



AGENDA ITEM # 9

Approval of 2022-23 OCCOG Work Plan

STAFF RECOMMENDATION

Approve the 2022-2023 OCCOG Work Plan as presented or amended.

SUMMARY

OCCOG has chosen to operate using contract staff to conduct its business in a cost-effective and efficient manner. The 2022-2023 draft Work Plan reflects the resources available to the OCCOG for the 2022-2023 fiscal year, and the priorities the Board has expressed, and aligns with the DRAFT 2022-2025 OCCOG Strategic Plan also being evaluated by the Board. The FY 22-23 Work Plan includes several major initiatives and ongoing projects:

- 2022-23 General Assembly (GA)
- Orange County Data Acquisition Partnership (OCDAP)
- Regional Early Action Planning Grant (REAP) Program Management
- Support for OCCOG Member regional leadership and engagement (Expanded for 2022-23)
- Regional Collaboration
- Advocacy and Legislative Analysis
- Communications
- Operational and Administrative Support to Member Agencies

The team of consultant resources will be managed by the Executive Director and will work cooperatively to achieve the goals and support the mission of the OCCOG. The Work Plan is intended to support OCCOG's member jurisdiction activities, including providing support for grant writing, legislative tracking and analysis, facilitating discussion and continued education on important policy areas including water, energy, land use and housing, transportation, and air quality, and delivering educational tools to support public engagement on policy issues important to members.

2022-23 General Assembly

OCCOG hosted a successful return to an in-person annual General Assembly in November 2021, with health precautions in place due to the ongoing public health concerns surrounding COVID-19. In the 2022-23 fiscal year, OCCOG will host one General Assembly, in Spring 2023. Based on feedback from the attendees at the November 2021 event, and direction from the Board, staff has revisited the format of the GA for FY 22-23, proposing a shorter program and a more modest venue. Staff anticipates a lower cost to OCCOG for hosting the event and program participants



would be better able to remain for the entire program. Staff brought forward a staff report and a request for board guidance on timing and venue selection at the May 2022 Board of Directors meeting, at which time the Board directed staff to pursue a spring 2023 date.

Orange County Data Acquisition Partnership (OCDAP)

The OCDAP Cycle 1 saw more than twenty Orange County jurisdictions together with SCAG and OCCOG work together in partnership to secure aerial imaging data. Cycle 1 is complete as of June 30, 2022 and Cycle 2 begins July 1 with FY 2022-23 marking the beginning of Cycle 2, which will be a two-year cycle. OCDAP ongoing coordination has been spearheaded by CDR's Director, Deborah Diep. Cycle 1 was largely funded by the Southern California Association of Government (SCAG), with contributions from OCCOG and over twenty Orange County partner agencies. In addition to providing funding, OCCOG acts as the pass-through billing agency for the consortium. In spring 2021, SCAG notified participating agencies it would not administer the program after Cycle 1 but expressed continued interest in participating in Cycle 2, without committing to a specified funding amount. SCAG has now notified OCCOG that they have not included funding for Cycle 2 in their current budget, leaving a funding gap that must be filled in order to move forward.

The County of Orange is poised to take over the Cycle 2 OCDAP project and vendor management starting in July 2022. To facilitate this transfer OCCOG has prepared a draft Memorandum of Understanding (MOU) that can be utilized by the Board of Supervisors (BOS) to take on this important work activity. The MOU is scheduled for the July 26 Board of Supervisors meeting. Meanwhile, OCCOG is working with consortium partners to solidify commitments and confirm funding levels. The MOU is on the agenda today for your approval.

Due to the success and efficiency of the Cycle 1 work, there are reserves held in abeyance by OCCOG that can be used to help fund Cycle 2. In addition, agencies continue to join the OCDAP consortium because the OCDAP partnership facilitates the fast, efficient, and cost-effective distribution of aerial data to multiple jurisdictions and functional units within agencies that would otherwise find this data time-consuming and costlier to obtain. Currently OCCOG anticipates participation by at least 28 jurisdictions for Cycle 2.

