges are consistent with the costs of improvements and maintenance. Additionally, the Community</p>	<p>-Complete implementation of SB 1383</p> <p>-Complete Climate Action Plan update</p> <p>-Evaluate City policies regarding purchases that are climate conscious (e.g., fleet purchases)</p> <p>-Develop electric vehicle charging station strategy</p> <p>-Look for opportunities for solar</p> <p>-Support additional water conservation efforts</p> <p>-Continue support for offshore wind opportunity</p> <p>-Develop list of energy efficient improvements city can make and funding strategy</p>	<p>research they have done, etc.</p> <p>-Consider evaluating how City policies consider DEI when written</p> <p>-Education/raise awareness on drugs as a public health issue</p> <p>-Update the Morro Bay Livability report to evaluate quality of life in MB.</p>
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		<p>will be vacant in several years</p> <ul style="list-style-type: none"> -Explore finance district regarding potential Vistra development 	<p>Development Department will consider reductions or deferral of typically required public improvement projects, such as street/sidewalk improvements and utility infrastructure upgrades to avoid being prohibitive to affordable housing developments.</p>		
Ongoing Actions	<ul style="list-style-type: none"> -Continue to address water security -Work towards completion of Harbor Walk public space -Continue work on OneWater projects -Continuous improvement of City maintenance efforts -Engage community on traffic safety 	<ul style="list-style-type: none"> -Finish WRF within a reasonable budget and fund the decommission of the current sewer plant -Settlement with Cayucos Sanitary District -Review opportunities for innovation -Review opportunities for revenue enhancements -Ensure proper staffing levels to achieve City goals 	<ul style="list-style-type: none"> -Seek continuous improvements to the planning process -Continue to look for grant opportunities to facilitate housing element implementation 	<ul style="list-style-type: none"> -Preserve open space (e.g., invest in parks, Planning Commission's recommendations on tree banking, continue work on Toro Creek preserve) 	<ul style="list-style-type: none"> -City representatives serve on the Estero Bay Action Committee (EBAC) and County Homeless Services Oversight Council. -Morro Bay Police Chief initiated a Chief's Advisory Committee in 2019, which continues to meet to review local law enforcement polices and programs and provides input to the Chief.

		-Work with Chamber and other partners on catalyst site marketing			
Assign to Committee/Commission or other groups for Review/Discussion	-Work with Public Works Advisory Board on traffic circulation and capital assessment and prioritization -Work with Harbor Advisory Board on prioritization of capital needs in the Harbor	-Be strategic in increasing revenue funding/revenue generation – get creative and reach out to community for revenue generation ideas (potential item for Citizen Finance Advisory Committee - CFAC) -Review options for use of cash reserves in water and sewer funds upon completion of the WRF project (CFAC)	-Planning Commission assist with prioritization of key GP/LCP and Zoning code implementation items -Work with the County, HASLO and other partners for affordable housing opportunities	-Educate community on planting the right trees in the right places (continue work that Planning Commission is doing) -Educate community on diverting organic waste from landfill – support Integrated Waste Management Association (IWMA) community outreach efforts	-Consider forming a community task force for DEI efforts, after going through initial education on this issue

Keep in mind organizational effectiveness from a foundational perspective:

- Ensure City has the organizational capacity to do the work we commit to and support for staff in their health and wellness
- Evaluate what tools City leadership needs to continue to do excellent work and to retain and recruit talent we need to achieve these goals
- Engage subcommittees and partnership wheel model so City staff doesn't have to execute on all of these items alone

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AGENDA NO: II

MEETING DATE: November 10, 2021

Staff Report

TO: Honorable Mayor and City Council

DATE: November 5, 2021

FROM: Scott Collins, City Manager

SUBJECT: Discussion and Direction of State Representation to Support City of Morro Bay Projects and Economic Development Initiatives

RECOMMENDATION

Staff recommends the Council authorize the City Manager to execute an 8-month retainer agreement (November 2021 – June 30, 2022) with Townsend Public Affairs, in a form reviewed and approved by the City Attorney, to:

- 1) Support efforts to gain state support and funding for the City's goals,
- 2) Support offshore wind development and other economic development initiatives beneficial to Morro Bay,
- 3) Seek state grants for the Wastewater Reclamation Facility (WRF) project, OneWater infrastructure projects, and other infrastructure projects, and
- 4) Keep the City apprised of other relevant state legislation and funding opportunities.

ALTERNATIVES

1. The City Council could choose not to authorize the City Manager to execute the agreement, or direct the City Manager to execute an agreement with a different consultant .

FISCAL IMPACT

The contract cost for the recommended state retainer representation is \$5,000/month, which includes state representation and grant funding services. The City proposes an approximately 8-month contract (November 2021 – June 30, 2022), for a total amount of \$40,000. It is recommended that the contract expenses be paid for 50% from the water and sewer funds and the other 50% from the City's General Fund. If the staff recommendation is approved by Council, staff will make the modifications to the funds through the Fiscal Year 2021/2022 mid-year budget process.

BACKGROUND

Based upon the historic size of the State of California's Fiscal Year 2021/22 Budget, and the fact that more funding is being made available for important City goals, such as infrastructure, homelessness, housing, climate action, etc., staff initiated outreach to three reputable firms that specialize in representing local governments at the state level. The purpose of this outreach was to understand the services that these firms provide, and if the City would be a good fit with their existing portfolios and areas of expertise.

The City has federal representation through The Ferguson Group, for the WRF program, offshore wind, COVID-19 funding, and other infrastructure and economic development initiatives. That representation has been effective for the City, when considering the important role The Ferguson

Prepared By: SC City Attorney Review: BWB

Group played in securing a \$62 million low-interest loan from the U.S. Environmental Protection Agency (Water Innovation and Finance Infrastructure Act loan – commonly referred to as WIFIA). That will save the community approximately \$800 - \$900,000 per year in debt payments when compared to a comparable commercial loan. The City secured a modified 17-month contract with Ferguson, which is \$3,300/month, plus \$2,000 for expenses. This modified contract served to help the City recover through COVID-19. However, staff anticipate a negotiated agreement after this fiscal year to continue with Ferguson, and would likely be in the range of \$5,000 per month plus expenses.

