

# Application for Appointment to AC Transit's Parcel Tax Fiscal Oversight Committee



AC Transit invites individuals from Alameda and Contra Costa counties residing in Special Transit District One to serve on its Parcel Tax Fiscal Oversight Committee.

**NOTE: To sign the form electronically, please download to your device.**

Name: Stephen L. Hicks Home Phone:  Work Phone:   
Address where you reside  Oakland,   
E-Mail:

***Please submit a letter of interest, resume and respond to the following questions (attach a separate sheet of paper if additional space is needed):***

1. Why do you want to serve on the Parcel Tax Fiscal Oversight Committee?

Civic responsibility is an important value I have always lived by. I have worked in public finance for more than half my career and continue to work in community development. Service on the Committee would continue my efforts in this regard.

2. Do you have any special area of expertise or experience that you think would be helpful to the committee?

Having worked in municipal finance in a wide variety of areas of the field, the fiscal and public policy issues such experience offered will be relevant and largely helpful to some of the tax, finance, and public policy issues extant in service of the Committee.

3. If you have served on other advisory, city or community committees, please list each one and briefly describe your role.

San Francisco Redevelopment Agency Treasure Island Reuse Committee  
City and County of SF, Treasure Island Reuse and Base Conversion Committee  
East Bay Community Foundation, Director, Vice Chair, Chair of Audit Committee

**Certification:** I certify that the information provided is true and complete to the best of my knowledge.

Signature:

Date: July 15, 2022

*Employees, vendors, contractors, and consultants of the Alameda-Contra Costa Transit District are prohibited by law from being members of the Parcel Tax Fiscal Oversight Committee. Employment which could result in becoming a contractor or subcontractor to the District would also be a potential conflict.*

**Completed applications, responses, letters of interest, and resumes must be received by the District Secretary's Office no later than 5:00 p.m. on July 15, 2022.**

**Submit application materials by email to [districtsecretary@actransit.org](mailto:districtsecretary@actransit.org), by fax to (510) 891 4705 or U.S. mail to: 1600 Franklin Street, 10th Floor, Oakland, CA 94612,**

**If you have any questions, please call the District Secretary's Office at (510) 891 7284.**

**It is the policy of the Alameda Contra Costa Transit District not to unlawfully discriminate on the basis of sex, sexual orientation, gender, ethnic group identification, race, ancestry, national origin, color, religion, marital status, age or mental or physical disability in the programs or activities which it operates.**

# Join the Alameda-Contra Costa Transit Dis- Parcel Tax Fiscal Oversight Committee



## Get involved.

The Board of Directors is accepting applications to fill one vacancy on the Parcel Tax Fiscal Oversight Committee. This is a non paid, volunteer position with a term of office of three years.

## About the Committee.

The Parcel Tax Fiscal Oversight Committee was first established as the Measure AA Oversight Committee in 2003 by the District's Board of Directors. Although the Committee's name has changed over time, its primary responsibility is to review the most recent fiscal year end annual audit to determine whether funds generated by the District's parcel tax measures have been expended in accordance with the intentions of the voters. The Committee is required to provide a report of its findings to the Board of Directors on an annual basis.

The Committee is composed of seven members who represent diverse interests and geographic distribution of the communities served by AC Transit in Special Transit Service District One.

## Special Transit Service District One.

Special Transit Service District One consists of 11 cities and adjacent unincorporated areas in Alameda and Contra Costa Counties, including: Alameda, Albany, Berkeley, El Cerrito, Emeryville, Hayward, Oakland, Piedmont, Richmond, San Leandro and San Pablo. Unincorporated areas include Ashland, Castro Valley, Cherryland, El Sobrante, Fairview, Kensington, and San Lorenzo.

## Appointment Process.

Upon review of the applications, letters of interest, and resumes received, the Board of Directors will determine whether to conduct interviews or make direct appointments to the Committee. All appointments are at the Board's discretion.

## Membership Requirements

Members of the Committee must reside within Special District One and cannot be an employee, vendor, contractor or consultant of AC Transit.

General understanding of basic accounting principles and experience in interpreting financial documents are highly desirable.

## Terms

Terms on the Committee are for three-years and are subject to reappointment by the Board of Directors.

## Meetings

The Committee is required to meet annually after the preparation of independently audited financial statements and may hold additional meetings if necessary.

All meetings are subject to the Brown Act and are open to the public.

## Hicks, Stephen L. Resume

### EXPERIENCE

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Present                                      **Structured Finance Investment Advisory**                                      Oakland, CA  
*Ullman-Bell Partners*

- Structured finance investment advisory practice in renewable energy, infrastructure, domestic and international projects, specializing in project finance and deal advisory, with particular emphasis on community development and multifamily affordable housing, social impact financing and investment. Substantial experience working in emerging markets and with indigenous communities using Public-Private-Partnership model with sustainable development and social equity framework for development.

Present                                      **CFO/Director**                                      Los Angeles, CA  
*Flexible PSH Solutions, Inc.*

- Community development housing developer focused on large project, high impact permanent supportive housing, developing permanent housing solutions and providing supportive services to the formerly homeless in California, principally Southern California.

