



Western Riverside Council of Governments Administration & Finance Committee

AGENDA

**Wednesday, April 11, 2018
12:00 p.m.**

**Western Riverside Council of Governments
Citrus Tower
3390 University Avenue, Suite 450
Riverside, CA 92501**

In compliance with the Americans with Disabilities Act and Government Code Section 54954.2, if special assistance is needed to participate in the Administration & Finance Committee meeting, please contact WRCOG at (951) 405-6703. Notification of at least 48 hours prior to meeting time will assist staff in assuring that reasonable arrangements can be made to provide accessibility at the meeting. In compliance with Government Code Section 54957.5, agenda materials distributed within 72 hours prior to the meeting which are public records relating to an open session agenda item will be available for inspection by members of the public prior to the meeting at 3390 University Avenue, Suite 450, Riverside, CA, 92501.

The Administration & Finance Committee may take any action on any item listed on the agenda, regardless of the Requested Action.

1. CALL TO ORDER (Debbie Franklin, Chair)

2. PUBLIC COMMENTS

At this time members of the public can address the Administration & Finance Committee regarding any items listed on this agenda. Members of the public will have an opportunity to speak on agenda items at the time the item is called for discussion. No action may be taken on items not listed on the agenda unless authorized by law. Whenever possible, lengthy testimony should be presented to the Committee in writing and only pertinent points presented orally.

3. MINUTES

A. Summary Minutes from the February 14, 2018, Administration & Finance Committee Meeting are Available for Consideration.

P. 1

Requested Action: 1. *Approve the Summary Minutes from the February 14, 2018, Administration & Finance Committee meeting.*

4. CONSENT CALENDAR

All items listed under the Consent Calendar are considered to be routine and may be enacted by one motion. Prior to the motion to consider any action by the Committee, any public comments on any of the Consent Items will be heard. There will be no separate action unless members of the Committee request specific items be removed from the Consent Calendar.

A. Finance Department Activities Update P. 7

Requested Action: 1. *Receive and file.*

B. Request for Proposals Issuance Policy P. 13

Requested Actions: 1. *Approve the Policy outlined in this staff report related to Request for Proposals (RFP) for professional services.*
2. *Direct staff to update its Financial Manual to include the RFP Policy and present the updated Manual for formal approval by the WRCOG Finance Directors and Administration & Finance Committees.*

C. 3rd Quarter Draft Budget Amendment for Fiscal Year 2017/2018 P. 15

Requested Action: 1. *Approve the 3rd Quarter Draft Agency Budget Amendment for Fiscal Year 2017/2018.*

D. Proposed Fiscal Year 2018/2019 WRCOG Member Dues P. 39

Requested Actions: 1. *Maintain dues structure and allocation for Fiscal Year (FY) 2018/2019 to be consistent with prior years.*
2. *Direct staff to bring this issue back to the Committee for further discussion during the next fiscal year.*

E. Additional Signature Authority P. 45

Requested Action: 1. *Recommend that the Executive Committee adopt WRCOG Resolution 08-18: A Resolution of the Executive Committee of the Western Riverside Council of Governments Providing Signatory Authority to the Chief Financial Officer and Deputy Executive Director for Agreements, Ordinances, and Resolutions in the Absence of the Executive Director.*

F. Single Signature Authority Report P. 51

Requested Action: 1. *Receive and file.*

G. Amendments to Professional Services Agreements for On-Call Planning Professional Services for Member Jurisdictions P. 53

Requested Actions: 1. *Approve the First Amendment to the Professional Services Agreement between the Western Riverside Council of Governments and Blais and Associates, Inc., to provide WRCOG additional grant*

writing assistance in an amount not to exceed \$50,000 for this Amendment and \$100,000 in total.

2. *Approve the First Amendment to the Professional Services Agreement between the Western Riverside Council of Governments and Fehr and Peers to provide WRCOG planning support and advisory services in an amount not to exceed \$50,000 for this Amendment and \$100,000 in total.*
3. *Approve the First Amendment to the Professional Services Agreement between the Western Riverside Council of Governments and Michael Baker International Inc. to provide WRCOG planning support and advisory services in an amount not to exceed \$50,000 for this Amendment and \$100,000 in total.*

5. REPORTS / DISCUSSION

A. Nominations for WRCOG Chair, Vice-Chair, and 2nd Vice-Chair positions for Fiscal Year 2018/2019 P. 73

Requested Action: 1. *Provide recommendations for leadership positions of Chair, Vice-Chair, and 2nd Vice-Chair for Fiscal Year 2018/2019, to be considered by the Executive Committee on May 7, 2018, and the General Assembly on June 21, 2018.*

B. Potential Full Consolidation of RCHCA Staff and Operations with WRCOG P. 75

Requested Action: 1. *Direct staff to continue to work with Riverside County and the RCHCA to fully consolidate RCHCA staff and operations into WRCOG and return with the necessary documents and agreements to commence the transition.*

C. Review of WRCOG Executive Committee Member Alternate Provisions P. 91

Requested Action: 1. *Discuss and provide direction.*

D. 27th Annual General Assembly & Leadership Address: Nominations for Outstanding Community Service Award P. 93

Requested Action: 1. *Discuss nominees for the 2018 WRCOG Outstanding Community Service Award and recommend a candidate(s) to the Executive Committee for final approval.*

E. WRCOG Agency Compensation Study P. 99

Requested Action: 1. *Discuss results of the Compensation Study and provide direction on the proposed adjusted salary schedule along with the addition of potential new benefits to WRCOG to bring the Agency in line with the average of compared agencies.*

F. Draft Fiscal Year 2018/2019 Agency Budget P. 159

Requested Action: 1. *Discuss and provide direction.*

Requested Action: 1. Receive and file.

6. ITEMS FOR FUTURE AGENDAS

Members

Members are invited to suggest additional items to be brought forward for discussion at future Administration & Finance Committee meetings.

7. GENERAL ANNOUNCEMENTS

Members

Members are invited to announce items / activities which may be of general interest to the Administration & Finance Committee.

8. CLOSED SESSION

A. CONFERENCE WITH LABOR NEGOTIATOR PURSUANT TO SECTION 54957.6

Agency Representative: Committee Chair or designee
Unrepresented Employee: Executive Director

B. PERFORMANCE EVALUATION PURSUANT TO SECTION 54957

Title: Executive Director

9. NEXT MEETING: The next Administration & Finance Committee meeting is scheduled for Wednesday, May 9, 2018, at 12:00 p.m., at WRCOG's office located at 3390 University Avenue, Suite 450, Riverside.

10. ADJOURNMENT

1. CALL TO ORDER

The meeting of the Administration & Finance Committee (Committee) was called to order at 12:05 p.m. by Chair Debbie Franklin at WRCOG's Office, Citrus Conference Room.

Members present:

Debbie Franklin, City of Banning (Chair)
Eugene Montanez, City of Corona
Bonnie Wright, City of Hemet
Laura Roughton, City of Jurupa Valley
Brian Tisdale, City of Lake Elsinore
Kelly Seyarto, City of Murrieta
Ben Benoit, City of Wildomar
Rusty Bailey, City of Riverside (1:12 p.m. arrival)
Chuck Washington, County of Riverside District 3
Marion Ashley, County of Riverside District 5
Brenda Dennstedt, Western Municipal Water District

Staff present:

Steve DeBaun, Legal Counsel, Best Best & Krieger
Rick Bishop, Executive Director
Ernie Reyna, Chief Financial Officer
Barbara Spoonhour, Director of Community Choice Aggregation Development
Jennifer Ward, Director of Government Relations
Chris Gray, Director of Transportation
Casey Dailey, Director of Energy and Environmental Programs
Janis Leonard, Administrative Services Manager
Crystal Adams, Program Manager
Andrea Howard, Senior Analyst
Cynthia Mejia, Staff Analyst
Suzy Nelson, Administrative Assistant
Amber Bolden, Intern

Guests present:

Warren Diven, Best Best & Krieger
Arnold San Miguel, SCAG
Victor Vilaplana, Renovate America
Clint Lorimore, BIA

2. PUBLIC COMMENTS

There were no public comments.

3. MINUTES – (Hemet / Wildomar) 10 yes; 0 no; 0 abstention. Item 3.A was approved by a unanimous vote of those members present. The City of Riverside was not present.

A. Summary Minutes from the January 10, 2018, Administration & Finance Committee Meeting are Available for Consideration.

- Action:** 1. *Approved the Summary Minutes from the January 10, 2018, Administration & Finance Committee meeting.*

4. CONSENT CALENDAR – (Hemet / Wildomar) 10 yes; 0 no; 0 abstention. Items 4.A, C, D, and F were approved by a unanimous vote of those members present. Items 4.B and 4.E were pulled for discussion. The City of Riverside was not present.

A. Finance Department Activities Update

- Action:** 1. *Received and filed.*

B. 2nd Quarter Draft Budget Amendment for Fiscal Year 2017/2018

This item was pulled for discussion by Committee member Brian Tisdale, who asked for clarification regarding the variance on the CA HERO Residential revenue projections for Fiscal Year 2017 / 2018.

Ernie Reyna responded that staff now have actuals through January 2018 and a 3rd Quarter Budget Amendment will align the actuals more closely. The 1st Quarter Budget Amendment reduced the CA HERO revenues by \$1.8M; however, the updates approved by the Executive Committee had not been inputted into the monthly budget-to-actuals and staff will update the budgeted amount in the next month's agenda packet.

Casey Dailey added that a major reason for the decline in revenues is likely due to competition coming from additional PACE providers entering the market in California.

Committee member Tisdale recommended that staff stay diligent in tracking these impacts in order to provide realistic revenue projections.

Barbara Spoonhour added that when projections were made in March of last year, the numbers were on track to meet projections.

- Action:** 1. *Recommended that the Executive Committee approve the 2nd Quarter Draft Budget Amendment for Fiscal Year 2017/2018.*

(Lake Elsinore / Murrieta) 10 yes; 0 no; 0 abstention. Item 4.B was approved by a unanimous vote of those members present. The City of Riverside was not present.

C. BEYOND Program Update and Project Spotlight – Cancer Treatment Task Force

- Action:** 1. *Received and filed.*

D. Agency Office Move Update

- Action:** 1. *Received and filed.*

E. Experience Regional Innovation Center Feasibility Analysis Update

This item was pulled for discussion by Committee member Brian Tisdale, who asked that this item be brought back for a presentation to Administration & Finance Committee.

Rick Bishop responded that this item will be agendaized for the next meeting, and staff will do the same at the Executive Committee meeting.

- Action:** 1. *Requested a presentation for discussion at the next Administration & Finance Committee meeting.*

(Lake Elsinore / Corona) 10 yes; 0 no; 0 abstention. Item 4.E was approved by a unanimous vote of those members present. The City of Riverside was not present.

F. Amendment to Transportation Department On-Call Engineering Professional Services Agreements

- Actions:**
1. *Approved the First Amendment to the Professional Services Agreement between the Western Riverside Council of Governments and Kimley Horn to provide WRCOG technical support and advisory services in an amount not to exceed \$33,541 for this Amendment and \$133,541 in total.*
 2. *Approved the First Amendment to the Professional Services Agreement between the Western Riverside Council of Governments and WG Zimmerman Engineering to provide TUMF Program technical support in an amount not to exceed \$50,000 for this Amendment and \$150,000 in total.*

5. REPORTS / DISCUSSION

A. 27th Annual General Assembly & Leadership Address

Committee members viewed short video clips for a number of potential speakers, and narrowed it down to two speakers.

Committee member Kelly Seyarto expressed interest in having a gubernatorial debate.

Chair Franklin recommended someone who represents something other than politics.

- Action:**
1. *Selected a speaker and back-up for staff to pursue.*

(Lake Elsinore / Corona) 10 yes; 0 no; 0 abstention. Item 5.A was approved by a unanimous vote of those members present. The City of Riverside was not present.

B. PACE Programs Activities Update and Proposed Fee Adjustments

Casey Dailey reported that there are three different reserves for the PACE Programs; bond reserves, program reserves, and WRCOG PACE reserves.

The Bond Purchase Agreement sets the parameters for the purchase of bond from WRCOG to Renovate America. A one-time administration fee of 4.99% is assessed on each project, and of that, 0.075% is allocated for a reserve bond.

The Bond Reserve is intended to cover any shortfalls to the bond holder. WRCOG's financial advisor, PFM, has recommended an increase from 0.075% to 0.25%. This would increase the administration fee from 4.99% to 5.17%.

The Program Reserve is collected annually. The administration fee is currently \$25 and covers placement of the assessment on the tax roll, trustee fees, Deutsche Bank, and the various counties. PFM has recommended an increase of \$15. Of this amount, \$10 would be allocated to David Taussig, & Associates (DTA) to cover its costs, and \$5 would be allocated to the Program Reserve to ensure WRCOG would be able to manage the existing assessments for up to 25-years, if the Program were to end. WRCOG would need approximately \$11 million to cover existing assessments for that time frame.

Barbara Spoonhour added that property owners' paperwork indicates that while the current annual administrative fee is \$25, that amount could increase to up to \$95.

Committee member Eugene Montanez asked if increasing these costs will offset the loss of revenue.

Mr. Dailey responded that Los Angeles County is looking to increase its administration fee to something significantly higher than 5.17%. CaliforniaFIRST's cost of issuance is 6.4%.

Committee member Laura Roughton asked that if the Program is using a ballpark figure of \$200 for an administration fee, what if WRCOG absorbed the \$36 difference; WRCOG would then receive \$164.

Rick Bishop responded that the recommendation is to increase the fee from 4.99% to 5.17%. If WRCOG absorbed the fee, the 1% that WRCOG currently receives would decrease to approximately 0.08%. Considering that Program Administration revenues have experienced a sharp decline during the fiscal year due to the addition of other Providers in the market and the potential for new state legislation regulating PACE, WRCOG would need to closely monitor such an absorption to ensure that costs are covered.

Mr. Dailey added that new income-based underwriting and ability to pay legislation becomes affective in April 2018. This is going to likely shrink the pool of candidates statewide. With the projected decrease of revenues for Fiscal Year 2018/2019, staff is attempting to ensure there are sufficient reserves.

Committee member Brian Tisdale asked how much is in the two reserves.

Mr. Dailey responded that the WRCOG PACE Program Reserve currently holds \$500,000, and the amount in bond reserve is unknown at this moment, given that it is associated with each bond issued.

Committee member Bonnie Wright indicated that the administrative fee is the cost of doing business. WRCOG's fee, even with the increase, is lower than other Programs.

Committee member Laura Roughton indicated that the perception is that WRCOG is profiting from that, even though the funds are being put into programs such as Experience and internships, for member jurisdictions.

Committee member Kelly Seyarto indicated that one purpose of the Program is to be able to offer programs for member jurisdictions. As an elected official, it is our job to explain to our constituents what the benefits of the programs are.

Mr. Dailey reported that SB 2 created a permanent source of funding for affordable housing by imposing fee of up to \$225 on certain real estate transactions. At the time the bill passed, WRCOG was under the impression that this would not affect PACE transactions; however, all County Recorders are interpreting it differently. As a result, recoding costs have now increased by 100%.

Chair Franklin asked if anyone is challenging this.

Mr. Dailey responded that many conversations with the County Recorders are occurring. Staff is seeking a recommendation to seek a legislative exemption from SB 2.

- Actions:**
1. *Recommended that the Executive Committee approve the 1st Amendment to Master Bond Purchase Agreement between WRCOG and Renovate America.*
 2. *Recommended that the Executive Committee approve the 2nd Amendment to the Professional Services Agreement between WRCOG and David Taussig & Associates.*
 3. *Directed the WRCOG Executive Director to seek a legislative exemption from SB 2 on imposed fees for PACE real estate transactions.*

(Murrieta / Wildomar) 11 yes; 0 no; 0 abstention. Item 5.B was approved by a unanimous vote of those members present.

C. Final Report on the Fiscal Year 2015/2016 Operational Analysis of Renovate America

Barbara Spoonhour reported that of the 5,274 individual transaction tests performed, 99% met the requirements outlined in the Consumer Protection Policy. The consultant recommended that both WRCOG and Renovate America improve communications to ensure all online documents are aligned; that Renovate America improve its procedures for implementing new systems; that WRCOG consider hiring an independent auditor to perform an annual penetration testing; and that Renovate America review its training program and procedures for program representatives to consistently confirm understanding of contract term for all elderly applicants.

Action: 1. *Received and filed.*

D. Western Community Energy Activities Update

Barbara Spoonhour reported that the California Public Utilities Commission (CPUC) adopted a revised resolution which provides a way for Western Community Energy (WCE) to operating in 2018/2019. WRCOG continues negotiations with Southern California Edison (SCE).

SCE has filed a petition with CPUC to modify the Code of Conduct, which would allow SCE to talk about CCAs to local jurisdictions and the press. Members are probably receiving calls from SCE on this item. Currently, SCE cannot make statements to local jurisdictions so as to convince said jurisdiction from joining or forming a Community Choice Aggregation Program. SCE can only provide factual answers to questions. WRCOG is working with LA County and Coachella Valley to provide comments, which are due March 1, 2018.

Action: 1. *Received and filed.*

6. ITEMS FOR FUTURE AGENDAS

Per discussions under the Consent Calendar, an Experience presentation will be provided at the next meeting.

7. GENERAL ANNOUNCEMENTS

Chair Franklin welcomed Riverside Mayor Rusty Bailey to the Committee.