The City also has federal representation for other projects. Our membership in CMANC, the California Marine Affairs and Navigation Conference, is, in effect, a federal advocacy group for our Harbor in general and dredging support in particular. Our \$1,350 annual membership in CMANC is an important investment in advocating for Federal funding for our dredging program of our Army Corps of Engineers-maintained channels. The City also pays into the CMANC pool to cover representation by Carpi and Clay, a government relations firm that specializes in harbor issues. Those costs are pooled between the CMANC represented harbors districts and cities like Morro Bay, at a cost of \$8,400 per year to the City. Annual dredging of our harbor entrance area at a cost of \$3 million, and every 5-7 years dredging of other bay channels at a cost of \$4 to \$6 million, represents a significant return on a modest annual investment. These Harbor specific representation service expenses are covered by the Harbor Fund.

Finally, the City is a paying member of the League of California Cities, which among several other services, provides representation services for Morro Bay at the State government level. The total annual fee to be a member is \$6,170 per year to Morro Bay, which is covered by the General Fund. While League support is helpful at the general level for Morro Bay and the other 400+ cities in California, they do not have the capacity to address very specific funding needs and legislative priorities for Morro Bay.

DISCUSSION

The City reached out to three groups, Townsend Public Affairs, Renne Public Policy Group and Gonsalves and Sons. Staff received proposals from Townsend and Renee. Following receipt of the proposals, staff spoke with each firm to discuss the City's legislative priorities and funding needs at the state level. Staff recommends moving forward with Townsend because of their excellent record in supporting cities with grant funding (over \$2.2 Billion in funding for their clients received) and the deep bench they have, allowing them to cover all major areas of concern for the City (see attachment for their proposal).

Townsend's proposal was on par with Renee Public Policy Group in terms of retainer costs for advocacy (\$5,000/month), but Townsend provides grant funding support within their advocacy retainer, whereas Renee had an additional retainer (\$1,500/month) for that expense. Thus, staff recommends moving forward with Townsend Public Affairs, with a \$5,000/month retainer from November 2021 through June 30, 2022. That will provide sufficient time for onboarding and developing legislative and funding opportunity priorities. Should the term be successful, the City and Townsend could look at a longer term contract beginning in July or move forward with a Request for Proposal (RFP) process should it be warranted.

Should Council approve this recommendation, staff will work with the City Attorney's office to draft and execute a contract with Townsend Public Affairs with the terms stated in the proposal. Staff further recommends that the contract be paid in equal parts from the Water/Sewer Funds and the General Funds, given that Townsend will support both the WRF and OneWater projects and economic development and other infrastructure aims of the City in their advocacy work.

CONCLUSION

Based on their expertise and proven value in representing local governments at the state level, and the amount of funds available in the state budget for local governments, staff recommend the City move forward with an 8-month agreement with Townsend Public Affairs to represent the City at the state level on key City projects and initiatives.

ATTACHMENT

1. Townsend Public Affairs Proposal for Legislative Advocacy and Grant Funding Services

TOWNSEND

PUBLIC AFFAIRS

EST TPA 1998

WWW.TOWNSENDPA.COM

SACRAMENTO • WASHINGTON, DC
NORTHERN CALIFORNIA • CENTRAL CALIFORNIA
SOUTHERN CALIFORNIA



**Proposal for
Legislative Advocacy and
Grant Funding Services**

October 19, 2021

TOWNSEND
PUBLIC AFFAIRS
EST TPA 1998

October 19, 2021

Scott Collins, City Manager
City of Morro Bay
595 Harbor Street
Morro Bay, CA 93442

Dear Mr. Collins:

Thank you for the opportunity for Townsend Public Affairs, Inc. ("TPA") to submit our proposal for Legislative Advocacy and Grant Funding Services to the City of Morro Bay ("City").

Since its inception in 1998, TPA has earned the reputation as **Champions for Better Communities** by providing the experience, resources, and relationships expected from a premier legislative advocacy and grant writing firm while also giving clients the unique brand of customer service they deserve: personal attention, maximum accessibility, and passion for their mission.

Our strategic approach to advocacy and funding is tailored to meet the individual needs of each client by leveraging the breadth and depth of our team as well as our vast network of relationships with key stakeholders and decision makers.

Utilizing this method on behalf of our clients, TPA has shepherded over 100 legislative and regulatory proposals into law and secured over \$2.2 billion in grants from state, federal, and local government agencies as well as nonprofit foundations and private companies.

Thank you again for your interest in our firm and your consideration of this proposal. Please contact us if you have any questions or need additional information. We would be honored to serve the City of Morro Bay.

Yours truly,



Christopher Townsend
President



RELATIONSHIPS

TPA is a state and federal legislative advocacy and grant writing firm that provides lobbying and funding services to public agencies and nonprofit organizations throughout California.