OCCOG's draft 2022-23 budget proposes a \$20,000 funding commitment consistent with our funding support provided in Cycle 1, and the FY 22-23 Draft Work Plan contemplates that OCCOG staff will continue to support the administrative functions of the OCDAP, including contract review and billing, while the project management and administration will be undertaken by County of Orange staff.

Regional Early Action Planning Grant Sub-Regional Partnership Program



In FY 2022-23 OCCOG will continue to manage (?) the Regional Early Action Planning grant (REAP) sub-regional partners program, with funding now totaling \$3,572,250 which includes a 5% increase provided by SCAG in FY 2021-22, and the addition of funds to manage a Joint COG project, with Ventura County Council of Governments (VCOG), and Gateway Cities Council of Governments (GCCOG) to develop an Accessory Dwelling Unit (ADU) website and suite of interactive tools. Elements of OCCOG's REAP program of projects include:

- Funding the work of the Orange County Housing Finance Trust and Orange County Housing Trust;
- Several tools to promote ADU adoption such as an ADU How-To Toolkit, ADU Model Plan Look-up, ADU Address Look-Up, Housing SoCal website, housing-related model ordinance development, and amnesty program in partnership with VCOG and GCCOG;
- Nine (9) "Housing OC" housing policy explainer video series;
- A partnership with ULI, centered around providing technical guidance for conversion of commercial property to residential; and
- An On-call Service (OCS) bench to provide additional consultant support for planning-related activities as discussed at the April 2022 Board Meeting.

In addition to consultant support to execute the above projects, the Draft FY 2022-23 Work Plan includes added project management and additional administrative support to ensure that the REAP program delivers much-needed resources to OCCOG's member jurisdictions in a timely manner, and that all activity can be completed by the June 30, 2023 deadline.

OCCOG will pursue opportunities for funding under REAP 2021 (aka REAP 2.0) to continue work initiated under REAP 1.0 including providing resources to member agencies and other technical support for housing-related planning.

Support for OCCOG Member Regional Leadership and Engagement

As an important outcome of the FY 2022-25 strategic planning process, OCCOG member jurisdictions were clear on their desire to increase OCCOG support to monitor SCAG working group meetings which have increased in number significantly over the past few years. Additionally, focus group participants requested more frequent and detailed briefing reports to support elected officials as they prepare for, and participate in SCAG Policy Committee and Regional Council meetings. OCCOG therefore proposes to add additional consultant resources to provide support in three ways:

1. OCCOG staff will expand the number of technical working group and other issue-specific working group meetings attended, and will provide recaps and action alerts to technical staff at OCCOG member jurisdictions and ex-officio partners;



2. OCCOG staff will expand briefing reports and include talking points for policy committee and Regional Council members to prepare regional leadership to communicate OCCOG's positions; and
3. OCCOG staff will facilitate efforts to bring the Orange County delegation together in order to speak with one voice on important issues in order to command more attention on the regional stage.

Regional Collaboration

OCCOG must continue to strengthen connections with our partners in the region at the technical, policy and executive leadership levels. The FY 2022-23 Work Plan contemplates that OCCOG's Executive Director will continue to function as the sub-regional directors group chair for a third year. OCCOG will continue to seek out opportunities to engage with our ex-officio partners to advance our shared policy objectives. As an outgrowth of the governance analysis that OCCOG conducted in FY 2021-22, OCCOG identified opportunities for enhanced regional collaboration, including championing the revival of the sub-regional coordinators group and initiating a new forum for collaboration at the policy-making level, the Subregional Chairs Roundtable. OCCOG will also continue to pursue opportunities to work with our partners at other councils of government where practicable on programs and initiatives that would benefit our respective members. Further, OCCOG will deepen our ties to our ex-officio partners and member agencies by attending events and meetings hosted by our partners.