8. NEXT MEETING: **The next Administration & Finance Committee meeting is scheduled for Wednesday, March 14, 2018, at 12:00 p.m., at WRCOG's office located at 3390 University Avenue, Suite 450, Riverside.**

9. ADJOURNMENT: **The meeting of the Administration & Finance Committee adjourned at 1:27 p.m.**

Page Intentionally Left Blank



Western Riverside Council of Governments

Administration & Finance Committee

Staff Report

Subject: Finance Department Activities Update

Contact: Ernie Reyna, Chief Financial Officer, ereyna@wrcog.us, (951) 405-6740

Date: April 11, 2018

The purpose of this item is to provide an update on the Fiscal Year (FY) 2018/2019 Agency budget development process, the 3rd Quarter budget amendment schedule for FY 2017/2018, and the Agency financial report summary through February 2018.

Requested Action:

1. Receive and File.

FY 2018/2019 Agency Budget Development Process

Staff has begun the process of creating the FY 2018/2019 Agency Budget; below is the schedule of presentations for review and action at the various Committees, including the General Assembly:

April 11, 2018:	Administration & Finance Committee (first review)
April 19, 2018:	Technical Advisory Committee (first review)
April 26, 2018:	Finance Directors Committee (first review)
May 7, 2018:	Executive Committee (first review)
May 9, 2018:	Administration & Finance Committee (<i>second review</i>)
May 17, 2018:	Technical Advisory Committee (<i>second review</i>)
June 4, 2018:	Executive Committee (<i>second review</i>)
June 21, 2018:	General Assembly (<i>action</i>)

3rd Quarter Budget Amendment

March 31, 2018, marked the end of the third quarter of FY 2017/2018. The Administration & Finance Committee will consider recommendations as part of Item 4.C on this agenda. The Technical Advisory Committee will consider the amendment report on April 19, 2018, and the Executive Committee will consider the amendment on May 7, 2018.

Financial Report Summary through February 2018

The Agency Financial Report summary through February 2018, a monthly overview of WRCOG's financial statements in the form of combined Agency revenues and costs, is provided as Attachment 1.

Prior Action:

April 2, 2018: The Executive Committee received and filed.

Fiscal Impact:

This item is for informational purposes only; therefore there is no fiscal impact.

Attachment:

1. Financial Report summary – February 2018.

Item 4.A

Finance Department Activities Update

Attachment 1

Financial Report summary – February 2018

Page Intentionally Left Blank



Western Riverside Council of Governments
Monthly Budget to Actuals
For the Month Ending February 28, 2018

	Approved 6/30/2018 Budget***	Thru 2/28/2018 Actual	Remaining 6/30/2018 Budget
Revenues			
Member Dues	311,410	313,695	(2,285)
General Assembly	300,000	18,800	281,200
PACE Residential Revenue	816,771	735,290	81,481
CA HERO Residential Revenue	5,800,000	3,054,573	2,745,427
The Gas Company Partnership	50,000	31,377	18,623
SCE WREP Revenue	75,000	65,677	9,323
PACE Residential Recording Revenue	182,775	159,683	23,092
CA HERO Residential Recording Revenue	1,000,000	557,200	442,800
CA First Residential Revenue	167,000	26,560	140,440
CA First Residential Recording Revenue	86,000	9,153	76,847
Other Misc Revenue	-	1,530	(1,530)
Solid Waste	117,100	78,835	38,265
Active Transportation Revenue	150,000	80,567	69,433
RIVTAM Revenue	25,000	25,000	-
Air Quality-Clean Cities	137,500	138,000	(500)
LTF	726,000	726,000	-
Commercial/Service - Admin Portion	101,097	71,228	29,869
Retail - Admin Portion	118,867	94,390	24,478
Industrial - Admin Portion	249,133	337,264	(88,130)
Residential/Multi/Single - Admin Portion	1,045,779	807,545	238,233
Multi-Family - Admin Portion	129,787	84,162	45,625
Commercial/Service - Non-Admin Portion	2,426,945	1,709,478	717,467
Retail - Non-Admin Portion	2,852,820	2,265,352	587,468
Industrial - Non-Admin Portion	5,979,195	8,094,324	(2,115,129)
Residential/Multi/Single - Non-Admin Portion	25,098,070	19,381,090	5,716,980
Multi-Family - Non-Admin Portion	3,114,890	2,019,879	1,095,010
Total Revenues	60,574,824	40,886,650	19,688,174
Expenditures			
Wages & Salaries	2,579,801	1,735,046	844,754
Fringe Benefits	739,956	520,565	219,391
Total Wages and Benefits	3,379,757	2,255,611	1,124,145
Overhead Allocation	2,219,371	1,479,580	739,791
General Legal Services	634,037	654,110	(20,073)
Audit Fees	27,500	20,200	7,300
Bank Fees	29,000	14,681	14,319
Commissioners Per Diem	62,500	34,800	27,700
Office Lease	427,060	147,228	279,832
WRCOG Auto Fuel	750	320	430
WRCOG Auto Maintenance	100	29	71
Special Mail Svcs	1,800	673	1,127
Parking Validations	4,865	2,725	2,140
Staff Recognition	1,245		1,245
Coffee and Supplies	160	1,203	(1,043)
Event Support	105,370	62,571	42,799
General Supplies	26,088	15,297	10,791
Computer Supplies	12,258	6,840	5,418

Computer Software	28,486	22,100	6,386
Rent/Lease Equipment	35,100	18,295	16,805
Membership Dues	32,850	18,094	14,756
Subscriptions/Publications	5,099	705	4,394
Meeting Support/Services	18,910	6,664	12,246
Postage	5,005	4,253	752
Other Household Expenditures	4,250	-	4,250
COG Partnership Agreement	25,000	9,550	15,450
Storage	11,000	11,296	(296)
Printing Services	16,462	1,426	15,036
Public Notices	11,900		11,900
Computer Hardware	4,286	1,692	2,594
Misc. Office Equipment	1,376	688	688
EV Charging Equipment	5,975	5,975	-
Communications-Regular	9,218	11,077	(1,859)
Communications-Long Distance	500	192	308
Communications-Cellular	14,021	7,563	6,458
Communications-Comp Sv	75,009	36,504	38,505
Communications-Web Site	8,465	7,208	1,257
Equipment Maintenance - General	10,000	5,737	4,263
Equipment Maintenance - Computers	26,200	11,662	14,538
Insurance - General/Business Liason	73,520	66,239	7,281
WRCOG Auto Insurance	1,570	3,457	(1,887)
PACE Recording Fees	1,354,775	882,355	472,420
Seminars/Conferences	23,353	10,788	12,565
General Assembly Expenditures	300,000	20,491	279,509
Travel - Mileage Reimbursement	27,409	14,057	13,352
Travel - Ground Transportation	7,583	2,551	5,032
Travel - Airfare	25,423	10,155	15,268
Lodging	15,999	9,451	6,548
Meals	10,700	4,442	6,258
Other Incidentals	10,123	6,448	3,675
Training	15,400	9,060	6,340
Supplies/Materials	65,588	281	65,307
Ads	51,571	51,025	546
Education Reimbursement	25,000	2,500	22,500
Consulting Labor	4,414,309	1,392,719	3,021,590
Consulting Expenses	96,466	4,443	92,023
TUMF Project Reimbursement	39,000,000	10,659,201	28,340,799
BEYOND Expenditures	2,052,917	526,705	1,526,212
Computer Equipment Purchases	44,877	14,608	30,269
Office Furniture Purchases	312,500	265,488	47,012
Total General Operations	61,600,179	16,577,402	45,022,777
Total Expenditures	64,979,936	18,833,013	46,146,923

***Includes 1st & 2nd quarter budget amendments



Western Riverside Council of Governments

Administration & Finance Committee

Staff Report

Subject: Request for Proposals Issuance Policy

Contact: Ernie Reyna, Chief Financial Officer, ereyna@wrcog.us, (951) 405-6740

Date: April 11, 2018

The purpose of this item is to develop guidelines for WRCOG when issuing Requests for Proposals (RFPs) for professional services. WRCOG regularly issues RFPs for various services but currently has no formal guidelines on when an RFP is required and when WRCOG might directly contract with a firm for these services. This item proposes a policy which, if approved, will be codified in an updated version of the WRCOG Financial Manual.

Requested Actions:

1. Approve the Policy outlined in this staff report related to Request for Proposals (RFP) for professional services.
2. Direct staff to update its Financial Manual to include the RFP Policy and present the updated Manual for formal approval by the WRCOG Finance Directors and Administration & Finance Committees.

Background

WRCOG regularly issues RFPs for a variety of professional services in support of WRCOG programs. Example services include consultant support for the Streetlight Program, Community Choice Aggregation Feasibility Study, On-Call Engineering Services, TUMF, and review of Development Impact Fees.

At this time, WRCOG lacks a formal policy on when to issue an RFP, what types of work require an RFP, and when the Agency might contract with a firm directly. However, WRCOG does have a policy relating to the issuance of contracts, which specifies:

The Executive Director may issue a contract under \$50,000 under his Single Signature Authority, which does not require any approval by the Administration & Finance Committee or the Executive Committee. Contracts greater than \$50,000 but less than \$100,000 require approval of the Administration & Finance Committee but not the Executive Committee. All contracts greater than \$100,000 require the approval of the Executive Committee. These contract limits are specified in WRCOG's Bylaws. However, the Bylaws do not formally address the issue of what circumstances require that an RFP to be issued.

WRCOG maintains an internal Financial Manual, which guides the Agency's actions as it relates to many fiscal matters. The Manual addresses accounting issues such as accounts payable, accounts receivable, budgeting, and contracts. The Manual does not provide any guidance regarding the issuance of RFPs. Staff updates the internal Manual regularly to address regulatory changes and to maintain internal consistency with other documents such as the WRCOG Employee Policies and Procedures Manual.

Staff Recommendations on RFP Policy

Staff recommends that WRCOG implement a formal Policy to provide greater transparency regarding the issuance of RFPs. Staff also recommends the Policy be modeled after the contracting limits identified in WRCOG's Bylaws and the WRCOG Financial Manual.

The proposed Policy would specify that:

- No RFP is required if the value of the resulting contract is \$50,000 or less, which falls under the Executive Director's Single Signature Authority. WRCOG may still choose to issue an RFP for services less than this amount, depending on individual circumstances.
- An RFP is required when the value of the contract is between \$50,000 and \$100,000, unless the Executive Director makes a finding that one or more of the following conditions occurs:
 - o The issue and/or required services are time critical and release of an RFP would cause an undue delay;
 - o The service requires unique expertise or knowledge of the region which is not generally available; therefore, an RFP is unlikely to generate a significant number of responses; and/or
 - o WRCOG is responding to a request from a member agency;
 - If a contract is then issued without an RFP based on these circumstances, then the Staff Report requesting approval of the Contract in question must cite these circumstances and demonstrate why no RFP is required.
- An RFP is automatically required for any contract in excess of \$100,000.

To implement these recommendations as a formal RFP Policy, the Committee could adopt the RFP Policy as a stand-alone document, or direct staff to incorporate the RFP Policy into an existing policy document, such as the Financial Manual.

Staff recommends that the RFP Policy be incorporated into an updated version of the Financial Manual to maintain a single document with all applicable financial policies and guidelines. This update will also include any minor updates as needed to address updated regulations, changes in other WRCOG documents, and other changes as determined by staff and legal counsel.

Prior Action:

None.

Fiscal Impact:

The fiscal impact will be minimal and mostly include staff time to review additional RFPs.

Attachment:

None.



Western Riverside Council of Governments

Administration & Finance Committee

Staff Report

Subject: 3rd Quarter Draft Budget Amendment for Fiscal Year 2017/2018

Contact: Ernie Reyna, Chief Financial Officer, ereyna@wrcog.us, (951) 405-6740

Date: April 11, 2018

The purpose of this item is to request approval of WRCOG's 3rd Quarter Draft Budget Amendment for Fiscal Year (FY) 2017/2018. The staff report includes a summary of increases and/or decreases to both revenues and expenditures by department.

Requested Action:

1. Approve the 3rd Quarter Draft Agency Budget Amendment for Fiscal Year 2017/2018.

General Fund

For the Administration Program, expenditures for telephone services for the PACE call center, insurance costs for WRCOG's vehicle, the purchase of new letterhead, envelopes and forms due to the office move, and the lease buyout for a water cooler went over budgeted amounts. These increases in expenditures will be offset by decreasing the budget for staff education reimbursement line item, as WRCOG does not have any employees seeking education reimbursement by the end of the fiscal year.

In the Government Relations Program, expenditures exceeded the budgeted amount primarily due to legal fees associated with the BEYOND Program and salaries for the Experience program. These expenditures will be offset by a decrease in expenditures in other budgeted categories where there is an available budget.

Net Expenditure increase to the General Fund: \$0

Transportation Department

In the Transportation Department, expenditures exceeded budgeted amount by \$6,685, primarily due to additional staff time (salary) in the Active Transportation Program of \$3,821. These expenditures will be offset by decreasing the budget in consulting labor.

Net Expenditure increase to Transportation Department: \$0

Energy Department

In the Energy Department, expenditures exceeded budgeted amount by \$232,377. The WRCOG HERO Program increased expenditures in consulting expenses due to a delay in billings from WRCOG's Financial Advisor, Public Financial Management, Inc., for consulting expenses in FY 2016/2017. The WRCOG HERO Program also increased recording expenditures due to the passage of SB 2, which increased recording fees by

\$150 per assessment. The Streetlights Program increased legal fees by \$22,858. These expenditures will be offset by a decrease in expenditures in other budgeted categories where there is an available budget, but mostly within the consulting labor line item.

The California HERO Program experienced a decline in revenues and volumes in FY 2017/2018 due to market saturation and other PACE providers entering the market. WRCOG anticipates a continued decrease in the CA HERO Program volumes and currently has budgeted \$5.8M in revenues, but anticipates to bring in \$4M at the end of FY 2017/2018 for a decrease in budgeted revenues of \$1.8M. In prior years, WRCOG experienced excess revenues from the PACE Programs, specifically the CA HERO Program, which were used to build Agency reserves and fund other agency / member activities and initiatives, such as BEYOND, Fellowship, Grant Writing, Experience, Streetlights, Community Choice Aggregation (CCA), etc. At the end of FY 2017/2018, WRCOG anticipates approximately \$1 million in carryover revenues, which will be used to fund the CCA's budget for FY 2018/2019.

For FY 2018/2019, WRCOG's Energy Department will have a balanced budget with minimal anticipated excess revenues. WRCOG will be bringing in additional PACE providers and anticipates growth in the PACE commercial market in FY 2018/2019, which could potentially bring more revenues to the Agency.

Revenue decrease to Energy Department: \$1,800,000

Environment Department

In the Environment Department, expenditures exceeded budgeted amount by \$3,202, primarily due to increased advertising costs for the Riverside Used Oil program. These expenditures will be offset by a decrease in expenditures mostly in the marketing categories.

Net Expenditure increase to the Environment Department: \$0

Prior Action:

None.

Fiscal Impact:

For the 3rd Quarter of Fiscal Year 2017/2018, there will be a decrease in revenues of \$1.8M in the Energy Department for the CA HERO Program.

Attachment:

1. Annual Budget for the year ending June 30, 2018, with 3rd Quarter amendment.

Item 4.C

3rd Quarter Draft Budget
Amendment for
Fiscal Year 2017/2018

Attachment 1

Annual Budget for the year ending
June 30, 2018, with 3rd Quarter
amendment

Page Intentionally Left Blank

**Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2018**

Department: General Fund



Thru 3/31/2018 Actual	Approved 6/30/2018 Budget	Amendment Needed 3/31/2018
-----------------------------	---------------------------------	----------------------------------

Expenditures

WRCOG Auto Maintenance	260	100	(160)
Parking Validations	2583	1225	(1,358)
Coffee and Supplies	1203	0	(1,203)
Program/Office Supplies	12765	10000	(2,765)
Computer Equipment/Supplies	1309	1000	(309)
Postage	1285	1279	(6)
Communications - Regular Phone	12969	9209	(3,760)
WRCOG Auto Insurance	3457	1570	(1,887)
Staff Education Reimbursement	2500	25000	11,447

Total net (increase)/decrease (0)

**Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2018**

Department: Government Relations



Thru 3/31/2018 Actual	Approved 6/30/2018 Budget	Amendment Needed 3/31/2018
-----------------------------	---------------------------------	----------------------------------

Expenditures

Salaries & Wages	122,537	181,811	1,450
Parking Validations	228	225	(3)
Member Dues	2,082	750	(1,332)
Communications - Cellular Phones	450	404	(46)
Seminars/Conferences	3,100	4,500	1,000
Travel - Mileage Reimbursement	3,369	5,291	532
General Legal Service	6,859	5,453	(1,406)
Meals	796	600	(196)

Total net (increase)/decrease (1)

Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2018

Department: Government Relations



Thru 3/31/2018 Actual	Approved 6/30/2018 Budget	Amendment Needed 3/31/2018
-----------------------------	---------------------------------	----------------------------------

Expenditures

Salaries & Wages	120,144	180,790	2,822
Parking Validations	228	225	(3)
Member Dues	2,082	750	(1,332)
Communications - Cellular Phones	450	404	(46)
Seminars/Conferences	3,100	4,500	1,000
Travel - Mileage Reimbursement	843	2,000	536
Meals	655	500	(155)

Total net (increase)/decrease 2,822

Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2018

Department: Government Relations (BEYOND - 4800)



Thru	Approved	Amendment
3/31/2018	6/30/2018	Needed
Actual	Budget	3/31/2018

Expenditures

General Legal Service	6,859	5,453	(1,406)
Travel - Mileage Reimbursement	335	291	(44)
Total net (increase)/decrease			(1,450)

Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2018

Department: Government Relations (Fellowship - 4700)