- Founder/Owner/President: Christopher Townsend
- Advocacy Success: Shepherded **over 100** client-sponsored legislative proposals into law
- Funding Success: Over **\$2.2 billion** in state, federal, and local government grants as well as grants from nonprofit organizations and private companies
- Longevity: 23 years (founded in 1998)
- Number of Employees: 18
- Number of Registered State and Federal Lobbyists and Grant Writers: 13
- Number of Offices: Five
 - TPA State Capitol Office, Sacramento
 - TPA Federal Office, Washington, DC
 - TPA Northern California Office, Oakland
 - TPA Central California Office, Fresno
 - TPA Southern California Office, Newport Beach
- Types of Clients:
 - City Governments
 - County Governments
 - Water and Sanitation Districts
 - Transportation Districts
 - K-12 School Districts
 - Community College Districts
 - Parks and Recreation Districts
 - Fire Protection Districts
 - Museums, Science Centers, and Cultural Facilities
- Areas of Specialization:
 - Local Governance (Cities, Counties, Special Districts)
 - Transportation Policy and Infrastructure
 - Water and Sanitation Policy and Infrastructure
 - Education Policy and Infrastructure
 - Housing and Economic Development
 - Parks and Community Facilities (Recreational, Cultural, Historical)
 - Energy, Environment, and Natural Resources
 - Public Safety
 - Budget and Finance
- Ranking by Revenue Reported to the California Secretary of State:
 - 7th of 486 Firms Registered for 2019-20 Legislative Session
 - 98th Percentile



LEGISLATIVE ADVOCACY ACHIEVEMENTS

Policy Sector	Issue	Description
Local Governance	Local Control and Finance	<ul style="list-style-type: none"> Public Facilities and Finance Public Employee Programs Contractual Assessment Programs Infrastructure Financing Opportunities
	Public Employee Benefits	<ul style="list-style-type: none"> PEPRA Compliance JPA Benefits Medical Benefits Vesting
	Cannabis	<ul style="list-style-type: none"> Drafting Local and State Cannabis Regulations Local Control
Transportation	Local Streets and Roads	<ul style="list-style-type: none"> State Highway Relinquishments Local Venue Signage on State Highways
	State Highway System	<ul style="list-style-type: none"> State Bond Funding for Highway Projects Expansion of Toll Lanes/Toll Roads
Water and Sanitation	Water Quality	<ul style="list-style-type: none"> Drinking Water Public Health Regulations Groundwater Pollution Liability Groundwater Management Plans Direct/Indirect Potable Reuse
	Water Infrastructure	<ul style="list-style-type: none"> State Bond Funding for Water Projects Local Reliability Projects Water Conservation Programs
	Sanitation Infrastructure	<ul style="list-style-type: none"> Integrated Regional Watershed Projects Advanced Water Treatment Facilities
Housing and Community Development	Affordable Housing	<ul style="list-style-type: none"> Developing Funding for Affordable Housing Expanding Affordable Housing Eligibility
	Economic Development	<ul style="list-style-type: none"> Capital Investment Incentive Program Expansion Enterprise Zone Program Regulations Military Base Re-Use Land Planning
	Redevelopment	<ul style="list-style-type: none"> Agency Dissolution Process Developing Post-RDA Funding Sources State Liability Reduction
Recreation and Natural Resources	Park Facilities	<ul style="list-style-type: none"> Joint-Use Projects with Schools Districts State Bond Funding for Local Park Projects (Propositions 11, 68, and 84)
	Greenhouse Gas Reduction	<ul style="list-style-type: none"> TOD Housing to Support Cap and Trade Objectives Increase Transit Accessibility for Active Transportation
Cultural and Historical Resources	Cultural Facilities	<ul style="list-style-type: none"> CA Cultural and Historical Endowment CA Nature Education Facilities Program
Public Safety	Public Health	<ul style="list-style-type: none"> Air Pollution Reduction Methods Treatment of the Remains of a Deceased Veteran Resources
	Crime Reduction	<ul style="list-style-type: none"> Sex Trafficking Control Gun Control
	Local Law Enforcement	<ul style="list-style-type: none"> Increasing Local Police Presence/COPS Police Body Cameras Regional Public Safety Task Force Initiatives
Education	Community College Districts	<ul style="list-style-type: none"> Veterans Resources Alternative Energy Job Training ADA Reform
	K-12 School Districts	<ul style="list-style-type: none"> K-12 Safety Planning Programs Joint Use Projects with Civic Agencies
	School Facilities	<ul style="list-style-type: none"> Charter School Facilities Funding Community College Facilities Funding K-12 School District Facilities Funding

A DETAILED SCHEDULE OF OUR STATE, FEDERAL, AND LOCAL LEGISLATIVE ADVOCACY ACHIEVEMENTS CAN BE PROVIDED UPON REQUEST



GRANT FUNDING ACHIEVEMENTS

This table provides an overview of our grant funding achievements on behalf of our clients from state, federal, and local government agencies as well as private and nonprofit grant programs.

These amounts represent grants secured through a competitive and/or legislative process and do NOT include any funds awarded to clients via formulas or related forms of funding entitlements.

Policy Sector	State Funding	Federal Funding	All Sources
Water and Sanitation	\$126.6 Million	\$7.7 Million	\$134.4 Million
Transportation	\$558.4 Million	\$101.7 Million	\$660.1 Million
Education	\$247.9 Million	\$44.8 Million	\$292.7 Million
Parks and Recreation	\$123.3 Million	\$6.2 Million	\$129.5 Million
Cultural Resources	\$119.9 Million	\$10.3 Million	\$130.2 Million
Housing and Development	\$414.3 Million	\$5.0 Million	\$419.3 Million
Public Safety	\$91.5 Million	\$55.3 Million	\$146.8 Million
TOTAL	\$1.682 Billion	\$231.0 Million	\$1.913 Billion

A DETAILED 20-PAGE SCHEDULE OF OUR STATE, FEDERAL, AND LOCAL GRANT FUNDING ACHIEVEMENTS CAN BE PROVIDED UPON REQUEST



FY 2021-22 STATE BUDGET EARMARKS

This table provides an overview of the direct budget allocations secured on behalf of our clients from the 2021-22 State Budget. TPA worked closely with our clients to identify priority projects for each funding request. TPA then worked with members of the Assembly and Senate Budget Committee, as well as the Governor’s Administration, to ensure our client’s projects were included in the final budget approved by the Legislature.