2024 Connect SoCal Working Group

OCCOG has convened a multijurisdictional working group for review of the draft RTP/SCS (aka Connect SoCal) for the past several cycles. OCCOG will reconvene this working group for the 2024 Connect SoCal draft plan review to ensure that in-depth discussion and technical review are taking place on behalf of Orange County jurisdictions. Reviewers include subject matter experts and planning staff from OCCOG members, and ex-officio partner organization representatives. This group allows OCCOG to submit detailed and complete technical and policy comments during the formal comment period(s). The working group will report out to the TAC and the EMC will also provide hands-on guidance, with the final set of comments going to the Board for review and approval prior to being submitted to SCAG on behalf of OCCOG.

Advocacy and Legislative Analysis



The FY 2022-23 Work Plan contemplates that OCCOG will undergo a refresh of our guiding legislative principles, in line with the upcoming 2022-2023 Legislative Session. OCCOG's current guiding principles for the 2021-2022 Legislative Session are centered around Housing/Homelessness, Water, Transportation, Environment, Infrastructure, Governance, Funding, Taxes, and COVID-19 relief. These principles guide OCCOG's Legislative Advocacy program at the State and Federal Level. With rising gas prices and inflation putting economic pressure on both the public and private sector, and making it more expensive to build much-needed infrastructure and housing, and with the lingering impacts of the pandemic, OCCOG will center economic resilience as a key priority for all levels of government. Additionally, as housing remains a strong focus at the state level, OCCOG will continue to advocate for local control over the development of housing and to retain the authority for local jurisdictions to develop a mix of housing types that best fit the needs and character of the surrounding community. Now that the federal Surface Transportation legislation has been passed, OCCOG will support our regional partners to advance funding programs and policies that meet the needs of our county. OCCOG has taken on a coordinating role with regards to legislative tracking in FY 2021-22 that will continue into the next fiscal year. Additionally, OCCOG will enhance its monitoring of SCAG meetings to include the Legislative/ Communications and Membership Committee. The FY 2022-23 Draft Work Plan also proposes to add in briefings for the Orange County legislative delegation, either directly or by participating in round table briefings hosted by OCCOG member jurisdictions. Finally, the Draft Work Plan and Budget includes OCCOG staff support for partners planning legislative visits and staff attendance at partner-hosted legislative advocacy trips. Coupled with increased OCCOG presence at partner-hosted events this is an important enhancement to OCCOG's legislative and collaborative efforts for the 2022-23 year.

Communications

A new 18-month Communication Plan will be approved by the OCCOG Board at the August 2022 Board Meeting. It will include OCCOG's key messages, audiences and updated objectives and tactics to support the 2022-25 Three-Year Strategic Plan Communication Goal.

Strategic Plan Goal: Communicate effectively about OCCOG's mission, goals, actions and positions.

Therefore, during the 2022 - 2023 fiscal year, the consultant team will focus on the following communication activities:

- Continue to raise awareness of the accomplishments of the OCCOG Board Members and jurisdictions in OCCOG's five policy areas – air quality, water, energy, mobility, and land use/housing.



- Implement regular individual targeted e-mail communication for Technical Advisory Committee (TAC) actions, legislative updates and housing information. Develop a targeted mailing list for each.
- Plan and implement the annual OCCOG General Assembly.
- Conduct an audience awareness survey to set benchmarks and test messages to support the communication plan.
- Develop the Housing Southern California ADU website and supporting materials as part of REAP grant activities.
- Update the OCCOG Board Member Handbook and new Board Member onboarding program.

Strengthening OCCOG's Operational and Administrative Support to Member Agencies

The FY 2022-23 Work Plan includes the resources needed to continue to mature our governance processes and advance the expanded work plan contemplated in the FY 2022-2025 Strategic Plan. Targeted expansion of our bandwidth in order to support our executive, technical, communications, legislative, and project management teams will allow these key resources to focus on important value-added tasks while still accomplishing the many critical operational activities of the OCCOG, additional activities are listed below.