Thru	Approved	Amendment
3/31/2018	6/30/2018	Needed
Actual	Budget	3/31/2018

Expenditures

Travel - Mileage Reimbursement	2,190	3,000	40
Meals	140	100	(40)
Total net (increase)/decrease			(0)

Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2018

Department: Government Relations (Experience - 4900)



Thru	Approved	Amendment
3/31/2018	6/30/2018	Needed
Actual	Budget	3/31/2018

Expenditures

Salaries and Wages	2,393	1,021	(1,372)
Total net (increase)/decrease			(1,372)

Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2018

Department: Transportation



Thru 3/31/2018 Actual	Approved 6/30/2018 Budget	Amendment Needed 3/31/2018
-----------------------------	---------------------------------	----------------------------------

Expenditures

Salaries and Wages	26,426	22,604	(3,821)
Membership Dues	1,016	750	(266)
Subscriptions/Publications	25	-	(25)
Meeting/Support Services	2,651	1,894	(757)
Postage	411	250	(161)
Travel - Mileage Reimbursement	3,159	2,490	(669)
Travel - Ground Transportation	476	427	(49)
Travel - AirFare	1,469	1,000	(469)
Lodging	2,046	1,579	(467)
Consulting Labor	288,619	1,319,251	6,685

Total net (increase)/decrease (0)

Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2018

Department: Transportation (TUMF - 1148)



Thru 3/31/2018 Actual	Approved 6/30/2018 Budget	Amendment Needed 3/31/2018
-----------------------------	---------------------------------	----------------------------------

Expenditures

Membership Dues	1,016	750	(266)
Subscriptions/Publications	25		(25)
Meeting/Support Services	2,651	1,894	(757)
Postage	411	250	(161)
Travel - Mileage Reimbursement	3,159	2,490	(669)
Travel - Ground Transportation	476	427	(49)
Travel - AirFare	1,469	1,000	(469)
Lodging	2,046	1,579	(467)
Consulting Labor	248,961	1,197,114	2,864

Total net (increase)/decrease 0

Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2018

Department: Transportation (ATP - 2030)



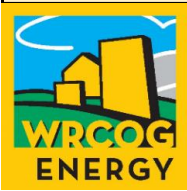
Thru	Approved	Amendment
3/31/2018	6/30/2018	Needed
<u>Actual</u>	<u>Budget</u>	3/31/2018

Expenditures

Salaries and Wages	26,426	22,604	(3,821)
Consulting Labor	39,659	122,137	3,821
Total net (increase)/decrease			(0)

**Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2018**

Department: Energy



Expenditures

	Thru 3/31/2018 Actual	Approved 6/30/2018 Budget	Amendment Needed 3/31/2018
Description	Actual	Budget	Variance
Statewide HERO Revenue	3,054,573	5,800,000	(1,800,000)
Expenditures			
Salaries & Wages	3,501	17,034	772
Cellular Phone	1,088	1,000	(88)
Communications - Computer Services	2,400	-	(2,400)
Computer Supplies	3,437	2,000	(1,437)
Consulting Labor	559,514	2,426,324	231,605
Event Support	7,292	7,113	(179)
General Legal	329,815	289,137	(40,678)
Lodging	1,313	208	(1,105)
Meals	652	265	(387)
Office Supplies	274	36	(238)
Other Household Exp	240	-	(240)
Other Incidentals	2,768	1,215	(1,553)
PACE Residential Recording	232,783	182,775	(50,008)
Parking Validations	238	-	(238)
Postage	3,123	1,886	(1,237)
Subscriptions/Publications	114	-	(114)
Travel - Airfare	3,114	2,500	(614)
Travel-Ground Transportation	818	178	(640)
Travel-Mileage Reimbursement	948	602	(346)
WRCOG HERO Direct Exp	343,659	212,784	(130,875)
Total net (increase)/decrease			1,800,000.23

**Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2018**

Department: Energy (WRCOG HERO - 2006)



Thru 3/31/2018 Actual	Approved 6/30/2018 Budget	Amendment Needed 3/31/2018
-----------------------------	---------------------------------	----------------------------------

Expenditures

General Legal	91,115	75,000	(16,115)
PACE Residential Recording	232,783	182,775	(50,008)
Other Incidentals	2,768	1,215	(1,553)
WRCOG HERO Direct Exp	343,659	212,784	(130,875)
Total net (increase)/decrease			(\$198,552)

**Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2018**

Department: Energy (Streetlights - 2026)



Thru 12/31/2017 Actual	Approved 6/30/2018 Budget	Amendment Needed 12/31/2017
------------------------------	---------------------------------	-----------------------------------

Expenditures

GENERAL LEGAL SERVICES	74,834	51,976	(22,858)
Parking Validations	238	-	(238)
Consulting Labor	59,715	160,717	23,095
Total net (increase)/decrease			(\$0)

Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2018

Department: Energy (CCA - 2040)



Thru 3/31/2018 Actual	Approved 6/30/2018 Budget	Amendment Needed 3/31/2018
-----------------------------	---------------------------------	----------------------------------

Expenditures

General Legal Services	163,866	162,161	(1,705)
Postage	93	5	(88)
Travel-Mileage Reimbursement	948	602	(346)
Travel-Ground Transportation	818	178	(640)
Lodging	1,313	208	(1,105)
Meals	652	265	(387)
Consulting Labor	182,609	509,983	4,271

Total net (increase)/decrease (\$0)

**Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2018**

Department: Energy (Administration - 2100)



Thru 3/31/2018 Actual	Approved 6/30/2018 Budget	Amendment Needed 3/31/2018
-----------------------------	---------------------------------	----------------------------------

Expenditures

Salaries & Wages	3,501	17,034	772
Event Support	7,292	7,113	(179)
Office Supplies	274	36	(238)
Subscriptions/Publications	114		(114)
Other Household Exp	240		(240)

Total net (increase)/decrease \$0

**Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2018**

Department: Energy (California HERO - 5000)



	Thru 3/31/2018 Actual	Approved 6/30/2018 Budget	Amendment Needed 3/31/2018
Revenues			
Statewide HERO Revenue	3,054,573	5,800,000	(1,800,000)
Expenditures			
Computer Supplies	3,437	2,000	(1,437)
Postage	3,029	1,881	(1,148)
Cellular Phone	1,088	1,000	(88)
Communications - Computer Services	2,400	-	(2,400)
Travel - Airfare	3,114	2,500	(614)
CA HERO Direct Exp	317,189	1,755,624	204,239
Total net (increase)/decrease			198,552

Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2018

Department: Environmental



Thru 3/31/2018 Actual	Approved 6/30/2018 Budget	Amendment Needed 3/31/2018
-----------------------------	---------------------------------	----------------------------------

Expenditures

Advertisement - Radio & TV	6,500	3,500	(3,000)
Computer Software	87	51	(36)
Event Support	741	3,521	2,185
General Supplies	212	11	(201)
Insurance - General Business	185	-	(185)
Marketing/Brochures	-	4,619	1,017
Seminars/Conferences	850	709	(141)
Storage	11,296	10,000	(1,296)
Supplies/Materials	-	21,120	2,296
Travel - Lodging	966	469	(497)
Travel - Mileage Reimbursement	850	709	(141)

Total net (increase)/decrease 0

**Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2018**

Department: Environmental (Solid Waste - 1038)



Thru	Approved	Amendment
3/31/2018	6/30/2018	Needed
Actual	Budget	3/31/2018

Expenditures

General Supplies	212	11	(201)
Computer Software	87	51	(36)
Seminars/Conferences	850	709	(141)
Travel - Mileage Reimbursement	850	709	(141)
Travel - Lodging	966	469	(497)
Marketing/Brochures	-	4,619	1,017

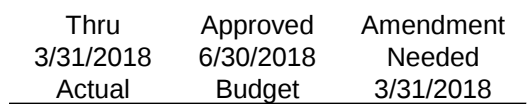
Total net (increase)/decrease	0
--------------------------------------	----------

Department: Environmental (Riverside UO - 2035)



Event Support	741	3,521	2,185
Insurance - General Business	185	-	(185)
Supplies/Materials	-	2,120	1,000
Advertisement - Radio & TV	6,500	3,500	(3,000)
Total net (increase)/decrease			-

Department: Environmental (State UO - 2038)



Storage	11,296	10,000	(1,296)
Supplies/Materials		19,000	1,296
Total net (increase)/decrease			-

Page Intentionally Left Blank



Western Riverside Council of Governments

Administration & Finance Committee

Staff Report

Subject: Proposed Fiscal Year 2018/2019 WRCOG Member Dues

Contact: Ernie Reyna, Chief Financial Officer, ereyna@wrcog.us, (951) 405-6740

Date: April 11, 2018

The purpose of this item is to provide the Administration & Finance Committee with WRCOG's current member dues structure and how those dues are used within the Agency Budget.

Requested Actions:

1. *Maintain dues structure and allocation for Fiscal Year (FY) 2018/2019 consistent with prior years.*
2. *Direct staff to bring this issue back to the Committee for further discussion during the next fiscal year.*

Background

Section 3.4 of WRCOG's Joint Powers Agreement (JPA) indicates that "in preparing the budget, the General Assembly by majority vote of a quorum shall determine the amount of funds which will be required from its members for the purpose of this Agreement." Total Member Dues for all jurisdictions is currently \$238,410, plus \$17,000 for each Special District including Eastern and Western Municipal Water Districts, the Riverside County Office of Education, and the Morongo Band of Mission Indians. The total amount of the Member Dues has remained unchanged \$306,410 since FY 2010/2011; at that time they were reduced by 15% from the prior year.

Update

According to WRCOG's JPA, members must pay their dues by August 1 of every Fiscal Year, or within 60 days of being informed of the dues amount, whichever occurs first; the purpose of this report is to determine the methodology to use in calculating the dues and provide the Committee with an update as to how the dues are used in assisting the Programs at WRCOG.

Member Dues are budgeted in the Administration Program, which is part of the General Fund. The Administration Program is used for the payroll of employees who support WRCOG's Programs and Committee meetings, but do not belong to any specific departments, such as the Executive Director, Administrative Services Manager, Administrative Assistant, Fiscal staff, and Government Relations staff. Government Relations also has various programs under the Administration Program such as BEYOND, Fellowship, Water Task Force, etc.

Since the Administration Program's only source of revenue are the Member Dues, there exists a shortage in covering its payroll and operating costs of \$1.5 million, which is passed on to the Programs to pay in the form of overhead. Should Member Dues ever be reduced or removed, the Administration Program would be faced with an even greater shortage resulting in even higher overhead charges to other programs.

WRCOG surveyed other Associations of Governments to find out how much they collect for their Member Dues, what percentage of their General Fund Budget is comprised of Member Dues, and what those Member

Dues are used for. Five agencies responded, including the Coachella Valley Association of Governments (CVAG), San Bernardino County Transportation Authority / Council of Governments (SBCTA/SBCOG), San Diego Association of Governments (SANDAG), Gateway Cities Council of Governments (COG), and Southern California Association of Governments (SCAG). Each charges varying amounts to their Member Agencies.

CVAG, for example, charges a total of \$402,064 in dues to its Member Agencies. This amount represents about 48% of its General Fund and allows CVAG to support programs that do not have a funding stream, such as Public Safety, Community Services, and Energy and Environmental Services. At WRCOG, Member Dues have not increased and in fact, as mentioned above, have been frozen for a period of about seven fiscal years.

As a point of comparison, using WRCOG's Member Dues current calculation, an Agency that represents 1.68% of the total subregion's population, pays \$3,941. In contrast, a similarly sized agency will pay \$4,948 in the SBCTA/SBCOG region; \$9,426 in SANDAG's region; and \$16,461 in CVAG's subregion.

Prior Action:

None.

Fiscal Impact:

Member Dues are programmed annually within the Agency budget as revenues to the Administration Program in an amount of \$311,410.

Attachment:

1. WRCOG membership dues for Fiscal Year 2018/2019.

Item 4.D

Proposed Fiscal Year 2018/2019
WRCOG Member Dues

Attachment 1

WRCOG membership dues for
Fiscal Year 2018/2019

Page Intentionally Left Blank

WRCOG Membership Dues
For Fiscal Year 2018/2019

<u>Jurisdiction</u>	<u>Population</u>			
BANNING	30,306	1.68%	\$	3,941.09
BEAUMONT	36,496	2.03%		-
CALIMESA	8,225	0.46%		1,048.66
CANYON LAKE	10,817	0.60%		1,406.00
CORONA	159,109	8.83%		20,290.33
EASTVALE	59,151	3.28%		7,171.06
HEMET	81,520	4.53%		9,796.60
JURUPA VALLEY	97,738	5.43%		12,710.23
LAKE ELSINORE	56,688	3.15%		6,933.35
MENIFEE	83,686	4.65%		10,491.09
MORENO VALLEY	199,257	11.06%		25,779.51
MURRIETA	106,393	5.91%		13,794.48
NORCO	26,566	1.48%		3,573.45
PERRIS	72,063	4.00%		9,215.02
RIVERSIDE	314,221	17.45%		40,512.12
SAN JACINTO	45,537	2.53%		5,889.32
TEMECULA	106,256	5.90%		13,424.45
WILDOMAR	33,696	1.87%		4,297.51
Riverside County (Unincorporated)	273,178	15.17%		48,135.73
	1,800,903	100.00%	\$	238,410.00

					238,410.00
City	Weighted % Val	New Val Calc	Weighted % Pop	New Pop Calc	16/17 Dues
Banning	1.15%	2,738.95	1.66%	3,955.59	3,941.09
Beaumont	2.13%	5,072.13	2.47%	5,879.53	-
Calimesa	0.41%	984.53	0.46%	1,099.67	1,048.66
Canyon Lake	0.97%	2,305.22	0.58%	1,386.65	1,406.00
Corona	11.04%	26,311.80	8.96%	21,359.16	20,290.33
Eastvale	4.85%	11,564.57	3.45%	8,226.56	7,171.06
Hemet	2.98%	7,113.82	4.37%	10,423.48	9,796.60
Jurupa Valley	4.69%	11,190.22	5.41%	12,899.48	12,710.23
Lake Elsinore	2.89%	6,893.23	3.32%	7,905.58	6,933.35
Menifee	4.70%	11,198.41	4.84%	11,542.88	10,491.09
Moreno Valley	7.76%	18,501.83	11.04%	26,323.51	25,779.51
Murrieta	7.06%	16,842.72	6.14%	14,630.91	13,794.48
Norco	1.75%	4,169.35	1.44%	3,422.63	3,573.45
Perris	2.79%	6,657.52	4.04%	9,643.13	9,215.02
Riverside	15.69%	37,396.63	17.45%	41,607.32	40,512.12
San Jacinto	1.49%	3,553.73	2.56%	6,101.84	5,889.32
Temecula	8.53%	20,330.24	5.93%	14,135.63	13,424.45
Wildomar	1.66%	3,958.88	1.91%	4,555.78	4,297.51
County Unincorporated	17.46%	41,626.21	13.97%	33,310.67	48,135.73

1 238,410

Page Intentionally Left Blank



Western Riverside Council of Governments

Administration & Finance Committee

Staff Report

Subject: Additional Signature Authority

Contact: Rick Bishop, Executive Director, rbishop@wrcog.us, (951) 405-6701

Date: April 11, 2018

The purpose of this item is to seek support from the Committee to grant signatory authority on behalf of the Executive Director to the Chief Financial Officer and Deputy Executive Director.

Requested Action:

1. Recommend that the Executive Committee adopt WRCOG Resolution 08-18: A Resolution of the Executive Committee of the Western Riverside Council of Governments Providing Signatory Authority to the Chief Financial Officer and Deputy Executive Director for Agreements, Ordinances, and Resolutions in the Absence of the Executive Director.

Currently, the Executive Director is authorized, pursuant to WRCOG Bylaws and by specific action of the Executive Committee, to execute agreements, resolutions and ordinances on behalf of WRCOG.

On occasion, the Executive Director is unavailable to execute such authorized agreements, resolutions and ordinances. Currently there is no existing policy in place to allow signatory authority for another WRCOG staff member to sign on behalf of the Executive Director. WRCOG Legal Counsel, Best Best & Krieger, recommended that WRCOG consider adopting a signatory authority policy to authorize both the Chief Financial Officer and the Deputy Executive Director (which is currently vacant) to execute such documents on behalf of WRCOG to allow Agency business to continue without delays.

By adopting WRCOG Resolution 08-18 (Attachment 1), additional signatory authority will be granted to the Chief Financial Officer and the Deputy Executive Director on the Executive Director's behalf for agreements and WRCOG resolutions and ordinances that have been authorized by the Administration & Finance Committee and/or Executive Committee.

Prior Action:

None

Fiscal Impact:

None

Attachment

1. WRCOG Resolution 08-18 - A Resolution of the Executive Committee of the Western Riverside Council of Governments Providing Signatory Authority to the Chief Financial Officer and Deputy Executive Director for Agreements, Ordinances and Resolutions in the Absence of the Executive Director.