Client Name	Project	Amount Awarded
City of Del Mar	Del Mar Fairgrounds Operating Shortfall	\$3,500,000
City of Emeryville	Affordable Housing Site Remediation	\$2,500,000
City of Farmersville	Fire Engine Acquisition	\$750,000
City of Fremont	Mission Boulevard Interchange Modernization Project	\$7,200,000
City of Fullerton	Hunt Library Restoration	\$2,750,000
	Homelessness Recuperative Center	\$4,000,000
City of Half Moon Bay	Carter Park Renovation Project	\$4,750,000
City of Hayward	Hayward Navigation Center	\$662,000
	South Hayward Youth Family Center Project	\$1,000,000
City of Lafayette	Safe Pathway for Children Trail	\$238,000
City of Modesto	Infrastructure Improvements to County Islands	\$5,000,000
City of Oakland	Oakland Fund for Public Innovation for the California Entrepreneurship Capital in the Community Initiative	\$8,000,000
	Local Jurisdiction Assistance for Cannabis Equity Program	\$9,905,020
	Oakland MACRO Project	\$10,000,000
	Oakland Post Mixed-Use Development Project	\$180,000,000
City of Pismo Beach	Public Safety Communications Equipment	\$470,000
City of Reedley	Olson/Kings River Sewer Main Replacement	\$2,800,000
City of San Pablo	Alternative Policing and Mental Health Program	\$2,000,000
City of Santa Ana	Youth Facilities Improvements	\$4,000,000
City of South San Francisco	Vehicle License Fee Adjustment	\$3,000,000
City of Tracy	Multi-Generational Recreation Center	\$5,000,000
Discovery Science Foundation	Discovery Cube of Orange County Re-opening Operating Expenses	\$2,040,000
	Discovery Cube of Los Angeles Re-opening Operating Expenses	\$2,600,000
North Orange County Public Safety Task Force	North Orange County Public Safety Task Force Extension	\$7,800,000
TOTAL FY 2021-22 STATE BUDGET EARMARKS		\$269,965,020



FY 2019-20 STATE BUDGET EARMARKS

This table provides an overview of the direct budget allocations secured on behalf of our clients from the 2019-20 State Budget. TPA worked closely with our clients to identify priority projects for each funding request. TPA then worked with members of the Assembly and Senate Budget Committee, as well as the Governor’s Administration, to ensure our client’s projects were included in the final budget approved by the Legislature.

Client Name	Project	Amount Awarded
City of Agoura Hills	Stormwater Treatment Project	\$1,000,000
City of Avalon	Underground Fuel Tank Removal and Replacement	\$500,000
City of Buena Park	Historical Renovations	\$500,000
City of Costa Mesa	Lions Park	\$1,000,000
City of Dinuba	Water Well Replacement	\$1,000,000
City of Huntington Beach	Multi-Use Blufftop Path	\$1,700,000
City of Laguna Beach	Laguna Canyon Road Fuel Modification	\$1,000,000
City of Oakland	Public Safety Projects	\$4,000,000
	Bus Services	\$1,000,000
City of Selma	Storm Drain, Storage and Recharge	\$1,500,000
Discovery Cube of Los Angeles	Natural Resources Pavilion	\$5,000,000
Discovery Cube of Orange County	Property Acquisition/Parking Structure	\$10,000,000
East Contra Costa Fire Protection District	Equipment, Vehicles, and Facilities Acquisitions and Improvements	\$500,000
North County Transit District	Del Marr Bluffs Stabilization Project	\$6,130,000
Tri Valley Cities Coalition	Dublin Sports Grounds All Abilities Playground	\$1,400,000
TOTAL FY 2019-20 STATE BUDGET EARMARKS		\$36,230,000



STATE GOVERNMENT

- **City of Morro Bay Legislative Delegation:**
 - Senator John Laird
 - Assembly Member Jordan Cunningham

- **Governor's Administration and Agency Leadership:**
 - Governor Gavin Newsom
 - Executive Secretary Jim DeBoo
 - Cabinet Secretary Ana Matosantos
 - Senior Counselor and Director of Intergovernmental Affairs Jason Elliott
 - Chief Deputy Legislative Secretary Joey Freeman
 - Assistant Legislative Deputy Emily Patterson
 - Lieutenant Governor Eleni Kounalakis
 - State Treasurer Fiona Ma
 - State Controller Betty Yee
 - Attorney General Rob Bonta
 - Secretary of State Shirley Weber
 - Secretary Wade Crowfoot, Natural Resources Agency
 - Secretary David Kim, California State Transportation Agency
 - Secretary Jared Blumenfeld, California Environmental Protection Agency
 - Secretary Lourdes Castro Ramirez, Business, Consumer Services, and Housing Agency
 - Director Armando Quintero, Department of Parks and Recreation
 - Director Karla Nemeth, Department of Water Resources
 - Director Keely Bosler, Department of Finance
 - Director Gustavo Velasquez, Department of Housing and Community Development
 - Director Toks Omishakin, Department of Transportation

- **State Legislative Leadership:**
 - Senate President Pro Tempore Toni Atkins
 - Senate Minority Leader Scott Wilk
 - Assembly Speaker Anthony Rendon
 - Katie Kolistos, Special Assistant to the Speaker
 - Assembly Minority Leader Marie Waldron



- **Key Legislative Committees:**
 - Senate Appropriations Committee
 - Chair Anthony Portantino
 - Senate Budget Committee
 - Chair Nancy Skinner
 - Senate Governance and Finance Committee
 - Chair Mike McGuire
 - Senate Natural Resources and Water Committee
 - Chair Henry Stern
 - Senate Transportation Committee
 - Chair Lena Gonzalez
 - Senate Housing Committee
 - Chair Scott Wiener

 - Assembly Appropriations Committee
 - Chair Lorena Gonzalez
 - Assembly Budget Committee
 - Chair Phil Ting
 - Assembly Local Government Committee
 - Chair Cecilia Aguiar-Curry
 - Assembly Water, Parks, and Wildlife Committee
 - Chair Eduardo Garcia
 - Assembly Transportation Committee
 - Chair Laura Friedman
 - Assembly Housing Committee
 - Chair David Chiu

