

To: Fresno Council of Governments

From: Mark Keppler



Date: August 18, 2025

Re: Facilitation Service (Measure C Sales Tax Extension)

SECTION 1: OVERVIEW

The Fresno Council of Governments (“COG”) has asked me to provide facilitation services to support the development of a consensus proposal for extending Measure C, a local sales tax initiative critical to Fresno County's transportation infrastructure by the Measure C Steering Committee (“MCSC”). The proposed extension plan is scheduled to be on the November 2026 ballot. I understand that my role as a facilitator is to help improve the MCSC’s communication and understanding by:

- Encouraging full participation
- Promoting mutual understanding
- Fostering inclusive solutions and
- Cultivating a sense of shared responsibility

In short, my role is to help the MCSC develop a proposal that receives support from at least 70% of voting MCSC members (excluding those not in attendance and those who attend MCSC meetings but abstain from voting).

The MCSC has the responsibility for crafting a consensus proposal for extending Measure C that they will recommend to COG, Fresno County Transportation Agency (“FCTA”), County Board of Supervisors and other relevant local jurisdictions

My general responsibilities include:

- Meeting and/or corresponding with MCSC members, as well as key stakeholders, including COG and FCTA staff, the Measure C Facilitation Team (“Facilitation Team”) members, and relevant stakeholders.
- Facilitation of MCSC meetings to foster civility, encourage productive discussions (e.g., constructive criticism), attempt to resolve conflicts, and assist the MCSC in reaching consensus on actionable items.

My approach to assisting the MCSC in reaching consensus includes the following:

- Foster civility
- Encourage productive discussions
- Work with COG staff and the Facilitation Team to furnish relevant data and information to the MCSC
- Attempt to resolve conflicts
- Work with COG staff to schedule MCSC meetings

- Work with COG staff to ensure accountability
 - Assist the MCSC in reaching consensus on actionable items
- A. Foster civility**
- ✓ Establish expectations regarding respectful dialogue among MCSC members
- B. Encourage productive MCSC discussions**
- ✓ Establish expectations regarding expressing criticisms in a constructive way
 - ✓ Encourage solutions that will attract majority support of the group
 - ✓ Encourage MCSC members to ask questions to increase understanding
 - ✓ Promote transparency by sharing all data, studies, and other relevant information with the MCSC
- C. Work with COG staff and the Facilitation Team to furnish relevant data and information to the MCSC**
- ✓ Provide access to transportation experts to assist MCSC deliberations
 - ✓ Provide data to assist MCSC deliberations
 - ✓ Provide other relevant information to assist MCSC deliberations
- D. Attempt to resolve MCSC conflicts**
- ✓ Ensure all voices are heard
 - ✓ Constructively manage any conflicts
- E. Work with COG staff to schedule MCSC meetings**
- ✓ Develop meetings that result in the greatest participation of MCSC member participation (either in-person and virtually)
- F. Work with COG staff to ensure accountability**
- ✓ Maintain detailed records of MCSC discussions
 - ✓ Keep detailed records of MCSC decisions
 - ✓ Inform public of MCSC recommendations and decisions
- G. Assist the MCSC in reaching consensus on actionable items**
- ✓ Develop procedures to help MCSC reach consensus
 - ✓ Explain procedures to help MCSC reach consensus
 - ✓ Work with the MCSC to improve procedures to assist in reaching consensus
 - ✓ Implement procedures to help the MCSC reach consensus

SECTION 2: QUALIFICATIONS

Please see: www.keppler-employmentadr.com

SECTION 4: CONFLICTS OF INTEREST

To my knowledge, I do not have any conflicts of interest in providing the professional services proposed in this memo.

SECTION 5: WORK PLAN

A. Scope of Work

Task 1: Agenda Planning & Coordination

I plan to work closely with COG and, FCTA staff, as well as the Facilitation Team, to develop an agenda for each upcoming MCSC meeting. The goal is to send MCSC meeting agendas, materials, and background information to MCSC members at least five (5) days prior to MCSC meetings to give people enough time to process the information. To ensure transparency, these materials will also be made available to the public.

Task 1 Deliverables:

- ✓ *Plan no less than three (3) MCSC meetings (Aug. 14, Aug. 27 and Sept. 11)*
- ✓ *Work with COG staff regarding:*
 - *MCSC meeting room location*
 - *Food and beverage*
 - *Coordination with MCSC members*
 - *MCSC meeting agendas, minutes and presentation materials*

(Note: COG staff will be responsible for audio/visual equipment, as well as translation services if needed.)

Task 2: Background Research & Preparation

I will conduct the necessary background research to understand the key issues, as well as the areas of agreement and disagreement. This includes meeting with Fresno COG and FCTA staff, the Facilitation Team members and key stakeholders as necessary to ensure I am fully informed on the key priorities, challenges and opportunities. These meeting will include individual, as well as group meetings.

Task 2 Deliverables:

- ✓ *Provide maximum availability for all MCSC members.*
- ✓ *Meet with Fresno COG and FCTA staff, as well as key stakeholders*
- ✓ *Review of previous polling, MCSC meeting minutes and other relevant information*

Task 3: MCSC Meeting Facilitation

I will guide a minimum of three (3) MCSC meetings that improves the MCSC's communication and understanding by:

- Encouraging full participation
- Promoting mutual understanding
- Fostering inclusive solutions and
- Cultivating a sense of shared responsibility

My responsibility is to help the MCSC develop a proposal that receives at least 70% support of voting MCSC members (excluding those not in attendance and those who attend MCSC meetings but abstain from voting).

It is understood that it is the MCSC's responsibility to arrive at, and forward, a recommended consensus proposal for extending Measure C to the COG, FCTA, the County Board of Supervisors and other relevant local jurisdictions.

Task 3 Deliverables:

- ✓ *Facilitation for a minimum of three (3) MCSC meetings*

Task 4: MCSC Meeting Summaries & Documentation

I plan to work closely with COG staff to review MCSC meeting minutes so they can be provided to MCSC members as soon as reasonable after the conclusion of MCSC meetings. To ensure transparency, these materials will also be made available to the public.

I will also submit comprehensive billing memo to COG staff on a weekly basis.

Task 4 Deliverables:

- ✓ *Review MCSC draft minutes supplied by COG staff and offer edit suggestions, as appropriate.*
- ✓ *Review final MCSC draft recommendations regarding a consensus proposal supplied by COG staff and offer edit suggestions, as appropriate.*
- ✓ *At the conclusion of this assignment, be available to provide a debrief to COG staff, as well as other appropriate key stakeholders.*
- ✓ *Provide a weekly comprehensive billing memo to COG staff on a weekly basis.*

SECTION 6: MEETING SCHEDULE & DELIVERABLES

| <u>DATE</u> | <u>MEETING DELIVERABLES</u> |
|---------------|--|
| August 14 | Adoption of "Guiding Principles" and "Categories" |
| August 27* | Adoption of "Allocations" *(other meetings, as necessary to complete "Allocation" deliverable) |
| September 11* | Adoption of "Implementation Guidelines" *(other meetings, as necessary to complete "Implementation Guidelines" deliverable) |

SECTION 7: BILLING

My professional services will be billed at \$315 per hour, as well as expenses directly related to providing the professional services outlined in this memo.