Page Intentionally Left Blank

Item 4.E

Additional Signature Authority

Attachment 1

WRCOG Resolution 08-18: A
Resolution of the Executive
Committee of the Western Riverside
Council of Governments Providing
Signatory Authority to the Chief
Financial Officer and Deputy
Executive Director for Agreements,
Ordinances, and Resolutions in the
Absence of the Executive Director

Page Intentionally Left Blank



Western Riverside Council of Governments

County of Riverside • City of Banning • City of Beaumont • City of Calimesa • City of Canyon Lake • City of Corona • City of Eastvale • City of Hemet
City of Jurupa Valley • City of Lake Elsinore • City of Menifee • City of Moreno Valley • City of Murrieta • City of Norco • City of Perris • City of Riverside
City of San Jacinto • City of Temecula • City of Wildomar • Eastern Municipal Water District • Western Municipal Water District • Morongo Band of Mission
Indians • Riverside County Superintendent of Schools

RESOLUTION NUMBER 08-18

**A RESOLUTION OF THE EXECUTIVE COMMITTEE OF THE
WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS
PROVIDING SIGNATORY AUTHORITY TO THE CHIEF FINANCIAL OFFICER
AND DEPUTY EXECUTIVE DIRECTOR FOR AGREEMENTS, ORDINANCES AND
RESOLUTIONS IN THE ABSENCE OF THE EXECUTIVE DIRECTOR**

WHEREAS, the Executive Committee of the Western Riverside Council of Governments (WRCOG) desires additional administrative flexibility regarding the signing of WRCOG agreements, ordinances, and resolutions; and

WHEREAS, it is necessary to maintain adequate safeguards and close scrutiny over the operations of WRCOG business; and

WHEREAS, signatures by the Chief Financial Officer or Deputy Executive Director in place of the Executive Director on WRCOG agreements, ordinances and resolutions would provide both administrative flexibility and adequate safeguards and close scrutiny over WRCOG business.

NOW, THEREFORE, BE IT RESOLVED by the Executive Committee of the Western Riverside Council of Governments as follows:

Section 1. Recitals. The above recitals are true and correct.

Section 2. Updated Signature Authority. The Executive Committee of the Western Riverside Council of Governments hereby updates the designated signatory on WRCOG agreements, ordinances and resolutions to include the Chief Financial Officer and Deputy Executive Director if and when the Executive Director is unavailable for such signature.

Section 3. Effective Date of Resolution. This resolution shall take effect immediately upon its adoption.

PASSED AND ADOPTED at a meeting of the Executive Committee of the Western Riverside Council of Governments held on May 7, 2018.

Debbie Franklin, Chair
WRCOG Executive Committee

Rick Bishop, Secretary
WRCOG Executive Committee

Approved as to form:

Best Best & Krieger, LLP
WRCOG Bond Counsel

AYES: _____ NOES: _____ ABSENT: _____ ABSTAIN: _____

Page Intentionally Left Blank



Western Riverside Council of Governments Administration & Finance Committee

Staff Report

Subject: Single Signature Authority Report

Contact: Ernie Reyna, Chief Financial Officer, ereyna@wrcog.us, (951) 405-6740

Date: April 11, 2018

The purpose of this item is to notify the Committee of any recent contracts signed under the single signature authority of the Executive Director.

Requested Action:

1. Receive and file.
-

The Executive Director has single signature authority for contracts up to \$50,000. For the period of January 1, 2018, through March 31, 2018, no contracts were signed by the Executive Director.

Prior Action:

January 10, 2018: The Administration & Finance Committee received and filed.

Fiscal Impact:

The item for this quarter is informational only; therefore, there is no fiscal impact.

Attachment

None.

Page Intentionally Left Blank



Western Riverside Council of Governments Administration & Finance Committee

Staff Report

Subject: Amendments to Professional Services Agreements for On-Call Planning Professional Services for Member Jurisdictions

Contact: Christopher Gray, Director of Transportation, cgray@wrcoq.us, (951) 405-6710

Date: April 11, 2018

The purpose of this item is to request approval of Amendments to the existing Professional Services Agreements for On-Call Planning Services with Blais & Associates, Inc., Fehr & Peers, and Michael Baker International, Inc.

Requested Actions:

1. Approve the First Amendment to the Professional Services Agreement between the Western Riverside Council of Governments and Blais and Associates, Inc., to provide WRCOG additional grant writing assistance in an amount not to exceed \$50,000 for this Amendment and \$100,000 in total.
2. Approve the First Amendment to the Professional Services Agreement between the Western Riverside Council of Governments and Fehr and Peers to provide WRCOG planning support and advisory services in an amount not to exceed \$50,000 for this Amendment and \$100,000 in total.
3. Approve the First Amendment to the Professional Services Agreement between the Western Riverside Council of Governments and Michael Baker International Inc. to provide WRCOG planning support and advisory services in an amount not to exceed \$50,000 for this Amendment and \$100,000 in total.

Background

In July 2017, the Administration & Finance Committee received and filed a staff report on the selection of 14 qualified consulting firms / teams for WRCOG on-call planning activities. Shortly after, WRCOG executed Professional Services Agreements (Agreements) with the qualified firms / teams.

The need for WRCOG on-call planning activities has become evident as WRCOG receives requests from member agencies for assistance on a variety of disciplines related jurisdictions' planning efforts. WRCOG identified disciplines to provide direct assistance to its member agencies. WRCOG has utilized some of the qualified firms / teams for on-call planning activities to assist member agencies and WRCOG.

Per WRCOG policy, the Executive Director has single signature authority for contracts up to \$50,000. Contracts between \$50,001 and \$100,000 are to be approved by the Administration & Finance Committee, and Contracts amounting to larger than \$100,000 are to be approved by the Executive Committee.

On-Call Planning Professional Services – Amendment to Blais and Associates, Inc. Agreement

WRCOG entered into an Agreement for On-Call Professional Services with Blais and Associates, Inc. in July 2017. This Agreement incorporated duties in the Grant Writing Assistance disciplines for On-Call Planning Services. WRCOG received significant interest in the Grant Writing Assistance discipline and assisted numerous member agencies apply for a variety of grants. In December 2017, the WRCOG Executive

Committee approved an expansion of the Grant Writing Assistance Program and therefore, additional funding is required to continue providing a benefit to member agencies seeking grants.

In addition to the grant writing assistance, WRCOG provides regular updates on various grant opportunities that may be of interest to jurisdictions with the goal of returning as much grant funding to member agencies as possible.

On-Call Planning Professional Services – Amendment to Fehr and Peers Agreement

WRCOG entered into an Agreement for On-Call Professional Services with Fehr and Peers in July 2017. This Agreement incorporated duties in the Transportation Planning, TUMF Program and Active Transportation disciplines for On-Call Planning Services. Since the inception of the TUMF Program, WRCOG has not conducted a comprehensive review of the communications strategy utilized for the TUMF Program. Therefore, Fehr and Peers is assisting WRCOG in the review of the communications strategy by convening a working group of members of the Public Works Committee and stakeholders to determine steps WRCOG can take to provide better communications on the TUMF Program.

WRCOG also retained Fehr and Peers to provide transportation planning assistance related to the “Move I-15 Through Temecula Valley Regional Task Force” by conducting traffic pattern analysis along the I-15 corridor.

On-Call Planning Professional Services – Amendment to Michael Baker International, Inc. Agreement

WRCOG entered into an Agreement for On-Call Professional Services with Michael Baker International, Inc. in July 2017. This Agreement incorporated duties in the General Plan/Sustainability Support and Healthy Community Planning disciplines for On-Call Planning Services. Michael Baker International, Inc. is currently assisting WRCOG with the review of anticipated development in the City of Banning based on the latest growth forecasts to develop an Implementation Plan for the delivery of key transportation infrastructure projects in the City. With the assistance of Michael Baker International, Inc., WRCOG hosted a lunch and learn for members of the Planning Directors and Public Works Committees on smart cities which discussed the transformation of transportation through connected and autonomous vehicles, and related infrastructure.

Prior Action:

July 12, 2017: The Administration & Finance Committee received report.

Fiscal Impact:

Expenditures for On-Call Engineering Services are included in the Fiscal Year 2017/2018 Agency Budget under the Transportation Department.

Attachments:

1. First Amendment to the Professional Services Agreement between the Western Riverside Council of Governments and Blais and Associates, Inc.
2. First Amendment to the Professional Services Agreement between the Western Riverside Council of Governments and Fehr & Peers.
3. First Amendment to the Professional Services Agreement between the Western Riverside Council of Governments and Michael Baker International, Inc.

Item 4.G

Amendments to Professional
Services Agreements for On-Call
Planning Professional Services for
Member Jurisdictions

Attachment 1

First Amendment to the Professional
Services Agreement between the
Western Riverside Council of
Governments and Blais and
Associates, Inc.

Page Intentionally Left Blank

**FIRST AMENDMENT TO
PROFESSIONAL SERVICES AGREEMENT
BETWEEN
WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS
AND
BLAIS & ASSOCIATES, INC.**

1. PARTIES AND DATE.

This First Amendment is made and entered into this _____ day of April, 2018, by and between the Western Riverside Council of Governments, a California public agency ("WRCOG"), and Blais and Associates, Inc., a Texas S-Corporation ("Consultant"). WRCOG and Consultant are sometimes individually referred to as "Party" and collectively as "Parties."

2. RECITALS.

2.1 Master Agreement.

WRCOG and Consultant have entered into that certain Professional Services Agreement dated July 31, 2017 ("Master Agreement").

2.2 First Amendment.

WRCOG and Consultant desire to enter into this First Amendment for the purpose of providing additional compensation for grant writing assistance ("Services").

3. TERMS.

3.1 Additional Compensation.

The maximum compensation for Services performed under this First Amendment shall not exceed Fifty Thousand Dollars (\$50,000) without written approval of WRCOG's Executive Director. Work shall be performed in manner that is consistent with the Scope of Services and Compensation set forth in Exhibits "A" and "B", respectively, to the Master Agreement. The Services shall be more particularly described in the individual Task Order issued by WRCOG or its designee. No Services shall be performed unless authorized by a fully executed Task Order.

The total not-exceed-value of the Master Agreement, and this First Amendment shall be increased from Fifty Thousand Dollars (\$50,000) to One-Hundred Thousand Dollars (\$100,000).

3.2 Continuation of Existing Provisions.

Except as amended by this First Amendment, all provisions of the Master Agreement, including without limitation the indemnity and insurance provisions, shall remain in full force and effect and shall govern the actions of the Parties under this First Amendment.

3.3 Counterparts.

This First Amendment may be executed in duplicate originals, each of which is deemed to be an original, but when taken together shall constitute one instrument.

[Signatures on the following page]

SIGNATURE PAGE TO
FIRST AMENDMENT TO
PROFESSIONAL SERVICES AGREEMENT
BETWEEN
WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS
AND
BLAIS & ASSOCIATES, INC.

IN WITNESS WHEREOF, the Parties hereto have made and executed this First Amendment as of the date first written above.

WRCOG

CONSULTANT

WESTERN RIVERSIDE COUNCIL
OF GOVERNMENTS

BLAIS & ASSOCIATES, INC.

By: _____
Rick Bishop
Executive Director

By: _____
Neil Blais
President

Approved to Form:

By: _____
Steven C. DeBaun
General Counsel

Page Intentionally Left Blank

Item 4.G

Amendments to Professional
Services Agreements for On-Call
Planning Professional Services for
Member Jurisdictions

Attachment 2

First Amendment to the Professional
Services Agreement between the
Western Riverside Council of
Governments and Fehr & Peers

Page Intentionally Left Blank

**FIRST AMENDMENT TO
PROFESSIONAL SERVICES AGREEMENT
BETWEEN
WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS
AND
FEHR AND PEERS**

1. PARTIES AND DATE.

This First Amendment is made and entered into this _____ day of April, 2018, by and between the Western Riverside Council of Governments, a California public agency ("WRCOG"), and Fehr and Peers, a California Sub Chapter S-Corporation ("Consultant"). WRCOG and Consultant are sometimes individually referred to as "Party" and collectively as "Parties."

2. RECITALS.

2.1 Master Agreement.

WRCOG and Consultant have entered into that certain Professional Services Agreement dated July 30, 2017 ("Master Agreement").

2.2 First Amendment.

WRCOG and Consultant desire to enter into this First Amendment for the purpose of providing additional compensation for transportation planning services as it relates to the WRCOG TUMF Program and responding to requests and questions on the TUMF Program from WRCOG member jurisdictions ("Services").

3. TERMS.

3.1 Additional Compensation.

The maximum compensation for Services performed under this First Amendment shall not exceed Fifty Thousand Dollars (\$50,000) without written approval of WRCOG's Executive Director. Work shall be performed in manner that is consistent with the Scope of Services and Compensation set forth in Exhibits "A" and "B", respectively, to the Master Agreement. The Services shall be more particularly described in the individual Task Order issued by WRCOG or its designee set forth in Exhibit "C". No Services shall be performed unless authorized by a fully executed Task Order.

The total not-exceed-value of the Master Agreement, and this First Amendment shall be increased from Fifty Thousand Dollars (\$50,000) to One-Hundred Thousand Dollars (\$100,000).

3.2 Continuation of Existing Provisions.

Except as amended by this First Amendment, all provisions of the Master Agreement, including without limitation the indemnity and insurance provisions, shall remain in full force and effect and shall govern the actions of the Parties under this First Amendment.

3.3 Counterparts.

This First Amendment may be executed in duplicate originals, each of which is deemed to be an original, but when taken together shall constitute one instrument.

[Signatures on the following page]

SIGNATURE PAGE TO
FIRST AMENDMENT TO
PROFESSIONAL SERVICES AGREEMENT
BETWEEN
WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS
AND
FEHR AND PEERS

IN WITNESS WHEREOF, the Parties hereto have made and executed this First Amendment as of the date first written above.

WRCOG

CONSULTANT

WESTERN RIVERSIDE COUNCIL
OF GOVERNMENTS

FEHR AND PEERS

By: _____
Rick Bishop
Executive Director

By: _____
Jason Pack
Principal

Approved to Form:

By: _____
Steven C. DeBaun
General Counsel
Best Best & Krieger LLP

Page Intentionally Left Blank

Item 4.G

Amendments to Professional
Services Agreements for On-Call
Planning Professional Services for
Member Jurisdictions

Attachment 3

First Amendment to the Professional
Services Agreement between the
Western Riverside Council of
Governments and Michael Baker
International, Inc.

Page Intentionally Left Blank

**FIRST AMENDMENT TO
PROFESSIONAL SERVICES AGREEMENT
BETWEEN
WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS
AND
MICHAEL BAKER INTERNATIONAL, INC.**

1. PARTIES AND DATE.

This First Amendment is made and entered into this _____ day of April, 2018, by and between the Western Riverside Council of Governments, a California public agency ("WRCOG"), and Michael Baker International, Inc., a Pennsylvania C-Corporation ("Consultant"). WRCOG and Consultant are sometimes individually referred to as "Party" and collectively as "Parties."

2. RECITALS.

2.1 Master Agreement.

WRCOG and Consultant have entered into that certain Professional Services Agreement dated July 30, 2017 ("Master Agreement").

2.2 First Amendment.

WRCOG and Consultant desire to enter into this First Amendment for the purpose of providing additional planning services as it relates to economic development activities of WRCOG and its member jurisdictions ("Services").

3. TERMS.

3.1 Additional Compensation.

The maximum compensation for Services performed under this First Amendment shall not exceed Fifty Thousand Dollars (\$50,000) without written approval of WRCOG's Executive Director. Work shall be performed in manner that is consistent with the Scope of Services and Compensation set forth in Exhibits "A" and "B", respectively, to the Master Agreement. The Services shall be more particularly described in the individual Task Order issued by WRCOG or its designee set forth in Exhibit "C". No Services shall be performed unless authorized by a fully executed Task Order.

The total not-exceed-value of the Master Agreement, and this First Amendment shall be increased from Fifty Thousand Dollars (\$50,000) to One-Hundred Thousand Dollars (\$100,000).

3.2 Continuation of Existing Provisions.

Except as amended by this First Amendment, all provisions of the Master Agreement, including without limitation the indemnity and insurance provisions, shall remain in full force and effect and shall govern the actions of the Parties under this First Amendment.

3.3 Counterparts.

This First Amendment may be executed in duplicate originals, each of which is deemed to be an original, but when taken together shall constitute one instrument.

[Signatures on the following page]

SIGNATURE PAGE TO
FIRST AMENDMENT TO
PROFESSIONAL SERVICES AGREEMENT
BETWEEN
WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS
AND
MICHAEL BAKER INTERNATIONAL, INC.

IN WITNESS WHEREOF, the Parties hereto have made and executed this First Amendment as of the date first written above.

WRCOG

WESTERN RIVERSIDE COUNCIL
OF GOVERNMENTS

By: _____
Rick Bishop
Executive Director

CONSULTANT

MICHAEL BAKER INTERNATIONAL, INC.

By: _____
Darin P. Johnson
Vice President

Approved to Form:

By: _____
Steven C. DeBaun
General Counsel
Best Best & Krieger LLP

Page Intentionally Left Blank



Western Riverside Council of Governments

Administration & Finance Committee

Staff Report

Subject: Nominations for WRCOG Chair, Vice-Chair, and 2nd Vice-Chair positions for Fiscal Year 2018/2019

Contact: Rick Bishop, Executive Director, rbishop@wrcog.us, (951) 405-6701

Date: April 11, 2018

The purpose of this item is to request nominations for leadership positions on the Executive Committee for Fiscal Year 2018/2019.

Requested Action:

1. Provide recommendations for leadership positions of Chair, Vice-Chair, and 2nd Vice-Chair for Fiscal Year 2018/2019, to be considered by the Executive Committee on May 7, 2018, and the General Assembly on June 21, 2018.

The Administration & Finance Committee acts as the nominating Committee for WRCOG's leadership positions on the Executive Committee. The recommendations from this Committee for the positions of Executive Committee Chair, Vice-Chair, and 2nd Vice-Chair for Fiscal Year 2018/2019 will be forwarded to the Executive Committee for consideration on May 7, 2018, and then to the General Assembly for consideration on June 21, 2018.