***A DETAILED LIST OF OUR STATE AND LOCAL
RELATIONSHIPS CAN BE PROVIDED UPON REQUEST***



CLIENT SERVICE TEAM

TPA uses a strategic and comprehensive approach to legislative advocacy and grant funding that will be tailored to meet the specific needs of the City. With a team of 13 registered state and federal lobbyists and grant writers, TPA has the breadth and depth of experience AND the ability to deploy as many lobbyists and grant writers as needed to maximize success for the City. The proposed team for this engagement:

- 1. Christopher Townsend**
President
- 2. Richard Harmon**
Senior Director
- 3. Alex Gibbs**
Senior Associate
- 4. Andres Ramirez**
Associate

Resumes for each member of the client service team are included on the following pages.





Christopher Townsend, President: Christopher founded TPA in 1998 and has 40 years of experience in public affairs, legislative advocacy, and grant writing. Christopher and TPA have represented 315 clients, including 235 local public agencies, such as cities, counties, community college districts, elementary and secondary school districts, transportation agencies, water and sanitation districts, fire protection districts, park and recreation districts, and other special districts, as well as nonprofit organizations.

Townsend Public Affairs, Inc.

President

1998-Present

Christopher provides leadership to a team of 13 registered state and federal legislative advocates while managing the development and implementation of strategies for the agendas of each client. His achievements include:

- Under Christopher's leadership, TPA has become one of the most successful advocacy firms in California (representing more California public agencies in Washington, DC than any other firm) while providing the personalized attention and focus of a small boutique firm.
- Christopher and his team have secured over **\$2.2 billion** in local, regional, state, and federal government grants as well as nonprofit and private grants for a multitude of legacy projects in the policy sectors of water and sanitation, transportation, housing and economic development, parks and natural resources, historical and cultural resources, public safety, and education.
- Christopher and his team have shepherded **over 100** legislative proposals into law over a wide range of policy areas, including local governance, water, sanitation, transportation, housing and economic development, parks, natural resources, historical and cultural facilities, public safety, higher education, and K-12 education. The bipartisan capabilities of the firm are evidenced by legislative and funding successes over the tenure of several federal and state administrations, including: Presidents Bill Clinton, George W. Bush, Barack Obama, Donald Trump, and Governors Pete Wilson, Gray Davis, Arnold Schwarzenegger, Jerry Brown, and Gavin Newsom.
- Maintains close bi-partisan relationships with several members of the California Congressional delegation, including Senators Feinstein and Padilla, and Representatives Torres, Lowenthal, Porter, Levin, Correa, Lee, Swalwell, Napolitano, Garamendi, Carbajal, Desaulnier, Sanchez, Lieu, Harder, McNerney, Calvert, Garcia, Steel, and Kim.
- Christopher and TPA have secured **over \$119 million** in funding for museums, science centers, cultural facilities, and at-risk youth programs from various state, federal, and local funding sources, including: Federal Department of Energy, National Aeronautics and Space Administration, Federal Department of Transportation, Institute of Library and Museum Services, California Cultural and Historical Endowment, California Department of Parks and Recreation, County of Los Angeles, County of Orange, City of Los Angeles, Orange County Water District, Municipal Water District of Orange County, and Children and Family Commissions of Los Angeles and Orange County.



- In 1999, Christopher was appointed by Assembly Speaker Antonio Villaraigosa to serve on the Speaker’s Commission on State and Local Government Finance.
- In 1997, Christopher was appointed by Assembly Speaker Cruz Bustamante to serve on the California Film Commission.

PepsiCo/Taco Bell Corp., Irvine, CA

Senior Director, Government & Community Affairs

1992-1998

Christopher managed and directed government and media relations, crisis management, internal communications, and marketing publicity. Christopher also managed the political action committee for state and federal political races. Additionally, Christopher managed community relations initiatives, corporate philanthropy, and the Taco Bell Foundation.

Stein-Brief Group, Inc., Dana Point, CA

Vice President, Public Affairs

1982-1992

Christopher directed government, community, and media relations at the level, state, and federal levels, including the management of all political, civic, charitable, and cultural activities. Christopher provided land-use planning and entitlement process analysis for domestic and international projects. Christopher also managed activities with numerous state and federal agencies to ensure compliance with all applicable laws and regulations governing land use. Finally, Christopher created and directed a political action committee that supported various local, state, and federal candidates and ballot initiatives.

JFK School of Government, Harvard University, Cambridge, MA

Master of Public Administration

1991

Claremont McKenna College, Claremont, CA

Bachelor of Arts, Political Science, Magna cum Laude, Political Science Honors Prize

1982

Coro Fellow

Southern California

1981





Richard Harmon, Senior Director: Richard brings 21 years of legislative and public policy experience to TPA, eleven of which have been focused on public agencies across California. Richard has special expertise in transportation planning and infrastructure (including State Transportation Agency, California Transportation Commission, and Caltrans). His experience also extends to the policy sectors of public safety, parks and recreation, local governance, and water resources.