- OCCOG completed the strategic planning process and the Board-directed regional governance analysis in FY 2021-2022. Implementation of aspects of each of these plans is crucial for the OCCOG and expanding our bandwidth to support the outcomes contemplated in these documents will play an important role in our success achieving the goals set forth.
- Ongoing record-keeping activities, such as updating our physical and electronic archives, will continue in FY 2022-23.
- OCCOG will update the new Board member onboarding process and refresh the Board handbook to reflect the outcomes of the Board-directed regional governance analysis and strategic planning process.
- Enhance Board communication through a strong Clerk of the Board, supported with sufficient resources to facilitate quicker, more streamlined information-sharing, board meeting planning and administration, issue tracking, logistics, briefings, and other board relations activities.
- OCCOG will be conducting a recruitment for a new Treasurer as John Hanson has notified OCCOG that he will be unable to continue past the end of the FY 2022-23.

CONCLUSION



The 2022-23 Draft OCCOG Work Plan builds upon the work undertaken by OCCOG over the past several years, is aligned with the 2022-2025 Draft Strategic Plan, and is constrained by the resources available in the 2022-23 Draft Budget. The ongoing work of OCCOG is aimed at delivering value for our member jurisdictions and enabling Orange County to have a strong voice in regional decision-making in the five policy areas that are the core focus of our voluntary joint powers authority (JPA). Thanks to the leadership of the Board of Directors, dedication of OCCOG’s volunteer-based Technical Advisory Committee staff, and the commitment and expertise provided by the contract staff and consultant team, OCCOG is well-positioned to accomplish the tasks set out in the proposed 2022-23 Work Plan, and to continue to effectively and efficiently represent Orange County in state and federally-mandated planning activities.

STAFF CONTACT

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ATTACHMENT A

Orange County Council of Governments

ACTIVITY	CATEGORY	RESPONSIBLE STAFF	BUDGET IMPACT	TIME FRAME
TIME-BOUND INITIATIVES				
1. Update OCCOG’s approved legislative guidelines, as needed. Develop priorities for 2023, aligned with the updated Strategic Plan.	Advocacy/ Legislation	Wendy Strack	No added program cost	Q2
2. Update OCCOG’s Communications Plan for 2022-2023 to include tactics and metrics for success.	Communications	Lisa Telles	TBD	Q1
3. Working with the EMC and ex-officio partners, to plan and execute a General Assembly in Spring 2023. Specific tasks include: a. Develop budget b. Identify event theme c. Identify sponsorship packages and seek sponsors/exhibitors d. Identify and invite speakers e. Determine format and develop program f. Publicity: direct mail, partner publications, social media, website g. Design and manage online registration h. Design, send and evaluate post-event participant survey	General Assembly	Marnie Primmer Lisa Telles Attila Juhas	\$41,000	Q1-3
4. Produce one video per month on housing topics to support member jurisdictions. (REAP) a. Develop script including translation b. Storyboard c. Draft for review/approval	REAP	Marnie Primmer Attila Juhas/ Lisa Telles	\$45,000 REAP are all Total Budget, not reflective	Q1-2



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d. Final video approved and posted to Housing OC website			of 21-22 spending	
5. In partnership with VCOG and GCCOG and based on input from the TAC, develop Housing OC website a. Housing OC videos and snippets b. ADU How-To toolkit c. Interactive ADU checklists d. Pre-approved plans and designs e. Other information as requested	REAP	Marnie Primmer Attila Juhas/Lisa Telles/Michelle Boehm	\$50,000	Q1-Q3
6. In partnership with VCOG and GCCOG and based on input from the TAC, develop ADU How-To Toolkit	REAP	Marnie Primmer / Attila Juhas/ Lisa Telles/Michelle Boehm	\$90,000	Q1-Q2
7. Model Plan and Address Look-Up tools. In partnership with the VCOG, GCCOG, TAC and building inspection staff of members, develop ADU plans that meet jurisdiction requirements	REAP	Marnie Primmer/ Michelle Boehm- Baird + Driskell	\$102,500	2021-2023
8. In partnership with VCOG and GCCOG and based on input from the TAC, develop 4-7 model ordinances.	REAP	Marnie Primmer/ Michelle Boehm	\$50,000	2021-2023
9. Provide consultant support to OCCOG member jurisdictions for housing element updates and other housing-related activities	REAP	Marnie Primmer/ Michelle Boehm	\$1,000,000	2021-2023
10. Provide funding to OCHFT for their projects	REAP	Marnie Primmer/ Michelle Boehm- Adam Eliason	\$600,000	2021-2023