Elected officials from WRCOG's member agencies were notified of the opportunity to nominate individuals for the WRCOG leadership positions on March 27, 2018; the deadline to nominate individuals is April 10, 2018. Staff will present the nominations received during that time period to the Administration & Finance Committee for consideration and to make recommendations to the Executive Committee and General Assembly.

Prior Action:

None.

Fiscal Impact:

This item is for informational purposes only; therefore there is no fiscal impact.

Attachment:

None.

Page Intentionally Left Blank



Western Riverside Council of Governments Administration & Finance Committee

Staff Report

Subject: Potential Full Consolidation of RCHCA Staff and Operations with WRCOG

Contact: Rick Bishop, Executive Director, rbishop@wrcog.us, (951) 405-6701

Date: April 11, 2018

The purpose of this item is to provide an update on the status of the management services arrangement for the Riverside County Habitat Conservation Agency (RCHCA) between the County of Riverside and WRCOG. Staff requests direction to work with the County and the RCHCA Board of Directors toward a full transition of RCHCA staff and operation of RCHCA to WRCOG, and return with necessary documents and agreements for review and consideration by RCHCA, WRCOG, and the County of Riverside.

Requested Action:

1. Direct staff to continue to work with Riverside County and the RCHCA to fully consolidate RCHCA staff and operations into WRCOG and return with the necessary documents and agreements to commence the transition.

Background

The RCHCA was formed in 1990 under a Joint Powers Agreement (JPA) for the acquisition, administration, operation, and maintenance of land and facilities for ecosystem conservation and habitat reserves for the Stephens' Kangaroo Rat (SKR) and other listed, candidate-threatened, or endangered species.

The RCHCA JPA was formed pursuant to the government code of the State of California for joint exercise of powers common to public agencies. The JPA recognizes that RCHCA is a public agency separate from the parties or member agencies. The JPA sets forth numerous powers of RCHCA in carrying out its purposes, including the power to make and enter into contracts and to employ agency and employees. The JPA also allows the RCHCA Board of Directors to decide where the Agency is housed. In the early years, RCHCA was a program under WRCOG. In the late 1990s, RCHCA was placed under the County for departmental consolidation.

In November 2015, the Administration & Finance Committee and Executive Committee reviewed a proposal from RCHCA to transition management and administration of RCHCA to WRCOG. The RCHCA Executive Director was retiring and discussions centered on whether a transition could result in cost savings and reduced bureaucracy via "consolidation" and an institutional agreement among WRCOG, RCHCA, and the County. After consultation with WRCOG staff and legal counsel, the Executive Committee directed staff and legal counsel from all agencies to move ahead in preparing the necessary agreements to facilitate the transfer.

In December 2015, the Executive Committee and RCHCA's Board of Directors approved a five-year Agreement between WRCOG and RCHCA that transferred the duties of administration and management of RCHCA activities to WRCOG. Under the Agreement, WRCOG's Executive Director serves as the General Manager / Executive Director of RCHCA and is responsible for general duties include administering, coordinating, and supervising the activities of RCHCA as set forth in RCHCA's JPA.

RCHCA employees are well versed in the day-to-day operations of the Agency. RCHCA management staff has continued operations of the Agency and have assisted in making the transition seamless.. The services provided by WRCOG for oversight of the administrative activities of RCHCA have proven to be successful. As anticipated, RCHCA has realized significant cost savings from implementation of the management services contract, essentially through the elimination of the RCHCA Executive Director position.

Discussion of Personnel and Operational Arrangement

RCHCA staff remain as County employees under the current Agreement with the County of Riverside for Human Resource services. This arrangement allowed time for the transfer to be evaluated and to ensure that the management services consolidation was efficient and successful. It also provided time for RCHCA staff to become familiar with WRCOG's organizational and operational practices.

With all of the success of this arrangement there are still practical inefficiencies that need attention. The Executive Director of WRCOG administers the administrative functions of the RCHCA; however, under the Agreement between the RCHCA and the County, RCHCA employees operate under two different administrations (WRCOG and the County). This dual arrangement has created some organizational challenges, particularly in the area of personnel.

Because RCHCA employees are County employees, it creates difficulty for the Executive Director, in that the Executive Director does not have authority over the County employees at the same level as occurs with WRCOG. As such, the Executive Director is required to obtain approval from the County Board of Supervisors for any personnel-related decisions pertaining to existing RCHCA employees. Work schedules can vary between the Agencies, and employees in the two different Agencies adhere to different personnel policies and procedures. One RCHCA employee is covered under a Memorandum of Understanding with the Labor International Union. New RCHCA hires have been hired as WRCOG employees, the result of which is that the RCHCA itself is staffed with employees from both WRCOG and the County.

WRCOG maintains its own financial and information technology systems; however, RCHCA's financial system is under the Auditor Controller of the County and is maintained separately. This is creating some duplication of effort which hinders WRCOG's ability to provide financial quality controls that it does for WRCOG. In addition, the current arrangement creates unnecessary burdens on RCHCA because it has to reimburse other County departments for services that are duplicative. Finally, RCHCA staff do not receive County updates related to employee relations or policies because WRCOG is not under the County's email system.

Staff believes that complete consolidation of management activities and staffing will create a succinct Agency under one umbrella and address the issues raised above. RCHCA staff are aware and supportive of the proposed consolidation. RCHCA staff are aware that a consolidation under WRCOG would require employment separation from the County. RCHCA staff have also been informed of WRCOG's hiring practices and personnel policies. WRCOG will diligently review employment contracts with RCHCA staff and work to ensure that RCHCA staff are informed. WRCOG participates in the CalPERS retirement system so RCHCA employees would simply transfer their contributions without financial impact. WRCOG staff has also discussed the full consolidation with County staff and all are moving in the same direction.

Fiscal Impacts to WRCOG

RCHCA is financially stable and operates under a separate budget. RCHCA compensates WRCOG for all costs related to administration of the Agency pursuant to the management services arrangement. Under a full consolidation, RCHCA will operate as a Program under WRCOG. The structure will not create any additional financial burden on WRCOG, as RCHCA will continue to pay both its current budgeted expenditures, as well as future retirement costs such as pension and healthcare.

Future RCHCA budgets will include expenditure line items for both lease payments to WRCOG and overhead. The overhead will cover accounting costs to pay RCHCA's bills and employee payroll. Even after these payments to WRCOG, it is anticipated that RCHCA will have excess revenues each year of approximately \$300,000, which will be transferred into their reserve fund. It is anticipated that the financial reserves for

RCHCA will double to approximately \$6 million after 10 years.

Next Steps

The Executive Director met previously with representatives from the County to discuss the possibility of amending the current Agreement to provide more flexibility to the general language of the Agreement. Both parties tentatively agreed that rather than amend the Agreement it would be more feasible that RCHCA fully consolidate under WRCOG. The Executive Director will continue to meet with appropriate County staff to review draft documents and make sure that any full transition is seamless.

Staff seeks direction to move forward and to continue to meet with WRCOG, RCHCA and County interests to develop the necessary documents to implement this proposal. The steps to initiate the consolidation are:

1. The Management Services Agreement between RCHCA and WRCOG will be amended to include employee staffing services and financial oversight. This amendment will require approval by the WRCOG Executive Committee and the RCHCA Board of Directors.
2. The Treasurer for RCHCA is the County Auditor Controller. RCHCA's JPA will be amended to assign a new Treasurer for RCHCA. This will require approval by RCHCA member agencies.
3. The RCHCA Chairperson will transmit correspondence to the County requesting termination of the staffing Agreement between RCHCA and the County Department of Human Resources. No Board action is required.

Final agreements will be presented to the WRCOG Executive Committee and the RCHCA Board of Directors. The goal is to have the process completed and all agreements in place by July 1, 2018.

Prior Action:

None.

Fiscal Impact:

This item is for informational purposes only; therefore, there is no fiscal impact.

Attachment:

1. Management Services Agreement between WRCOG and RCHCA.

Page Intentionally Left Blank

Item 5.B

Potential Full Consolidation of
RCHCA Staff and Operations with
WRCOG

Attachment 1

Management Services Agreement
between WRCOG and RCHCA

Page Intentionally Left Blank

MANAGEMENT SERVICES AGREEMENT
BETWEEN THE WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS
AND THE RIVERSIDE COUNTY HABITAT CONSERVATION AGENCY

This Management Services Agreement ("Agreement") is made and entered into by and between the Western Riverside Council of Governments ("WRCOG") and the Riverside County Habitat Conservation Agency ("RCHCA") and shall become effective upon the terms set forth herein. WRCOG and RCHCA are sometimes referred to in this Agreement individually as a "party," or collectively as "parties."

RECITALS

A. WHEREAS, WRCOG is a public agency formed by a Joint Powers Agreement ("WRCOG JPA") made and entered into on the 1st day of April 1991, pursuant to Government Code section 6500 et seq. and other pertinent provisions of law, by and between numerous cities located within Western Riverside County and the County of Riverside; and

B. WHEREAS, the purpose of the formation of WRCOG is, among other things, to provide an agency to conduct studies and projects designed to improve and coordinate the common governmental responsibilities and services on an area-wide and regional basis through the establishment of an association of governments; and

C. WHEREAS, WRCOG now consists of the following member agencies: County of Riverside, City of Banning, City of Calimesa, City of Canyon Lake, City of Corona, City of Eastvale, City of Hemet, City of Jurupa Valley, City of Lake Elsinore, City of Menifee, City of Moreno Valley, City of Murrieta, City of Norco, City of Perris, City of Riverside, City of San Jacinto, City of Temecula, and City of Wildomar, and the following participating agencies: Eastern Municipal Water District, Western Municipal Water District, Riverside County Superintendent of Schools, and Morongo Band of Mission Indians; and

D. WHEREAS, under the WRCOG JPA, the functions of WRCOG include, among other things:

- 1 i. Serving as a forum for consideration, study and recommendations on area-
2 wide and regional problems; and
3 ii. Assembling information helpful in the consideration of problems peculiar to
4 Western Riverside County; and
5 iii. Exploring practical avenues for intergovernmental cooperation,
6 coordination and action in the interest of local public welfare and means of
7 improvements in the administration of governmental services.

8 E. WHEREAS, WRCOG has the power to make and enter into contracts under
9 Section 1.2.2 of the WRCOG JPA; and

10 F. WHEREAS, the RCHCA is a public agency formed by a Joint Powers Agreement
11 (“RCHCA JPA”) made and entered into on the 12th day of June 1990, pursuant to Government Code
12 section 6500 et seq. and other pertinent provisions of law, by and between the County of Riverside and
13 numerous cities located within Western Riverside County; and

14 G. WHEREAS, the purpose of the formation of RCHCA is to provide an agency for
15 the acquisition, administration, operation and maintenance of land and facilities for ecosystem
16 conservation and habitat reserves for the Stephens’ Kangaroo Rat in Western Riverside County; and

17 H. WHEREAS, RCHCA now consists of the County of Riverside and the following
18 member cities: City of Corona, City of Hemet, City of Lake Elsinore, City of Menifee, City of Moreno
19 Valley, City of Murrieta, City of Perris, City of Riverside, City of Temecula, and City of Wildomar; and

20 I. WHEREAS, Section 3.3 of the RCHCA JPA sets forth numerous powers of the
21 RCHCA in carrying out its purposes, including the power to make and enter into contracts and to employ
22 agents, consultants, attorneys and employees. Section 3.8.3 of the RCHCA JPA authorizes the RCHCA
23 through its Board of Directors (“Board”) to appoint a general manager (“General Manager”) and an
24 attorney. Under Section 3.8.3, the RCHCA Board may also contract with its member agencies for the use
25 of employees of the member agencies on mutually agreeable terms and conditions; and

26 J. WHEREAS, Section 3.8.4 of the RCHCA JPA sets forth certain powers and duties
27 of such General Manager or other employees of the RCHCA to whom the Board delegates authority.
28

1 K. WHEREAS, until recently, RCHCA contracted with the County of Riverside
2 (“County”) for a General Manager and other staff to the RCHCA to serve the purposes of the RCHCA;
3 and

4 L. WHEREAS, the RCHCA now desires to contract with WRCOG to provide a
5 General Manager to assist the RCHCA in its obligations to implement the Stephens’ Kangaroo Rat
6 Habitat Conservation Plan (“SKR HCP”) to ensure a regional perspective.

7
8 NOW, THEREFORE, the Parties agree as follows:

9 1. APPOINTMENT OF GENERAL MANAGER. The RCHCA hereby retains
10 WRCOG, acting through its Executive Director, to serve as the General Manager of the RCHCA to fulfill
11 the needs and requirements of the RCHCA, and WRCOG agrees to provide such services through such
12 personnel as may be required by the RCHCA, all upon the terms set forth below. The General Manager
13 shall serve at the direction and pleasure of the WRCOG Executive Committee. If the RCHCA Board has
14 concerns about the General Manager’s performance for RCHCA, the Chair and Vice-Chair of the
15 RCHCA Board shall bring such concerns to the WRCOG Chair.

16 2. DUTIES OF GENERAL MANAGER. The Executive Director of WRCOG, acting
17 either individually or through such personnel as he shall from time to time appoint or contract with, shall
18 act as and be the General Manager of the RCHCA and shall administer, coordinate, and supervise the
19 activities of the RCHCA as set forth in the RCHCA JPA, and shall act for the RCHCA in accomplishing
20 its purposes set forth in Section 3.2 of the RCHCA JPA. The Executive Director of WRCOG, acting
21 either individually or through such personnel as he shall from time to time appoint, shall have and
22 exercise all of those powers and responsibilities of the RCHCA enumerated in Section 3.3 of the RCHCA
23 JPA and of the General Manager enumerated in Section 3.8.4 of the RCHCA JPA.

24 3. OTHER PERSONNEL SERVICES. As of the signing of this Agreement, RCHCA
25 has a staff of four employees that are County of Riverside employees (hereinafter referred to as “RCHCA
26 Identified County Employees”). These RCHCA Identified County Employees include an Administrative
27 Services Officer, Natural Resources Manager and two RCHCA Open Space Habitat Technicians. The
28

1 RCHCA Identified County Employees in the Administrative Services Officer and Natural Resources
2 Manager job classifications are covered by the County's "Exempt Management, Management,
3 Confidential, and Other Unrepresented Employees' resolution ("Resolution") and the Open Space Habitat
4 Technicians are covered by the Memorandum of Understanding and side letters between the County and
5 Laborer's International Union of North America Local 777 ("LIUNA MOU"). These RCHCA Identified
6 County Employees shall remain employees of the County of Riverside with the County remaining as the
7 employer of record and shall work for RCHCA under a separate agreement with the County of Riverside.
8 The RCHCA Identified County Employees shall work day-to-day under the direction of the RCHCA
9 General Manager and the RCHCA General Manager shall administer, coordinate, and supervise the
10 activities of the RCHCA Identified County Employees consistent with applicable County policies and
11 regulations regarding employee conduct and with the terms of the Resolution and LIUNA MOU, as
12 applicable. The RCHCA General Manager shall have authority to handle all personnel matters including
13 but not limited to employee evaluations and disciplinary proceedings, consistent with the terms of the
14 Resolution and LIUNA MOU with support from the County's Human Resources Service Manager
15 assigned to RCHCA. The RCHCA General Manager shall not, however, have final authority over pay
16 practices including, but not limited to salary, salary adjustments, and salary increases. The RCHCA
17 General Manager may offer recommendations but all actions affecting salary shall comply with applicable
18 County policies and regulations and shall be approved by the County.

19 The General Manager may retain and appoint additional staff as may from time to time be
20 necessary or convenient to fulfill the needs of the RCHCA. Such additional staff may be retained as
21 WRCOG employees or, after consultation with the County, County employees. If such additional staff
22 are County employees, an amendment shall be required to the agreement for staffing and services between
23 the County and the RCHCA.

24 4. TERM; TERMINATION. This Agreement shall be effective for a five-year term
25 as of the date of the termination of the Second Amended and Restated Management Services Contract
26 between the RCHCA and the County of Riverside, dated August 15, 1999, and only upon execution by
27 both RCHCA and WRCOG. Once effective, this Agreement shall continue thereafter for successive five-
28

1 year terms without further action by the RCHCA Board or WRCOG, unless earlier terminated at any time
2 by either party giving the other party sixty (60) days prior written notice.

3 5. COMPENSATION. In consideration of WRCOG's Executive Director's
4 performance of the services of General Manager as set forth in Section 2 above, and in the event that the
5 General Manager retains and appoints additional staff as set forth in Section 3 above, the RCHCA shall
6 pay to WRCOG the sums specified in Exhibit "A" attached hereto and incorporated herein by reference.
7 Such sums shall be paid at the times and in the manner specified in Exhibit "A". In the event of the early
8 termination of this Agreement under Section 4 above, the RCHCA shall, with respect to fixed
9 compensation amounts such as personnel salaries and general overhead charges, pay WRCOG a pro rata
10 proportion of the monthly payment represented by the proportion of days of the payment month which
11 this Agreement remains in effect.

12 6. INDEMNIFICATION AND INSURANCE.