Townsend Public Affairs, Inc.
Senior Director

2011-Present

At TPA, Richard serves a broad range of public agency clients throughout California. He advocates at the federal, state, regional, and local level for client projects and programs including grant programs and other funding opportunities. Richard's network of relationships in Congress, the State Capitol and at Caltrans contributes to his success, with accomplishments which include:

- Richard worked with the City of Tulare to secure **\$7.5 million** for their State Route 99 Cartmill Avenue Interchange Project from Proposition 1B. Leveraging close relationships at the California Natural Resources Agency and California Transportation Commission, Richard worked with the City of Tulare on the successful development and submittal of an Environmental Enhancement and Mitigation Program application to complement the City's interchange project in the amount of **\$458,260**.
- Richard worked with the City of Moreno Valley to secure a **\$16.8 million** grant for their SoCal Freight Gateway: SR-60 Truck Safety and Efficiency Project. Leveraging close relationships at the California Transportation Commission, Richard worked with the City on the development and submittal of a Trade Corridor Enhancement Program application to fund phase one the project.
- Richard worked with the City of Hesperia to secure a **\$14.6 million** loan from the State Water Resources Control Board's State Revolving Fund to develop a reclaimed water pipeline distribution system. Richard helped prepare the City's SRF application, and coordinated all advocacy efforts with the California Legislature and the State Water Resources Control Board.
- Richard worked with the City of El Monte to sponsor SB 425 (Hernandez). The bill allowed the City additional time to comply with the maintenance of effort requirements of the Traffic Congestion Relief Fund for a prior funding period. The legislation facilitated a critical investment by the City of more than **\$2 million** into local streets and roads over a four and a half year period. TPA secured bi-partisan support for the bill and it was signed into law.
- Richard worked with the County of Imperial to sponsor AB 755 (E. Garcia). The bill extends the State's Capital Investment Incentive Program (CIIP), which allows a local government to offer a local tax abatement to qualified manufacturers. The CIIP was enacted in 1997, and expanded in 1999, to provide local governments with an opportunity to attract large manufacturing facilities to invest in their communities and to encourage industries such as high technology, energy, environmental, and others to locate and invest in California. After extensive outreach to legislative staff, the Brown Administration and other stakeholders in the remaining days of Session, the Governor signed the bill into law.



California Department of Transportation

Deputy Director, Legislative and Local Government Affairs

2007-2011

As the Governor Schwarzenegger-appointed liaison between the Administration and Congress and the State Legislature on transportation-related issues, Richard made policy recommendations and provided committee testimony on pending legislation. Projects included:

- Richard developed legislation to expedite the distribution of \$2.6 billion in transportation funds under the American Recovery and Reinvestment Act of 2009.
- Richard secured legislative authority to expedite more than \$1 billion in transportation projects by streamlining environmental approval and permitting processes.
- Richard successfully passed legislation providing the department with \$20 million in solar arrays for over 70 facilities statewide.

California Department of Transportation

Interim District 10 Director

2010

Richard was responsible for District 10 and the administration and operation of the department's programs within the district boundaries. District 10 is made up of Merced, San Joaquin, Stanislaus, and several mountain counties. At that time, the District had nearly 600 employees, an annual budget of over \$72 million, and approximately \$3 billion in active transportation projects.

California State Assembly Member Bonnie Garcia

Chief of Staff and Campaign Manager

2002-2007

California Center for Border and Regional Economic Studies

Project Coordinator

1999-2002

San Diego State University, San Diego

Master of Science, Business Administration

2002

Bachelor of Arts, International Business

2000





Alex Gibbs, Senior Associate: Alex brings nine years of public policy and legislative advocacy experience to TPA. Alex has four years of experience working for the State Legislature analyzing researching, writing, and shepherding bills through the legislative process. Alex has also secured significant grant funding for clients throughout California. Alex has expertise in the policy sectors of parks and recreation, local governance, public safety, transportation, cap and trade, and labor relations.

Townsend Public Affairs, Inc.
Senior Associate

2014-Present

During his tenure at TPA, Alex has been responsible for securing millions in competitive grant funds at the private, state, and federal levels for local public agency clients. In addition to his expertise on parks and recreation, transportation, and public safety, Alex has a strong network of relationships with State Legislators and key staff, as well as various state departments and agencies. Some of his accomplishments include:

- Alex collaborated with state Natural Resources Agency staff to secure a **\$3,086,000** Urban Greening Grant for the Desert Recreation District. This funded the construction of a new park and sports complex in unincorporated Riverside County. Alex then continued to work with the District on grant administration, ensuring the client was able to see the completion of their legacy project, that had been years in the making.
- Alex worked jointly with the City of South San Francisco to secure a **\$868,000** grant from the Active Transportation Program (ATP). Alex leveraged relationships with the California Department of Transportation and coordinated among local business stakeholders and school officials to craft a competitive grant application to the statewide ATP. This funding helped the City with their Linden and Spruce Avenue Traffic Calming Improvement Project to construct major traffic calming improvements to ensure bike and pedestrian safety at crucial intersections to residential and commercial neighborhoods.
- Alex collaborated with state and federal Land and Water Conservation Fund staff to secure a **\$750,000** grant for the City of Imperial. This funded the construction of a 300 plus acre regional park and equestrian center. Alex then continued to work with the City on grant administration, ensuring the client was given the appropriate time to meet deadlines and retain their funding.
- Alex worked in concert with the City of South San Francisco to secure a **\$658,000** grant from the San Mateo County Transportation Authority's Measure A Pedestrian and Bicycle Program. Alex leveraged relationships with stakeholders in the County to ensure that the City received the funding needed for their Sunshine Gardens Project, including major traffic-calming improvements on streets frequented by students walking and riding bicycles.
- Alex worked closely with City of Novato staff to secure a **\$220,500** grant from the Food Waste Recovery program at CalRecycle. This funded a local food waste recovery effort in Marin County that allowed the City of Novato to partner with local non-profits and ensure that good food, that otherwise would go to waste, reached food banks and vulnerable residents.



- Alex has developed broad expertise with respect to public safety policy and funding. In conjunction with local stakeholders, Alex has worked successfully on a variety of public safety issues that affect local public agencies in California, including the fight against the trafficking and exploitation of minors, as well as the protection of local control regarding the manufacturing of medicinal cannabis products.