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11. Provide funding to OCHT for their projects	REAP	Marnie Primmer/ Michelle Boehm- Helen O'Sullivan	\$35,000	2021-2023
12. Geospatial Planning and 3-D site visualization	REAP	Marnie Primmer/ Michelle Boehm- WSP/Esri	\$1,483,000 (Total Budget)	2021-2023
13. Complete MOU with County of Orange for Cycle 2 Administration and Program Management	OCDAP	Deborah Diep/ Fred Galante	No added program cost	Q1
14. Complete procurement for vendor for Cycle 2 OCDAP program	OCDAP	Deborah Diep	No added program cost	Q1
15. Finalize participation agreements with all Cycle 2 partners	OCDAP	Deborah Diep/ Fred Galante	No added program cost	Q1-Q2
16. Data collection Cycle 2	OCDAP	Deborah Diep/ OCDAP partners	\$332,000 (OCCOG portion is \$20,000)	2022-23
17. Complete archive/organize for easy retrieval via OneDrive <ul style="list-style-type: none"> a. Consistent file nomenclature b. Remove duplicates c. Ensure shared access among all OCCOG team members 	Admin	Kathryn Morrison	No added program cost	Q 1-2
18. Update board onboarding process, including a refresh of Board Handbook	Communications/ Regional Leadership and Engagement	Lisa Telles/Attila Juhas/ Kathryn Morrison	No added program cost	Q2-Q3



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19. Implement district briefings to facilitate communication to OCCOG member jurisdictions	Communications/ Collaboration	Marnie Primmer OCCOG Team	\$10,000	Q1-Q4
20. Host or partner with other organizations to participate in existing legislative briefings	Communications/ Legislative/ Collaboration	Wendy Strack OCCOG Team	\$1000	Q1-Q4
21. Participate in planning and attend legislative trips hosted by OCCOG partners	Communications/ Legislative/ Collaboration	Wendy Strack OCCOG Team	\$5000	Q3-Q4
22. Conduct recruitment for new OCCOG Treasurer	Administration	Marnie Primmer/ John Hanson	TBD	Q3-Q4
ONGOING ACTIVITIES				
23. Procure and manage contracts for projects included in the \$3,572,250 M REAP program. a. REAP grant-related invoicing and reporting b. Ensure all project deliverables meet grant requirements	REAP	Marnie Primmer Michelle Boehm	See breakdown above	2021-2023
24. Working with County of Orange’s project manager and OCDAP partner agencies, act as payment clearinghouse for OCDAP.	OCDAP	John Hanson	No added program cost	Ongoing
25. Working with EMC, TAC, CDR and in cooperation with OCTA and SCAG staff, provide accurate and detailed information to OCCOG Board, OCCMA, and member jurisdictions regarding RTP/SCS and other planning activities.	Admin	Marnie Primmer Justin Equina	No added program cost	Ongoing
26. Oversee operations of OCCOG including work of consultant team.	Admin	Marnie Primmer	No added program cost	Ongoing