13 A. RCHCA shall defend, indemnify and hold the WRCOG, its officials, officers,
14 consultants, employees, volunteers and agents free and harmless from any and all claims, demands, causes
15 of action, costs, expenses, liability, loss, damage or injury, in law or equity, to property or persons,
16 including wrongful death, in any manner arising out of or in connection with this Agreement, including
17 without limitation the payment of all consequential damages and attorneys' fees and other related costs
18 and expenses, except for losses ultimately determined to be the result of the sole negligence or willful
19 misconduct of WRCOG. RCHCA shall defend, at RCHCA's own cost, expense and risk, any and all such
20 aforesaid suits, actions or other legal proceedings of every kind that may be brought or instituted against
21 WRCOG, its directors, officials, officers, consultants, employees, agents or volunteers in any manner
22 arising out of or in connection with this Agreement. RCHCA shall have the right to approve any and all
23 counsel retained pursuant to this section and RCHCA and WRCOG shall reasonably cooperate in all
24 aspects involving any defense made pursuant to this section. RCHCA shall pay and satisfy any judgment,
25 award or decree that may be rendered against WRCOG or its directors, officials, officers, consultants,
26 employees, agents or volunteers, in any such suit, action or other legal proceeding in any manner arising
27 out of or in connection with this Agreement. RCHCA shall reimburse WRCOG and its directors,
28

officials, officers, consultants, employees, agents and/or volunteers, for any and all legal expenses and costs, including reasonable attorneys' fees, incurred by each of them in connection therewith or in enforcing the indemnity herein provided. RCHCA's obligation to indemnify shall not be restricted to insurance proceeds, if any, received by the WRCOG, its directors, officials, officers, consultants, employees, agents or volunteers. This section shall survive any expiration or termination of this Agreement.

B. During the term of the Agreement, RCHCA shall maintain Commercial General Liability Insurance with limits not less than \$5,000,000 per occurrence. The policies shall be endorsed to state that WRCOG, its directors, officials, officers and employees shall be covered as additional insured under such policy and that such policy shall be primary to any policies held by WRCOG.

7. ADMINISTRATION. The RCHCA Board, or designee, shall administer this Agreement on behalf of the RCHCA. The WRCOG Executive Committee shall administer this Agreement on behalf of the WRCOG.

8. ASSIGNMENT. This Agreement shall not be assigned by either party, in whole or in part, without the prior written consent of the other party.

9. NOTICE. A party giving notice as required in this Agreement shall provide for personal delivery of such notice or shall send such notice by United States mail, postage prepaid, to the agent and address of the other party as set forth below:

If to the RCHCA: Attn: RCHCA Board Chairman
4080 Lemon Street
3rd Floor
Riverside, CA 92501-3609
Phone: (951) 955-7983
Fax: (951) 787-7991

With a copy to: Attn: Tiffany North
Office of County Counsel
3960 Orange Street, Ste. 500

Riverside, CA 92501
Phone: (951) 955-6300
Fax: (951) 955-6363

If to the WRCOG: Attn: Executive Director
4080 Lemon Street
3rd Floor, MS 1032
Riverside, CA 92501-3609
Phone: (951) 955-7985
Fax: (951) 787-7991

With a copy to: Attn: Steven C. DeBaun
Best Best & Krieger, LLP
3390 University Avenue, 5th Floor
Riverside, CA 92502-1028
Phone: (951) 686-1450
Fax: (951) 686-3083

10. AMENDMENT; ENTIRE AGREEMENT. This Agreement represents the entire agreement between the parties with respect to personnel provided by WRCOG to the RCHCA. Any amendment or modification of the provisions of this Agreement must be in writing and signed by each of the parties hereto.

11. WAIVER. Any waiver by either party of a breach of any of the terms of this Agreement shall not be construed as a waiver of any succeeding breach of the same or other term of this Agreement.

12. SEVERABILITY. If any term, provision, covenant or condition of this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the rest of this Agreement shall remain in full force and effect and shall in no way be affected, impaired or invalidated.

1 13. GOVERNING LAW AND VENUE. This Agreement and its construction and
2 interpretation as to validity, performance and breach shall be construed under the laws of the State of
3 California applicable to agreements both entered into and to be performed in California.

4 The provisions of the Government Claims Act (Government Code section 900 et seq.)
5 shall be applicable for any disputes under this Agreement.

6 Venue shall be within the County of Riverside for any legal or equitable action to enforce
7 the terms of this Agreement, to declare the rights of the parties under this Agreement, or for any action
8 which relates to this Agreement in any manner.

9 14. APPROVAL/COUNTERPARTS. This Agreement must be approved by the
10 RCHCA Board of Directors and WRCOG. Each party has had the opportunity to participate in drafting
11 and preparation of this Agreement. Any construction to be made in the Agreement of any of its terms or
12 provisions shall not be construed against any one party.

13 This Agreement may be executed in one or more counterparts, all of which together shall
14 constitute one and the same Agreement.

15 15. CERTIFICATION OF AUTHORITY TO EXECUTE THIS AGREEMENT.
16 WRCOG and RCHCA certify that the individuals signing below on behalf of the party has authority to
17 execute this Agreement on behalf of the party, and may legally bind the party to the terms and conditions
18 of this Agreement, and any attachments hereto.

19 IN WITNESS WHEREOF, the parties have executed this Agreement on the date or dates
20 indicated below.

21 WESTERN RIVERSIDE COUNCIL OF
22 GOVERNMENTS

RIVERSIDE COUNTY HABITAT
CONSERVATION AGENCY

23 DATE: 12-7-15

DATE: 12/18/15

25 BY: Rick Bishop

BY: [Signature]

26 NAME: Rick Bishop

NAME: Steven Manos

EXHIBIT A

Compensation shall be paid to WRCOG by the RCHCA for the services provided under this agreement. These include:

1. The cost of the WRCOG Executive Director and other WRCOG staff while performing the services under this Agreement. Those costs shall include recapture overhead costs in the amount of the then current Indirect Cost Allocation Plan ("ICAP"), which will be updated annually. As of the date of this Agreement, WRCOG's ICAP rate is 100.45% which was calculated using audited figures from the 2014-2015 Fiscal Year.

2. The reimbursement of non-employee costs incurred by WRCOG while performing the services hereunder, which may include, but not be limited to, supplies, consultant services, equipment, board member stipends and board member and staff expense reimbursements. The reimbursement of these costs will be provided at the same rate charged to WRCOG.

WRCOG shall periodically, but no more frequently than monthly nor less frequently than semiannually, provide an invoice to the RCHCA itemizing charges for the billing period. The RCHCA shall provide prompt payment to WRCOG by means of Journal Vouchers transferring funds from the RCHCA to WRCOG.

G:\Property\TNorth\RCHCA\WRCOG\MSA with WRCOG re RCHCA GM 12 3 15.docx

Page Intentionally Left Blank



Western Riverside Council of Governments Administration & Finance Committee

Staff Report

Subject: Review of WRCOG Executive Committee Member Alternate Provisions

Contact: Jennifer Ward, Director of Government Relations, jward@wrcog.us, (951) 405-6750

Date: April 11, 2018

The purpose of this item is to see if there is interest among the Committee to revise WRCOG's Alternate Committee Member Policy.

Requested Action:

1. Discuss and provide direction.

Staff desires to engage Committee members in a discussion about WRCOG's current Executive Committee alternate policy and seek a recommendation if updates are desired. Staff conducted an informal survey and review of Joint Powers Agreements (JPA) and Bylaws for a number of regional agencies, resulting in the following information:

Agency / Information Source	Designated Executive Committee Members	City Council Member Alternate	County Supervisor Alternate
WRCOG / Bylaws and JPA	Mayor from each member City can appoint themselves or another Council Member, and the four County Supervisors (plus elected officials from Water Districts, Morongo, and Riverside County Superintendent of Schools)	The Mayor appoints an alternate from the member City's Council	The remaining County Supervisor (District 4) serves as the alternate for County Supervisor members from Districts 1, 2, 3, and 5
South Bay Cities COG / JPA	Mayor or Council Member from each city and the 2 County Supervisors in the SBCCOG jurisdiction	One elected legislative officer for each City	Chief of Staff or senior staff person from Supervisor's office may serve as alternate
Coachella Valley Association of Governments / JPA	Mayor or Mayor's designee from each of the member cities and all 5 County Supervisors	Current member of the legislative body of the party such alternate represents	Designated alternate does not have to be an elected official
Southern California Association of Governments / JPA	Mayor or elected legislative officer plus County Supervisors	Mayor or elected representative of the member City	Chair of Board of Supervisors or elected legislative officer from the member County
San Bernardino COG / JPA	Mayor or Council Member from each city plus all County Supervisors	One alternate who shall be an elected legislative officer for their City	No alternates

Agency / Information Source	Designated Executive Committee Members	City Council Member Alternate	County Supervisor Alternate
Orange County COG / Bylaws	One elected official of each member city and one County At-Large Representative	One elected official from the member agency	Board members identify an alternate (an elected official from a member in good standing within their SCAG district) and notify OCCOG.
San Gabriel Valley COG / JPA	One elected official of each member city and one Supervisor for each district in the COG's jurisdiction.	Either a member of the legislative body of the appointing Members.	Selected by the respective County Supervisor and must reside in and/or represent the same Supervisorial District. Do not have to be members of any legislative body but shall serve at the pleasure for their respective County Supervisor.
Riverside County Transportation Commission (RCTC) / Administrative Code	One elected official from each city council and all five County Supervisors within Riverside County, plus a representative of Caltrans.	Each member City shall appoint one alternate, who must be either a Mayor or Council Member of that City.	The Supervisors can give their proxy vote to another Supervisor with 24 hour written notice.
Western Riverside County Regional Conservation Authority (RCA) / Bylaws	The regular members of the Board shall be the five members of the Riverside County Board of Supervisors and one member from each incorporated city who is signatory to the Agreement.	Each regular member and alternate member of a City must hold an elective office on the respective governing body appointing the regular or alternate member.	The Board of Supervisors ("BOS") may appoint a city council member of a member city to represent the member as an alternate at meetings of the RCA Board or committees. Notice of the alternate appointment shall be made in writing to the chairperson of the RCA Board. In no event shall the same person serve as a city representative and alternate for a BOS member at the same meeting.

Prior Action:

None.

Fiscal Impact:

This item is for informational purposes only; therefore there is no fiscal impact.

Attachment:

None.



Western Riverside Council of Governments Administration & Finance Committee

Staff Report

Subject: 27th Annual General Assembly & Leadership Address: Nominations for Outstanding Community Service Award

Contact: Jennifer Ward, Director of Government Relations, jward@wrcog.us, (951) 405-6750

Date: April 11, 2018

The purpose of this item is to get a recommendation (s) from the Committee for the Agency's award for Outstanding Community Service to provide to the Executive Committee for consideration. Recognition to the party (ies) receiving the award would occur during the 27th Annual General Assembly & Leadership Address.

Requested Action:

1. Discuss nominees for the 2018 WRCOG Outstanding Community Service Award and recommend a candidate(s) to the Executive Committee for final approval.

WRCOG's 27th Annual General Assembly & Leadership Address is currently scheduled for Thursday, June 21, 2018, at the Morongo Casino, Resort & Spa to feature Keynote Speaker, Steve Forbes.

Staff will provide a verbal update to Committee members regarding planning for the event, and initiate a discussion on the process for selecting an Annual Community Service Award winner(s). All nominees will be recognized at the General Assembly & Leadership Address.

Prior Action:

February 14, 2018: The Administration & Finance Committee selected a speaker and back-up for staff to pursue.

Fiscal Impact:

This item is for informational purposes only; therefore there is no fiscal impact.

Attachment:

1. Annual Community Service Awards Overview.

Page Intentionally Left Blank

Item 5.D

27th Annual General Assembly &
Leadership Address: Nominations
for Outstanding Community Service
Award

Attachment 1

Annual Community Service Awards
Overview

Page Intentionally Left Blank



WRCOG Award for Outstanding Community Service

Each year at the General Assembly & Leadership Address, WRCOG awards individuals and/or organizations for outstanding contributions to improving quality of life in Western Riverside County. Historically, WRCOG has presented two awards: the Norton Younglove Environmental Quality Award and the Patricia Ann Wilson Outstanding Community Service Award. In 2016, these were combined into one award: the “WRCOG Award for Outstanding Community Service.”

Prior Award Winners

John J. Benoit*	Ronald O. Loveridge
Rose Mayes	Anne Mayer
Kathy Azevedo	Linda Mejia
Gail Wanczuk Barton	Larry and Wayne Minor and their families
Jim Birkhead	Rosalie Moyer
Don Blose	Tom Mullen
Martin Bowman	Fred Noble
Burrtec, CR&R, and Waste Management, Inc.	Rita Peters
Jane Carney	Pete Peterson
CE-CERT	Ali Sahabi
County of Riverside Rideshare	Rose Salgado
Jamil Dada	Southern California Gas Company
Dr. Brenda Davis	Joe Tavaglione
Melba Dunlap	Barry Wallerstein
Virginia Field	Gary Wanczuk
HERO Program Consultant Team	Roy Wilson
Sam Huang	Robert Wolf
Nick Jones	Norton Younglove
Jurupa Unified School District	Robert Zweig
Pat Kilroy	
Randall Lewis	

*Awarded the Lifetime Achievement Award in 2017.

Page Intentionally Left Blank



Western Riverside Council of Governments

Administration & Finance Committee

Staff Report

Subject: WRCOG Agency Compensation Study

Contact: Ernie Reyna, Chief Financial Officer, ereyna@wrcog.us, (951) 405-6740

Date: April 11, 2018

The purpose of this item is to provide the Administration & Finance Committee with the results of the Compensation Study conducted by the firm Koff & Associates.

Requested Action:

1. Discuss results of the Compensation Study and provide direction on the proposed adjusted salary schedule along with the addition of potential new benefits to WRCOG to bring the Agency in line with the average of compared agencies.

Background

On October 11, 2017, the Administration & Finance Committee directed staff to contract with a consulting firm to conduct a total Compensation Study for the Agency, including salaries and benefits. In the past, staff conducted informal salary and benefit surveys of other public entities for comparison purposes to examine whether the Agency's salary and benefits are in-line with what is being offered by other government agencies, including position titles, starting and ending pay, and the various levels of benefits.

2018 Compensation Study Results

WRCOG entered into a contract with Koff & Associates to perform the work and the Compensation Study commenced in January 2018. Before the study began, staff and Koff & Associates identified a balance of 12 agencies for comparison, including several WRCOG member jurisdictions, the Southern California Association of Governments, San Bernardino Council of Governments, and Sacramento Area Council of Governments. The Study examined the 13 employee positions at WRCOG and reviewed them against the comparators' positions, looking at salaries, benefits, and total compensation.

For salaries, the focus was to examine both the bottom and top of each position's salary range and compare that to each comparator with the same, or similar, position. The Study found that WRCOG's beginning steps were 36.5% below market median, and that WRCOG's top steps were 2.8% below the market median.

Benefits were also examined as part of the Study. For this exercise, Koff & Associates examined each attribute of benefits provided by WRCOG. Those benefits included retirement, insurance, and leave balances. When examining pension plans, Koff & Associates only compared "classic employees," or employees hired prior to the pension reform on January 1, 2012. Recognizing WRCOG and the other comparator agencies have more than one tier of employees, the basis for pensions was to just use the classic formula.

When comparing insurance, some agencies have a "cafeteria plan" which grants employees a certain dollar amount to purchase products such as medical, dental, vision, etc. Some agencies utilize a cafeteria plan, which is a lump sum amount given to employees to purchase medical, dental, and vision insurance. WRCOG administers insurance in a different manner: for medical, the employee plus one dependent will be paid for by

WRCOG and any additional dependents are the obligation of the employee. For dental, WRCOG currently pays for the employee's premium and any additional dependents are covered by the employee.

Based on almost every position, WRCOG ranked last in terms of overall dollar amount provided to benefits for employees.

Lastly, WRCOG's total compensation (salaries plus benefits) were examined against the 12 comparators. The Study found that WRCOG was 6.5% below the market median. Also, when the study compared each of the 13 positions at WRCOG, it found that in almost every instance, WRCOG had the lowest dollar value of benefits against each of its comparators.

Recommendations

Recognizing that both salaries and benefits will need to be adjusted, staff is presenting a new salary schedule and proposing that more value be added to benefits. The first step is the adoption of the new salary schedule listed as Appendix III in the report. WRCOG recognizes that there are currently some employees making less than what the compensation study showed by position. For the upcoming budget in Fiscal Year (FY) 2018/2019, staff will be looking to keep salaries near static and focus primarily on improving benefits. In the years following FY 2018/2019, staff will be catching salaries up over a period of two to three years to minimize the fiscal impact on the budget.

For benefits, staff has had internal discussions on many new options that could be added to the WRCOG plan, including a match to the defined contribution plan, adding a vision plan, increasing the value of the current dental plan, converting all leave balances (vacation, sick, comp, etc.) to one "PTO" (paid time off) category, and creating a wellness plan where employees could have an allowance to attain such items as a monthly gym membership.

Currently, WRCOG does not offer any kind of match to its defined contribution plan, which is a 457(b) through ICMA. The proposed idea is to not only encourage employees to participate in a defined contribution plan, but also provide a match up to a certain percentage. For example, if an employee would like to put 4% of the bi-weekly salary towards the plan, WRCOG could choose to provide a 50% match, which would equate to providing another 2% towards the employee plan. The match would be capped at a certain percentage such as not to exceed 3% of the employee's salary. The fiscal impact would be minimal when compared to the total Agencies' budget, but provide a great deal of confidence in helping an employee to save for retirement.

Adding a vision plan would be meaningful to an employee and would not be too costly. Based on the comparator agencies, the average cost for a vision plan would be somewhere around \$20/month for those employees choosing to add the plan.

For dental, WRCOG could look to cover more of the out-of-pocket costs not currently provided to the employee by switching up to the next tier of benefits. Currently, WRCOG spends about \$32/month per employee, but based on the comparisons of the other agencies, most spend about \$100/monthly so there is room to improve the dental plan.

The idea of converting all leave balances to one category such as PTO is to provide the employee with more flexibility in being able to use their time and cashing out balances more frequently. The cap on the amount of time an employee accrues will also be examined to ensure flexibility.