California State Senate*Legislative Aide*

2012-2014

Alex worked as a member of the Eighth Senate District's legislative team representing San Francisco and San Mateo Counties. Alex's primary responsibilities included monitoring, reviewing, and making recommendations on legislation passing through the Senator's committee's as well as bills of interest to the District. Alex annually carried a bill package through the legislative process and assisted with problem bills that required more support. Alex consistently had one of the highest numbers of bills signed into law of any senate staffer.

University of San Francisco, CA*Bachelor of Arts, Politics*

2011





Andres Ramirez, Associate: Andres brings an array of knowledge and experiences to TPA. He has experience in policy analysis, shepherding bills through the legislative process, securing direct fiscal allocations through the State Budget and Federal Appropriations process, and experience in individual client and coalition/association management. Andres has state legislative experience in the policy sectors of housing, transportation, local governance, and water.

Townsend Public Affairs, Inc.

Associate

2019-Present

Since joining TPA, Andres has worked in the California political arena to track, analyze, craft strategic plans, and impact legislation and administrative regulations that will directly affect his clients. Some of his accomplishments include:

- Andres has provided expert analysis and feedback on a variety of policy issues for his clients. He has written letters and official correspondence to bring client concerns to the attention of decision makers in Sacramento and DC while helping them navigate the complexities of the California/Washington DC political landscapes and their robust legislative and budget processes. Andres follows up these efforts with legislative advocacy meetings, testimony in committee hearings, and keeping in close contact with the Governor's Administration, Legislators, and key Capitol staff to ensure his clients' priorities are front and center.
- In the 2021 State Budget process, Andres helped secure over **\$19.5 million** in direct budget allocations for his municipal clients. These budget funds will go to ensuring a number of priority projects are completed on the local level, ranging from traffic safety projects, to park and open space renovation, to municipal utility repair and replacement projects. Some of the specific allocations include:
- Andres worked with the City of Fremont to secure a direct allocation of **\$7.2 million** in the 2021 State Budget for their I-680/Mission Boulevard Interchange Modernization Project. This allocation is critical to ensure traffic and pedestrian safety in one of the most dangerous overpasses in the East Bay Area.
- Andres worked with the City of Reedley to secure a direct allocation of **\$2.8 million** in the 2021 State Budget to replace their city sewer main, ensuring continued safe storage, flow, and disposal of toxic waste.
- Andres worked with the City of Half Moon Bay to secure a direct allocation of **\$4.75 million** in the 2021 State Budget for the Carter Park Renovation Project. The funds are set to revitalize an existing community park and equip it for concerts, festivals, and other events which will foster greater regional engagement and boost the City's economic vitality.



Prior to joining TPA full time, Andres worked as an intern at the TPA State Capitol office in Sacramento, where he laid a solid framework for his career in government relations. During his senior year at UCLA, Andres worked on the reelection campaign for California State Senate Majority Leader, Bob Hertzberg. He subsequently secured an internship at the Senator's District Office in Los Angeles. During this time, he gained valuable legislative experience through discussing and explaining major California policy issues with constituents, developing and conducting policy research projects, and staffing the Senator in meetings with stakeholders, along with senior consultants.

University of California Los Angeles
Bachelor of Arts in Political Science

2019



LEGISLATIVE ADVOCACY SCOPE OF SERVICES

TPA will utilize the following strategic and comprehensive approach to provide state and federal legislative advocacy services to the City:

- **Conduct Detailed Orientation:** TPA utilizes a comprehensive onboarding process that includes extensive meetings with various relevant members of City leadership and key City departments to help develop a strategic plan that is carefully tailored to satisfy the needs of the City, as well as designed for maximum success in the current political climate and funding environment.
- **Develop Legislative Strategy:** Utilizing the information gathered during the onboarding process, TPA will coordinate with the City to develop an official legislative platform and strategy that represents the City's priorities in Sacramento. This blueprint will be shared with key stakeholders in the State Legislature and Governor's Administration.
- **Implement the Legislative Strategy:** TPA will advocate for the City's legislative agenda utilizing the following methods:
 - **Build and Strengthen Relevant Relationships:** TPA has cultivated a network of valuable relationships that will be leveraged to promote the City's legislative agenda.
 - **Leverage Relationships for Strategic Advocacy Plan:** TPA will engage various techniques to leverage our network of key relationships on behalf of the City:
 - Schedule meetings for the City to discuss relevant legislation
 - Prepare all briefing materials and talking points for the City
 - Brief legislative offices and stakeholders on the City's legislative agenda
 - Follow-up on meetings to ensure commitments and deliverables are being met
 - **Coordinate Advocacy Trips:** TPA will work with the City to coordinate advocacy trips to Sacramento to meet with the City's legislative delegation, as well as legislators that serve on committees relevant to the City's agenda. Furthermore, whenever possible, TPA will also schedule site visits by legislators to the City.
 - **Track Legislation:** TPA will identify, analyze, and monitor all bill introductions and amendments relevant to the City's legislative platform and assess their potential impact on the City.
 - **Craft Testimony and Position Letters:** TPA will prepare and submit written and verbal testimony regarding legislation relevant to the City. TPA will also draft and deliver position letters to legislators and key officials on specific bill language.



- **Draft Bill Language:** TPA will draft language and amendments for relevant legislation, as required to protect and promote the City's agenda.
- **State Budget Funding Opportunities:** In an effort to maximize state funding, TPA will work with the City to identify projects and other funding priorities that may be suitable for funding through the State Budget. TPA will coordinate with the City to develop supporting materials for the budget request. TPA will also work with members of the City's state legislative delegation, along with the Assembly and Senate Budget Committees, to gain support for the inclusion of the City's project in the final State Budget approved by the Legislature.
- **Provide Progress Reports:** TPA will confer regularly with the City on our activities. TPA will provide timely electronic reports on the status of all legislative activity, such as bill language, amendments, and committee analyses. In addition to written reports, TPA will be available to the City for conference calls, in-person briefings, and meetings.
- **Prepare and File Lobbying Disclosure Reports:** TPA will prepare and file, on behalf of the City, all applicable state lobbying disclosure reports.