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ACTIVITY	CATEGORY	RESPONSIBLE STAFF	BUDGET IMPACT	TIME FRAME
27. Develop monthly EMC and Board of Directors meeting agenda and prepare staff reports.	Admin	Marnie Primmer Kathryn Morrison	No added program cost	Ongoing
28. Provide regular updates to the Board regarding activities of the OCCOG and progress on Strategic Plan and Work Plan.	Admin	Marnie Primmer	No added program cost	Quarterly/ As-needed
29. Increased monitoring of SCAG EAC, LCMC, policy committee and regional council agendas and prepare briefings for Board and SCAG committee representatives in advance of committee and regional council meetings so that OC representation is prepared.	Regional leadership and Engagement	OCCOG Team	\$12,000	Monthly
30. Monitor and attend SCAG working group meetings, provide reports to TAC	Regional leadership and Engagement	OCCOG Team	\$12,000	Monthly
31. As appropriate, develop strategic guidance for OCCOG representatives, and work to develop consensus around policy issues to position Orange County as a leader within the SCAG region and to influence regional planning in a direction favorable to Orange County.	Advocacy/Legislation Collaboration	Marnie Primmer OCCOG Team	No added program cost	As needed
32. Work with CDR to develop Orange County's projections.	Collaboration	Deborah Diep OCCOG TAC	No added program cost	Ongoing
33. Identify opportunities for OCCOG to provide additional services to member jurisdictions and to generate new revenue sources allowing diversification from dues-based income.	Collaboration	Marnie Primmer Justin Aquina Michelle Boehm	TBD	Ongoing



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ACTIVITY	CATEGORY	RESPONSIBLE STAFF	BUDGET IMPACT	TIME FRAME
34. Represent OCCOG at regional planning meetings and industry events, such as, but not limited to: a. SCAG Technical Working Group b. Sub-regional Executive Directors (Chair) c. CalCOG meetings d. CDR MOC meetings as needed e. OCCMA monthly meetings f. Member agency events & meetings g. SCAG policy committee and Regional Council meetings, general assembly, and summits h. Ex-officio partner networking events and board meetings as appropriate	Regional Leadership and Engagement/ Collaboration	Marnie Primmer Team	No added program cost	Monthly
35. Assist OCCOG Board to actively engage in development of SCAG strategic documents and governance.	Advocacy/Legislation Collaboration	Marnie Primmer Team	No added program cost	Ongoing
36. Identify areas where OCCOG can partner with other sub-regions.	Collaboration	Marnie Primmer Team	No added program costs	Ongoing
37. Coordinate legislative advocacy efforts with partners and member jurisdictions.	Advocacy/Legislation	Wendy Strack	No added program cost	Ongoing
38. Track relevant legislation and OCCOG/partners positions.	Advocacy/Legislation	Wendy Strack	\$1,000/year tracking software	Ongoing
39. Board Spotlight monthly board-only communication	Communications	Lisa Telles/ Attila Juhas	No added program cost	Monthly



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ACTIVITY	CATEGORY	RESPONSIBLE STAFF	BUDGET IMPACT	TIME FRAME
40. OCCOG Update monthly newsletter	Communications	Lisa Telles/ Attila Juhas	Monthly email subscription	Monthly
41. Add additional newsletters for specialized topics (i.e. legislative, housing)	Communications	Lisa Telles/Attila/ Wendy Strack	Monthly email subscription	Monthly
42. Communications Calendar to include newsletters, social media posts, housing video release, etc.	Communications	Lisa Telles/ Attila Juhas	No added program cost	Monthly
43. Social Media Posts, content developed per the calendar- lower priority for FY 22-23	Communications	Lisa Telles/ Attila Juhas	No added program cost	Ongoing
44. Maintain Distribution Lists	Communications	Lisa Telles/ Kathryn Morrison	No added program cost	Ongoing
45. Under direction from EMC, review policies and procedures: a. Record-keeping b. Other policies identified by EMC	Governance/ Admin	Marnie Primmer Fred Galante John Hanson	No added program cost	ONgoing
46. Provide regular briefings to partner organizations including, but not limited to: a. ACC-OC b. League of Cities c. OCBC d. BIA e. ISDOC f. OCCMA g. OC Planning Directors	Communications/ Collaboration	Marnie Primmer OCCOG Team	No added program cost	Ongoing