Lastly, WRCOG has formed an internal staff Wellness Committee and is looking for new ideas to improve the physical, mental, and emotional well-being of the employees. For instance, staff have begun switching out sugary sodas for carbonated water with natural flavoring and replacing snacks such as donuts with healthy fruit. Providing healthy snacks is a relatively inexpensive way to provide a meaningful benefit. In addition, the Wellness Committee has thought about offering gym memberships as a new benefit to employees. On average, gym membership run about \$30/month.

Upon preparing the budget for Fiscal Year 2018/2019, staff has been mindful to include additional amounts for any new benefits that could be added, which include benefits commonly provided by other agencies. Those

amounts by which the benefits could potentially be increased for the upcoming budget are negligible in relative comparison to the overall budget.

Prior Action:

None.

Fiscal Impact:

In anticipation of proposed new benefits for the Fiscal Year 2018/2019, staff has increased overall Agency benefits by 10% from the prior year, or approximately \$100,000.

Attachment:

1. Total Compensation Study Final Report.

Page Intentionally Left Blank

Item 5.E

WRCOG Agency Compensation Study

Attachment 1

Total Compensation Study Final Report

Page Intentionally Left Blank



March 1, 2018

Total Compensation Study Final Report

Western Riverside Council of Governments

KOFF & ASSOCIATES

GEORG S. KRAMMER

Chief Executive Officer

2835 Seventh Street
Berkeley, CA 94710
www.KoffAssociates.com

gkrammer@koffassociates.com

Tel: 510.658.5633

Fax: 510.652.5633

March 1, 2018

Mr. Ernie Reyna
Chief Financial Officer
Western Riverside Council of Governments
3390 University Ave
4th Floor, Suite 450
Riverside, CA 92501

Dear Mr. Reyna:

Koff & Associates is pleased to present the Total Compensation Study Final Report to the Western Riverside Council of Governments. This report documents the market total compensation survey methodology, findings, and recommendations for implementation.

We would like to thank you for your assistance and cooperation without which this study could not have been brought to its successful completion.

We will be glad to answer any questions or clarify any points as you are implementing the findings and recommendations. It was a pleasure working with Western Riverside Council of Governments and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,



Georg Krammer
Chief Executive Officer

Table of Contents

LIST OF TABLES	1
APPENDICES	1
Executive Summary	2
Background	2
Summary of Findings	2
Study Process	3
Benchmark Classifications.....	3
Comparator Agencies.....	4
Salary and Benefits Data	5
Data Collection	7
Matching Methodology	7
Data Spreadsheets.....	8
Market Compensation Findings.....	9
Entry Base Salary	10
Top Base Salary	10
Total Compensation.....	11
Benefits	11
Internal Salary Relationships	12
Recommendations	13
Pay Philosophy	13
Proposed Salary Structure	13
Proposed Salary Range Placements	14
Options for Implementation.....	14
Using the Market Data as a Tool.....	15

LIST OF TABLES

Table 1. Benchmark Classifications	3
Table 2. Comparator Agencies	4
Table 3. Market Compensation Results Summary.....	9

APPENDICES

Appendix I: Results Summary

Appendix II: Market Compensation Findings

Appendix III: Proposed Salary Range Schedule

Appendix IV: Salary Range Placement Recommendations

EXECUTIVE SUMMARY

Background

In January 2018, Koff & Associates (“K&A”) conducted a comprehensive total compensation study for Western Riverside Council of Governments (Western Riverside COG). All compensation findings and recommendations are presented in this report.

This compensation review process was precipitated by:

- The concern of the Executive Committee Members and management that employees should be recognized for the level and scope of work performed and that they are paid on a fair and competitive basis that allows Western Riverside COG’s to recruit and retain a high-quality staff;
- The desire to have a compensation plan that can meet the needs of Western Riverside COG; and
- The desire to ensure that internal relationships of salaries are based upon objective, non-quantitative evaluation factors, resulting in equity across Western Riverside COG.

The goals of the compensation study are to assist Western Riverside COG in developing a competitive pay and benefit plan, which is based upon market data, and to ensure that the plan is fiscally responsible and meets the needs of Western Riverside COG with regards to recruitment and retention of qualified staff.

Summary of Findings

This report summarizes the study methodology, analytical tools, and the total compensation (salary and benefits) survey findings. The results of the total compensation study showed:

- Western Riverside COG’s **entry base salaries, overall, in comparison to the market median is 36.5% below the market.**
- Western Riverside COG’s **top base salaries, overall, in comparison to the market median is 2.8% below the market.**
- Western Riverside COG’s **total compensation, overall, in comparison to the market median is 6.5% below the market.**
- Western Riverside COG’s **benefits package** puts the agency in a less competitive position compared to the market and, therefore, salary decisions should be based on base salary market results versus total compensation.
- K&A considers a classification falling within 5% of the median to be competitive.

STUDY PROCESS

Benchmark Classifications

The study included seven classifications, and of those five classifications were selected in order to collect salary and benefits data within the defined labor market. Of the five classifications, four broad classifications, the Director, Program Manager, Senior Analyst, and Technician incorporate multiple positions and so K&A gathered compensation data for these classifications by separating out the specific assignments.

Classifications that we would expect to provide a sufficient sample for analysis were selected as “benchmarks” to use as the basis to build the compensation plan. Benchmark classifications are those classifications that are compared to the market, and these classifications are used as a means of anchoring Western Riverside COG’s overall compensation plan to the market. Other classifications not surveyed will be included in the compensation plan and aligned to the benchmark classifications using internal equity principles.

The benchmark classifications are listed in Table 1.

Table 1. Benchmark Classifications

Classification Title
1. Chief Financial Officer
2. Director of Community Choice Aggregation
3. Director of Energy and Environmental Programs
4. Director of Government Relations
5. Director of Transportation
6. Program Manager - Accounting
7. Program Manager - Energy and Environmental Department Streetlight Program
8. Program Manager - PACE Programs Operations
9. Program Manager - Transportation
10. Staff Analyst II - Fiscal
11. Staff Analyst II - Planning and Governmental Affairs
12. Staff Analyst II - Transportation
13. Technician - PACE Programs

Comparator Agencies

Another important step in conducting a market salary study is the determination of appropriate agencies for comparison. In developing the list of potential comparator agencies, K&A developed the potential list of comparator agencies based on the following factors:

1. **Organizational type and structure** – It is generally recommended that agencies of a similar size and providing similar services to that of Western Riverside COG be used as comparators.

When it comes to technical classes, the size of an organization is not as critical, as these classes perform fairly similar work. The difference in size of an organization becomes more important when comparing classes at the management level. The scope of work and responsibility for management becomes much larger as an organization grows. Factors such as management of a large staff, consequence of error, the political nature of the job, and its visibility all grow with larger organizations. When it is difficult to find agencies that are similarly sized, it is important to get a good balance of smaller and larger agencies.

2. **Similarity of population, staff, and operational budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
3. **Scope of services provided** – For the majority of classifications, it is important to select agencies providing similar services. Organizations providing the same services are ideal for comparators and most comparator agencies surveyed provide similar services to Western Riverside COG.
4. **Labor market and geographic location** – In the reality that is today's labor market, many agencies are in competition for the same pool of qualified employees. No longer do individuals necessarily live in the communities they serve. The geographic labor market area, where Western Riverside COG may be recruiting from or losing employees to, was taken into consideration when selecting comparator organizations. Furthermore, by selecting employers within a geographic proximity to Western Riverside COG, the resulting labor market data generally reflects the region's cost of living, housing costs, growth rate, and other demographic characteristics to the same extent as competing employers to Western Riverside COG.

All factors mentioned should be considered in selecting the group of comparator agencies. Western Riverside COG agreed to a list of 12 agencies.

Table 2. Comparator Agencies

Agency
1. City of Murrieta
2. City of Temecula

Agency
3. Coachella Valley Association of Governments
4. County of Riverside
5. County of Sonoma
6. Riverside Conservation Authority
7. Riverside County Transportation Commission
8. Riverside Transit Agency
9. Sacramento Area Council of Governments
10. San Bernardino County Transportation Authority/San Bernardino Council of Governments
11. San Diego Association of Governments
12. Southern California Association of Governments

Salary and Benefits Data

The last element requiring discussion prior to beginning a market survey is the specific benefit data that will be collected and analyzed. The following salary and benefits data was collected for each benchmark classification (the cost of these benefits to each agency was converted into dollar amounts and can be found in Appendix II [Benefit Detail] of this report; these amounts were added to base salaries for total compensation purposes).

1. Monthly Base Salary

The top of the salary range and/or control point. All figures are presented on a monthly basis.

2. Employee Retirement

The retirement reflects the benefits offered to the majority of the employees:

- **PERS Formula:** The service retirement formula for each agency's **Classic plan**. The Classic plan is the plan offered prior to the implementation of the Public Employees' Pension Reform Act (PEPRA) for 2013. For agencies with retirement systems established under the County Employees Retirement Law of 1937 ("37 Act"), retirement formulas were converted to the equivalent PERS formula for purposes of comparison.
- **Enhanced Formula Cost:** The baseline PERS formula is 2%@62. There is typically a cost to the employer for offering a formula with a higher benefit than the baseline formula. For each enhanced formula, the cost to the employer is based on a percentage range calculated by PERS. K&A took the midpoint of the range and

multiplied the percentage by the top monthly salary to calculate the cost of the enhanced formula. The percentage value for each enhanced formula is:

- 2%@60: midpoint of range = 1.5%
 - 2%@55: midpoint of range = 2.7%
 - 2.5%@55: midpoint of range = 4.9%
 - 2.7%@55: midpoint of range = 6.4%
 - 3%@60: midpoint of range = 7.4%
- **Employer Paid Member Contribution:** The amount of the employee's contribution to PERS that is paid by the employer (Employer Paid Member Contribution).
 - **Single Highest Year:** The period for determining the average monthly pay rate when calculating retirement benefits. The base period is 36 highest paid consecutive months. When final compensation is based on a shorter period of time, such as 12 months' highest paid consecutive months, there is a cost to the employer. Similar to the enhanced formula, the cost to the employer is based on a percentage range calculated by PERS. K&A took the midpoint of the range and multiplied the percentage by the top monthly salary to calculate the cost of the final compensation.
 - **Social Security:** If an employer participates in Social Security, then the employer contribution of 6.2% of the base salary up to the federally-determined maximum contribution of \$663.40 per month was reported.
 - **Other:** Any other retirement contributions made by the employer.

3. Deferred Compensation

Deferred compensation contributions provided to all employees of a classification with or without requiring the employee to make a contribution is reported.

4. Insurances

The employer paid premiums for an employee with family coverage was reported. The employer paid insurances included:

- Cafeteria/Flexible Benefit Plan
- Medical
- Dental
- Vision
- Life and Accidental Death and Dismemberment ("AD&D") Insurances
- Long-Term Disability Insurance
- Short-Term Disability Insurance
- Other

5. Leaves

Other than sick leave, which is usage-based, the number of hours off for which the employer is obligated. All hours have been translated into direct salary costs.

- **Vacation:** The number of paid time off (or vacation) hours available to all employees who have completed five years of employment.
- **Holidays:** The number of holiday hours (including floating hours) available to employees.
- **Administrative:** Administrative (or management) leave is normally the number of paid leave hours available to Fair Labor Standards Act (“FLSA”) Exempt and/or management to reward for extraordinary effort (in lieu of overtime). This leave category may also include personal leave which may be available to augment vacation or other time off.

6. Auto Allowance

This category includes either the provision of an auto allowance or the provision of an auto for personal use only. If a vehicle is provided to any classification for commuting and other personal use, the average monthly rate is estimated at \$450. Mileage reimbursement is not included.

7. Other

This category includes any additional other benefits not captured above available to all in the class.

All of the benefit elements are negotiated benefits provided to all employees in the classification. As such, they represent an ongoing cost for which an agency must budget. Other benefit costs, such as sick leave, tuition reimbursement, and reimbursable mileage are usage-based and cannot be quantified on an individual employee basis.

Data Collection

Data was collected during the month of January 2018, through comparator agency websites, conversations with human resources, accounting, and/or finance personnel, and careful review of agency documentation such as classification descriptions, memoranda of understanding, organization charts, and other documents.

Matching Methodology

K&A believes that the data collection step is the most critical for maintaining the overall credibility of any study and relied on Western Riverside COG’s classification descriptions as the foundation for comparison.

When K&A researches and collects data from the comparator agencies to identify possible matches for each of the benchmark classifications, there is an assumption that comparable matches may not be made that are 100% equivalent to the classifications at Western Riverside

COG. Therefore, K&A does not match based upon job titles, which can often be misleading, but rather analyze class descriptions before a comparable match is determined.

K&A's methodology is to analyze each class description and the whole position by evaluating factors such as:

- Definition and typical job functions;
- Distinguishing characteristics;
- Level within a class series (i.e., entry, experienced, journey, specialist, lead, etc.);
- Reporting relationship structure (for example, manages through lower-level staff);
- Education and experience requirements;
- Knowledge, abilities, and skills required to perform the work;
- The scope and complexity of the work;
- Independence of action/responsibility;
- The authority delegated to make decisions and take action;
- The responsibility for the work of others, program administration, and for budget dollars;
- Problem solving/ingenuity;
- Contacts with others (both inside and outside of the organization);
- Consequences of action and decisions; and
- Working conditions.

In order for a match to be included, K&A requires that a classification's "likeness" be at approximately 70% of the matched classification.

When an appropriate match is not identified for one classification, K&A often uses "hybrids" which can be functional or represent a span in scope of responsibility. A functional hybrid means that the job of one classification at Western Riverside COG is performed by two or more classifications at a comparator agency. A "hybrid" representing a span in scope means that the comparator agency has one class that is "bigger" in scope and responsibility and one class that is "smaller," where Western Riverside COG's class falls in the middle.

If an appropriate match could not be found, then no match was reported as a non-comparable (N/C).

Data Spreadsheets

For each benchmark classification, there are two information pages:

- Base Salary and Total Compensation Data
- Benefit Detail (Monthly Equivalent Values)

The average (mean) and median (midpoint) of the comparator agencies are reported on the top monthly salary and total compensation data spreadsheets. The % above or below that Western Riverside COG is compared to the average and median is also reported.

The mean is the sum of the comparator agencies' salaries/total compensation divided by the number of matches. The median is the midpoint of all data with 50% of data points below and 50% of data points above.

In order to calculate the mean and median, K&A requires that there be a minimum of four comparator agencies with matching classifications to the benchmark classification. The reason for requiring a minimum of four matches is so that no one classification has undue influence on the calculations. Sufficient data was collected from the comparator agencies for all of the benchmark classifications.

When using survey data to make salary range recommendations and adjustments, K&A recommends using the median, rather than the mean, because the median is not skewed by extremely high or low salary values.

MARKET COMPENSATION FINDINGS

The following table represents a summary of the market top monthly (base) salary and total compensation (base salary plus benefits [retirement, insurance, leaves, and allowances]) findings. For each benchmark classification, the number of matches (agencies with a comparable position) and percent above or below the top monthly salary market median and total compensation market median is listed. The table is sorted by top monthly salary in descending order from the most positive percentile (above market) to the most negative (below market).

Table 3. Market Compensation Results Summary

Classification Title	# of Matches	Entry Monthly % Above or Below	Top Monthly % Above or Below	Total Compensation % Above or Below
Program Manager - Energy and Environmental Department Streetlight Program	6	-17.6%	9.2%	4.9%
Program Manager - PACE Programs Operations	6	-17.6%	9.2%	4.9%
Staff Analyst II - Fiscal	9	-47.7%	4.5%	0.8%
Technician - PACE Programs	5	-50.2%	3.3%	-3.1%
Staff Analyst II - Planning and Governmental Affairs	7	-40.9%	2.7%	-4.5%
Staff Analyst II - Transportation	7	-44.5%	-1.1%	-7.4%
Program Manager - Accounting	10	-38.4%	-2.8%	-8.3%
Director of Energy and Environmental Programs	7	-18.6%	-4.6%	-6.5%

Classification Title	# of Matches	Entry Monthly % Above or Below	Top Monthly % Above or Below	Total Compensation % Above or Below
Director of Community Choice Aggregation	5	-18.6%	-4.6%	-6.5%
Program Manager - Transportation	7	-31.5%	-5.5%	-7.9%
Chief Financial Officer	11	-37.0%	-7.6%	-14.0%
Director of Government Relations	7	-36.5%	-10.2%	-13.3%
Director of Transportation	8	-36.2%	-10.3%	-13.7%

Entry Base Salary

Entry monthly salary market results show that all classifications are paid below the market median:

- Four classifications are paid below the market median by more than 10% and less than 20%;
- Five classifications are paid below the market median by more than 30% and less than 40%;
- Three classifications are paid below the market median by more than 40% and less than 50%; and
- One classification is paid below the market median by more than 50%.

Top Base Salary

Top monthly salary market results show that five classifications are paid above the market median:

- Three classifications are paid above the market median by less than 5%; and
- Two classifications are paid above the market median by more than 5% and less than 10%.

Top monthly salary market results show that eight classifications are paid below the market median:

- Four classifications are paid below the market median by less than 5%;
- Two classifications are paid below the market median by more than 5% and less than 10%; and
- Two classifications are paid below the market median by more than 10% and less than 15%.

Total Compensation

Total compensation market results show that three classifications are paid above the market median by less than 5%.

Total compensation market results show that 10 classifications are paid below the market median:

- Two classifications are paid below the market median by less than 5%;
- Five classifications are paid below the market median by more than 5% and less than 10%; and
- Three classifications are paid below the market median by more than 10% and less than 15%.