2011-2014                                      **Adviser/Investor**                                      Oakland, CA  
*CivicWorks*

- Community-development social venture focused on neighborhood engagement and building community efficacy, striving for empowerment, neighborhood safety, economically vibrant and revitalized communities. Service provider/consultant to business improvement districts, transit corridors, and transit-oriented-development neighborhoods. Led strategy, marketing, business development, and organization architecture.

2005 - 2010                                      **Co-Founder, Director**                                      Vancouver Island, BC  
*CSR Developments Ltd.*

- Co-founder of leading venture in the underwater logging market-space, an emerging market focused on sustainable approach to resource development; served as COO/CFO, responsible for developing business model, implementation strategy, and capital plan for a new and untested business concept, raising \$50 million from international investors in committed capital for a triple-bottom line venture centered in Volta Lake region, Ghana. Business merged with Triton Logging, a private equity-financed leading competitor in the sustainable forestry industry.

1998-2005                                      **Principal Investor**                                      Oakland, CA

- CFO/Director of Strategy, Progress Investment Management Company (Manager-of-Managers, \$6.0 Billion AUM) - evaluated company in management buyout from Fleet Bank as 3rd party investor; joined company as CFO responsible for assisting in change management, enterprise strategy, financial strategy and reporting.
- WPV I-II – real estate opportunity fund; General Partner, sourced 3rd party investor capital, targeted various urban infill, residential and mixed-use projects with strong return potential, working through local developer partner affiliates.
- Co-founding investor, Flagship Capital Services; call center direct marketing, consumer financial services. Assisted in building company from start-up to \$50 million in annual revenues with 35% net margins; advised enterprise strategy, implemented corporate governance best practices, and assisted change-management focus to boost productivity, customer satisfaction.

## STEPHEN L. HICKS

### EXPERIENCE -- continued

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|---|---|-------------------|
| 1996-1997   | <b>Principal/Private Equity Venture</b> | Johannesburg, SA  |
| <ul style="list-style-type: none"><li>• Researched and targeted the acquisition of \$100 million, publicly held South African investment trust -- <i>Yabeng Investment Holdings, Ltd.</i></li><li>• Developed and led acquisition-team involving Prince AL Wahlid Bin Talal, Kingdom Holdings, the Saudi African Bank, and local South African partners.</li><li>• Designed strategy, capital-sourcing, conducted partner negotiations, and performed valuation analysis for acquisition process.</li></ul>   |   |                   |
| 1992-1996   | <b>Managing Director</b>                | San Francisco, CA |
| <i>PaineWebber Incorporated</i>   |   |                   |
| <ul style="list-style-type: none"><li>• Manager western region infrastructure group – eight-person working group; developed leading edge finance structures in difficult market environment.</li><li>• Managed western region strategic planning process for 20-person region; lead PW new product development team. Rose to senior banker position after 16+-year career at PW.</li><li>• Raised \$5.5 billion in debt offerings for state and local government, public-private clients; substantial experience with asset securitization, project finance, redevelopment, water and electric utility and infrastructure finance, and derivatives.</li></ul> |   |                   |

### BOARD MEMBERSHIPS and PROFESSIONAL AFFILIATIONS

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Member, Board of Directors, Treasurer -- Institute for Environmental Entrepreneurship

Director (2009-2011), ZeroVirtual/Commendo Software, Santa Clara, CA

Director (2005-2010), CSR Developments Ltd., Cobble Hill, BC, Canada

Trustee (2006-2009), Bentley School, Oakland and Lafayette, CA

Trustee (1999-2007), East Bay Community Foundation

Director (2003-2004), Yerba Buena Center for the Arts, San Francisco

Director (1998-2003), Flagship/ICS Capital Services, Inc., Tampa, FL

Member (1992-1996), City and County of San Francisco, Mayor's Fiscal Advisory Committee

Member (1994-1995), City and County of SF, Treasure Island Reuse and Base Conversion Committee

### EDUCATION

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BA - Economics, University of California, Davis

MS - Management, Stanford University, Graduate School of Business

AC Transit Parcel Tax Committee  
Statement of Interest

With considered respect, I wish to be considered by the Board of AC Transit for appointment to the AC Transit Parcel Tax Committee for its currently vacant member position. I understand the purpose of the Parcel Tax Committee in its fiscal oversight and audit of Measure AA expenditures on behalf of the voters of AC Transit Special District One. The role of the Committee is an important one to the Transit District and to the voters of the communities served by AC Transit and represents a vital component of the civic responsibility we all share.

I have served on public and nonprofit organization boards and committees of similar purpose, and I believe my experience in these areas would be of merit in service of the Committee and the AC Transit community. I worked as an adviser, consultant and public finance banker to state and local municipal agencies for nearly twenty years and during that time served on several advisory boards, oversight committees, and task forces in that time. The City and County of San Francisco, Mayor's Fiscal Advisory Committee, is one such committee on which I served, where the experience I gained is relevant to that of service on the Parcel Tax Committee. In addition, my service on the Board of the East Bay Community Foundation, as Vice Chairman and Chair of the Audit Committee afforded me the opportunity to lead an organization's audit process over several annual cycles.

Ultimately, I see prospective service on the Parcel Tax Committee as essential civic duty, and I would be honored to serve, if selected. Thank you for your consideration.

Respectfully,

A black rectangular redaction box covering the handwritten signature of Stephen L. Hicks.

Stephen L. Hicks