GRANT FUNDING SCOPE OF SERVICES

TPA will utilize the following strategic and comprehensive approach to provide grant funding services to the City:

- **Craft Strategic Funding Plan:** Utilizing the information gathered during the onboarding process, TPA will coordinate with the City to develop a proactive and comprehensive strategic funding plan that serves the needs of the City's priorities. *The plan will do more than simply identify City projects*; it will outline and prioritize multiple funding options for each project and develop a specific plan of work tailored for each project. It will also identify key "strings attached" to help assess the cost/benefit ratio for each grant opportunity.
- **Identify, Research, and Monitor Grant Funding Opportunities:** TPA will utilize list-serve subscription programs, funding workshops, agency canvassing, and other networking tactics to ensure every potential opportunity is identified and reviewed for relevance with the City's projects. TPA will then share these opportunities with the City for further assessment and determination if a grant application is warranted. The City will also receive a grant matrix of funding programs that is updated regularly as new opportunities arise.
- **Grant Application Development and Submittal:** TPA will develop, draft, submit, and follow up on each City grant application through the following process:
 - **Establishment of Clear Accountabilities:** TPA will coordinate with the City to ensure the assignment of responsibilities and tasks are made clear so that confusion and inefficiency are avoided and the City is burdened as little as possible while TPA pursues a grant opportunity.
 - **Provide Overview of Full Application Requirements:** For each grant application, TPA will provide the City with a detailed overview of the requirements for the grant program and corresponding application to ensure that the program is a strong fit for the City's project. This will include:
 - Application timeline
 - Eligible project types
 - Funding availability and award maximum and minimums
 - List of application components, including proposal questions and any required attachments
 - **Assemble Project Background and Details:** TPA will conduct a detailed informational interview with City staff most involved with each project in order to gain a full understanding of the project background and scope details necessary for developing the grant proposal and addressing all application questions.



- **Coordinate Technical Project Details:** For technical application components such as site plans, detailed cost estimates, project timelines, engineering plans, and cost-benefit analyses, TPA will coordinate with City staff to compile all necessary attachments and ensure consistency across all elements of the application.
- **Draft Written Proposal:** TPA will fully draft all narrative components of the application and, when applicable, will indicate where additional input or project detail from the City could be provided during the proposal review process.
- **Incorporate Feedback to Finalize Proposal:** Well ahead the of the application deadline, TPA will provide the City with a full draft for review and feedback. TPA will incorporate any additional details or revisions provided during this process to finalize the grant application and will obtain City approval for the final version of the application prior to submission.
- **Submit Completed Application:** TPA will ensure that applications are submitted prior to the deadline, whether the submission is electronic or through hard copies, in accordance with submission instructions for each individual program. For hard copy submissions, TPA will print and package applications according to submission instructions and will ship applications through a reliable carrier service such as FedEx in order to provide the City with tracking and delivery confirmation for the application. TPA will also obtain a receipt for proof of submission and provide the City with a final copy of all submitted application documents.
- **Funding Advocacy:** Throughout grant application process TPA will leverage relationships with relevant officials and program officers in various state and federal funding agencies to ensure that City grant applications are aligned with the goals of the specific grant program and that the applications are well-crafted and well-positioned for funding.
- **Post-Grant Submittal Advocacy:** TPA will frequently contact legislators and agency officials to follow up on the status of a grant application and promote its need and urgency. This will include drafting letters of support after grant submissions and distributing them to legislators for their consideration. In addition, TPA will work with legislators to reach out to individual granting agencies to provide background on City's projects and convey their support for those projects.
- **Post-Award Grant Administration and Compliance:** TPA will also assist, as needed, with post-award administration and compliance for all grant applications submitted by TPA on behalf of the City. This assistance will include interacting with granting agencies on behalf of the City, providing support for the drafting and submission of required reports, evaluations, and other tasks related to the successful monitoring of and compliance with the program requirements.



- **Comprehensive Follow-Up on Unsuccessful Applications:** Despite all best efforts, some grant applications are not selected for funding. In those instances where grant applications are unsuccessful, TPA will work with the relevant state and federal funding agencies to set up in-person or telephone debriefing sessions to discuss the grant applications and how to best revise the grant applications for the next funding round to ensure success.



FEE SCHEDULE

LEGISLATIVE ADVOCACY AND GRANT FUNDING SERVICES

DESCRIPTION OF SERVICES	FEE
Legislative Advocacy and Grant Funding Services	\$5,000 Per Month*
State Legislative Advocacy	
• Conduct Detailed Orientation	Included
• Develop Legislative Strategy	Included
• Implement the Legislative Strategy	Included
• Build and Strengthen Relevant Relationships	Included
• Leverage Relationships for Strategic Advocacy Plan	Included
• Coordinate Advocacy Trips	Included
• Track Legislation	Included
• Craft Testimony and Position Letters	Included
• Draft Bill Language	Included
• State Budget Funding Opportunities	Included
• Federal Earmark Opportunities	Included
• Provide Progress Reports	Included
• Prepare and File Lobbying Disclosure Reports	Included
Grant Funding	
• Craft Strategic Funding Plan	Included
• Identify, Research, and Monitor Grant Funding Opportunities	Included
• Grant Application Development and Submittal	Included
• Establishment of Clear Accountabilities	Included
• Provide Overview of Full Applications Requirements	Included
• Assemble Project Background and Details	Included
• Coordinate Technical Project Details	Included
• Draft Written Proposal	Included
• Incorporate Feedback to Finalize Proposal	Included
• Submit Completed Application	Included
• Funding Advocacy	Included
• Post-Grant Submittal Advocacy	Included
• Post-Award Grant Administration and Compliance	Included
• Comprehensive Follow-Up on Unsuccessful Applications	Included
<i>*The monthly fee includes all reasonable business and travel expenses</i>	