Generally, a classification falling within 5% of the median is considered to be competitive in the labor market for salary survey purposes because of the differences in compensation policy, actual scope of work, and position requirements. However, Western Riverside COG can adopt a different standard.

Overall, the differences between top market base salaries and total compensation indicate that Western Riverside COG's benefits package puts Western Riverside COG at a less competitive advantage. Further analysis indicates that, on average, classifications are 2.8% below the market median for base salaries, while that figure changes to 6.5% below the market median for total compensation, which is a 3.7% difference when taking benefits into consideration.

Benefits

The market benefits data reveals the major contributing factors that contributed toward Western Riverside COG being less competitive compared to the market includes:

- Deferred compensation: Six of the comparator agencies contributed a direct or matching contribution for select classifications; whereas Western Riverside COG does not provide such contributions.
- Insurances: Six of the comparator agencies contribute a higher dollar amount towards insurances as compared to Western Riverside COG.
- Vacation Leave: Six of the comparator agencies offer a greater number of vacation days for select classifications as compared to Western Riverside COG.
- Paid Administrative Leave: Six of the comparator agencies offer administrative leave to select classifications; whereas Western Riverside COG does not offer any administrative leave.

INTERNAL SALARY RELATIONSHIPS

Building from the salary levels established for identified benchmark classes, internal salary relationships were developed and consistently applied in order to develop specific salary recommendations for all non-benchmarked classifications.

In the future, Western Riverside COG may need to utilize internal alignment practices if the number of staff grows and additional classifications are added or classifications change. While analyzing internal relationships, the same factors analyzed when comparing Western Riverside COG's classifications to the labor market are used when making internal salary alignment recommendations.

In addition, the following are standard human resources practices that are commonly applied when making salary recommendations based upon internal relationships:

- A salary within 5% of the market average or median is considered to be competitive in the labor market for salary survey purposes because of the differences in compensation policy and actual scope of the position and its requirements. However, Western Riverside COG can adopt a closer standard.
- Certain internal percentages are often applied. Those that are the most common are:
 - The differential between a trainee and experienced (or journey) class in a series (I/II or Trainee/Experienced) is generally 10% to 15%;
 - A lead or advanced journey-level (III or Senior-level) class is generally placed 10% to 15% above the journey-level.
 - A full supervisory class is normally placed at least 10% to 25% above the highest level supervised, depending upon the breadth and scope of supervision.
- When a market or internal equity adjustment is granted to one class in a series, the other classes in the series are also adjusted accordingly to maintain internal equity.

Internal equity between the specific assignments within the broader classification is a fundamental factor to be considered when making salary decisions. When conducting a market compensation survey, results can often show that certain assignments that are aligned with each other are not the same in the outside labor market. However, as an organization, careful consideration should be given to these alignments because they represent internal value of specific assignments within a broader classification, and within job families and across the organization.

For example, the results of the market survey did not support alignment for all assignments classified as Director. However, all assignments are similar in terms of scope of work, level of responsibility, and "worth" to Western Riverside COG and therefore are recommended to be anchored to one another in terms of compensation.

For the purposes of this study, K&A utilized market data to develop the salary recommendations for all of the benchmarked classifications, and used internal equity principles to make the salary recommendations for two classifications that were not benchmarked. For the non-benchmarked classifications, internal alignments with other classifications will need to be considered, either in

the same class series or those classifications that have similar scope of work, level of responsibility, and “worth” to Western Riverside COG. Where it is difficult to ascertain internal relationships due to unique qualifications and responsibilities, reliance can be placed on past internal relationships. It is important for Western Riverside COG management to carefully review these internal relationships and determine if they are still appropriate given the current market data.

It is also important to analyze market data and internal relationships within class series as well as across the organization, and make adjustments to salary range placements, as necessary, based on the needs of the organization.

Western Riverside COG may want to make internal equity adjustments or alignments, as it implements the compensation strategy. This market survey is only a tool to be used by Western Riverside COG to determine market indexing and salary determination.

RECOMMENDATIONS

Pay Philosophy

Western Riverside COG has many options regarding what type of compensation plan it wants to implement. This decision will be based on what Western Riverside COG’s pay philosophy is, at which level it desires to pay its employees compared to the market, whether it is going to consider additional alternative compensation programs, and how great the competition is with other agencies over recruitment of a highly-qualified workforce.

Proposed Salary Structure

Currently, Western Riverside COG has a salary structure with ranges that have 14 steps that are 5% apart. Each classification is assigned to a specific salary range; however, the salary ranges are not tied to one another.

It is recommended that Western Riverside COG implement a new salary range structure with 40 salary ranges that are set 5% apart from one another. Each salary range has a minimum and maximum set 40% apart.

Moving away from a step structure will allow Western Riverside COG more flexibility in awarding salary adjustments (i.e., not limited to 5% step increases and/or cost of living adjustments [COLAs]). Additionally, the differential between the entry (minimum) and top (maximum) steps of the current salary ranges is approximately 89%. Typically, the differential between minimum and maximum salaries is approximately 25% to 80%. Based on the market results, it appears that overall, Western Riverside COG’s minimum salaries are 36.5% below the market. Thus, we recommend that Western Riverside COG adjust the minimum to be 40% below the maximum to be more in alignment with market practices.

Appendix III contains the current salary range structure.

It is important to note that the salary range structure connects all salary ranges, and their steps, by formula, thereby allowing for COLAs to be applied to only one-dollar figure in the table/matrix,

which then automatically updates the entire table. Due to the formula that connects each range to the next (with 5% differentials between each range), there is a compounding effect when drawing relationships that span several ranges. For example, with 5% differentials between ranges, four ranges should represent a 20% differential. However, because the compounding effect of 5%, on top of 5%, on top of 5%, and so on, the differential between Range 1 and Range 5 is not exactly 20%, but it is slightly greater.

Proposed Salary Range Placements

Appendix IV illustrates the proposed salary range placement for each classification based on the market data as well as the internal relationship analysis. The recommendations are based on base salary market results. The following calculation was used:

1. Multiplied Western Riverside COG's current top monthly salary by the percentage difference between Western Riverside COG's base salary and the base salary market median to calculate the Market Placement Salary.
2. The classification was then placed within the proposed salary range with a maximum salary closest to the Market Placement Salary.

K&A also modified the current internal alignment in certain instances where it seemed warranted based on market-supported groupings and/or compaction issues.

For all classifications, this primary implementation procedure must be completed only at the initial time of implementation. In the future, if Western Riverside COG decides to implement annual across-the-board cost of living adjustment increases, only the salary schedule that was developed and included herein needs to be increased by the appropriate percentage, and each individual salary range will move up with this adjustment. This will ensure that the internal salary relationships are preserved and the salary schedule remains structured and easily administered.

Options for Implementation

While Western Riverside COG may be interested in bringing all salaries to the market median, in most cases this goal may not be reached with a single adjustment. In this case, one option is to use a phased implementation approach. Normally, if the compensation implementation program must be carried over months or years, the classes that are farthest from the market median should receive the greatest equity increase (separate from any cost of living increase). If a class falls within 5% of the market median, it would be logical to make no equity adjustment in the first round of changes. However, if a class is more than 5% below the market median, a higher percentage change may be initially warranted to reduce the disparity.

Another option is to move employees into the salary range that is recommended for each class based on this market study and to the step within the new range that is closest to their current compensation. If employees' current salaries are significantly below market so that their current compensation falls below the bottom of the newly recommended range, then larger adjustments would be needed to move those employees at least to the bottom of the new salary range.

Western Riverside COG may spend additional time to go through a process of deliberation and decision-making as to what compensation philosophy it should implement to attract, motivate, and retain a high-quality workforce. However, Western Riverside COG may want to consider adjusting those classifications' salaries that are currently below the market median as soon as possible, assuming that incumbents' performance meets Western Riverside COG's level of expectation.

When classifications are over market, K&A typically recommends Y-rating employees whose current pay exceeds the maximum of the recommended range until the market numbers "catch up" with their current salary. To Y-rate an employee means to keep the employee's salary frozen and to provide no salary increases (including no cost of living adjustments) until the employee's current salary is within the recommended salary range. This will result in no immediate loss of income, but will delay any future increases until the incumbent's salary is within the salary range.

Other options to "freezing" a classification's salary in place until the market catches up are:

- **"Grandfathering" of salary ranges:** This means that the salary range for the classification is adjusted down to what the market numbers are. However, current incumbents would continue being paid at the current rate of pay (which would put them outside of the new and adjusted salary range for the class) until they separate from employment with Western Riverside COG. Any new-hires would be paid within the newly established salary range.
- **Single-incumbent classes:** If a class only has one incumbent, an option would be to wait until the person separates from employment with Western Riverside COG and then adjust the salary range for the class according to the market.
- **Recent hires:** Some employees who have recently been hired may still be at one of the lower steps within their current salary range. So, even if the top of their current salary range is above market, the incumbents are currently still paid below the market maximum because they are not at the top of their current salary range. In this case, an immediate salary range adjustment could be made to bring the salary range in alignment with the market. This would bring the affected incumbents either to the top of the market range or very close to it, but they would not technically be Y-rated or lose any pay.

Another option, of course, is to actually reduce salaries down to the market. However, from an employee relations perspective this may not be a viable option.

USING THE MARKET DATA AS A TOOL

K&A would like to reiterate that this report and the findings are meant to be a tool for Western Riverside COG to create and implement an equitable compensation plan. Compensation strategies are designed to attract and retain excellent staff; however, financial realities and Western Riverside COG's expectations may also come into play when determining appropriate compensation philosophies and strategies. The collected data presented herein represents a market survey that will give Western Riverside COG an instrument to make future compensation decisions.

It has been a pleasure working with Western Riverside COG on this critical project. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.

Respectfully submitted by,
Koff & Associates

A handwritten signature in blue ink, appearing to read "Georg S. Krammer", with a stylized, flowing script.

Georg Krammer
Chief Executive Officer

Appendix I

Results Summary

Appendix I
Western Riverside Council of Governments
Results Summary
February 2018

Classification	# of Matches	Entry Monthly Salary Data					Top Monthly Salary Data					Total Monthly Compensation Data							
		Entry Monthly Salary	Average of Comparators	% above or below	Median of Comparators	% above or below	Top Monthly Salary	Average of Comparators	% above or below	Median of Comparators	% above or below	Total Monthly Comp	Average of Comparators	% above or below	Median of Comparators	% above or below			
Chief Financial Officer	11	\$ 7,018	\$ 9,707	-38.3%	\$ 9,613	-37.0%	\$ 13,234	\$ 14,192	-7.2%	\$ 14,243	-7.6%	\$ 16,901	\$ 19,064	-12.8%	\$ 19,274	-14.0%			
Director of Community Choice Aggregation	5	\$ 7,018	\$ 8,897	-26.8%	\$ 8,320	-18.6%	\$ 13,234	\$ 13,489	-1.9%	\$ 13,845	-4.6%	\$ 16,901	\$ 18,154	-7.4%	\$ 18,003	-6.5%			
Director of Energy and Environmental Programs	7	\$ 7,018	\$ 9,114	-29.9%	\$ 8,321	-18.6%	\$ 13,234	\$ 13,426	-1.5%	\$ 13,845	-4.6%	\$ 16,901	\$ 18,214	-7.8%	\$ 18,003	-6.5%			
Director of Government Relations	7	\$ 7,018	\$ 9,711	-38.4%	\$ 9,577	-36.5%	\$ 13,234	\$ 14,253	-7.7%	\$ 14,583	-10.2%	\$ 16,901	\$ 18,959	-12.2%	\$ 19,155	-13.3%			
Director of Transportation	8	\$ 7,018	\$ 9,911	-41.2%	\$ 9,560	-36.2%	\$ 13,234	\$ 14,316	-8.2%	\$ 14,596	-10.3%	\$ 16,901	\$ 19,054	-12.7%	\$ 19,215	-13.7%			
Program Manager - Accounting	10	\$ 5,455	\$ 7,458	-36.7%	\$ 7,548	-38.4%	\$ 10,286	\$ 10,497	-2.1%	\$ 10,577	-2.8%	\$ 13,440	\$ 14,225	-5.8%	\$ 14,556	-8.3%			
Program Manager - Energy and Environmental Department Streetlight Program	6	\$ 5,455	\$ 6,772	-24.1%	\$ 6,415	-17.6%	\$ 10,286	\$ 9,253	10.0%	\$ 9,341	9.2%	\$ 13,440	\$ 12,775	4.9%	\$ 12,778	4.9%			
Program Manager - PACE Programs Operations	6	\$ 5,455	\$ 6,772	-24.1%	\$ 6,415	-17.6%	\$ 10,286	\$ 9,253	10.0%	\$ 9,341	9.2%	\$ 13,440	\$ 12,775	4.9%	\$ 12,778	4.9%			
Program Manager - Transportation	7	\$ 5,455	\$ 7,458	-36.7%	\$ 7,176	-31.5%	\$ 10,286	\$ 9,959	3.2%	\$ 10,848	-5.5%	\$ 13,440	\$ 13,801	-2.7%	\$ 14,496	-7.9%			
Staff Analyst II - Fiscal	9	\$ 3,871	\$ 5,182	-33.9%	\$ 5,716	-47.7%	\$ 7,299	\$ 6,968	4.5%	\$ 6,972	4.5%	\$ 9,934	\$ 10,069	-1.4%	\$ 9,858	0.8%			
Staff Analyst II - Planning and Governmental Affairs	7	\$ 3,871	\$ 5,477	-41.5%	\$ 5,453	-40.9%	\$ 7,299	\$ 7,222	1.1%	\$ 7,099	2.7%	\$ 9,934	\$ 10,517	-5.9%	\$ 10,379	-4.5%			
Staff Analyst II - Transportation	7	\$ 3,871	\$ 5,753	-48.6%	\$ 5,594	-44.5%	\$ 7,299	\$ 7,783	-6.6%	\$ 7,378	-1.1%	\$ 9,934	\$ 11,055	-11.3%	\$ 10,669	-7.4%			
Technician - PACE Programs	5	\$ 2,590	\$ 3,658	-41.2%	\$ 3,889	-50.2%	\$ 4,886	\$ 4,744	2.9%	\$ 4,726	3.3%	\$ 7,102	\$ 7,361	-3.7%	\$ 7,324	-3.1%			
		AVERAGE:		-35.5%	AVERAGE:		-33.5%	AVERAGE:		-0.3%	AVERAGE:		-1.4%	AVERAGE:		-5.7%	AVERAGE:		-5.7%
		MEDIAN:		-36.7%	MEDIAN:		-36.5%	MEDIAN:		-1.5%	MEDIAN:		-2.8%	MEDIAN:		-5.9%	MEDIAN:		-6.5%

Appendix II

Market Compensation Findings

**Appendix II
Western Riverside Council of Governments
Market Compensation Data
February 2018**

Chief Financial Officer									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Monthly Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside Transit Agency	Chief Financial Officer	\$ 9,846	\$ 16,246	\$ 3,926	\$ 20,171	7/1/2017	unknown	unknown
2	Riverside County Transportation Commission	Chief Financial Officer	\$ 13,100	\$ 16,078	\$ 4,944	\$ 21,022	7/6/2017	unknown	unknown
3	Sacramento Area Council of Governments	Manager	\$ 8,307	\$ 15,562	\$ 6,005	\$ 21,567	7/1/2017	7/1/2018	1 - 4%
4	Southern California Association of Governments	Department Manager	\$ 11,470	\$ 14,911	\$ 4,364	\$ 19,274	7/1/2017	unknown	unknown
5	San Bernardino County Transportation Authority	Chief Financial Officer	\$ 9,739	\$ 14,609	\$ 6,031	\$ 20,640	7/1/2017	unknown	unknown
6	Riverside Conservation Authority	Director of Administrative Services	\$ 8,825	\$ 14,243	\$ 4,985	\$ 19,228	unknown	unknown	unknown
7	Coachella Valley Association of Governments	Director of Administrative Services	\$ 11,265	\$ 14,035	\$ 4,528	\$ 18,563	7/1/2017	unknown	unknown
8	San Diego Association of Governments	Division Director	\$ 8,320	\$ 13,845	\$ 4,158	\$ 18,003	7/1/2017	unknown	Unknown
9	City of Temecula ¹	[Finance Director / Assistant Director of Finance]	\$ 9,613	\$ 13,582	\$ 5,892	\$ 19,474	unknown	unknown	unknown
10	Western Riverside Council of Governments	Chief Financial Officer	\$ 7,018	\$ 13,234	\$ 3,667	\$ 16,901	7/1/2017	unknown	unknown
11	County of Riverside	Deputy Director of Economic Development Agency	\$ 8,067	\$ 13,012	\$ 4,191	\$ 17,203	8/1/2018	unknown	unknown
12	County of Sonoma	Accounting Manager Auditor Controller's Office	\$ 8,222	\$ 9,994	\$ 4,568	\$ 14,562	unknown	unknown	unknown
13	City of Murrieta	N/C							

Summary Results			Entry Monthly	Top Monthly	Total Monthly
Average of Comparators			\$ 9,707	\$ 14,192	\$ 19,064
% Western Riverside Council of Governments Above/Below			-38.3%	-7.2%	-12.8%
Median of Comparators			\$ 9,613	\$ 14,243	\$ 19,274
% Western Riverside Council of Governments Above/Below			-37.0%	-7.6%	-14.0%
Number of Matches			11	11	11

N/C - Non Comparator

1 - City of Temecula: Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Western Riverside Council of Governments
Benefit Detail
February 2018

Agency		Western Riverside Council of Governments	City of Murrieta	City of Temecula	Coachella Valley Association of Governments	County of Riverside	County of Sonoma	Riverside Conservation Authority	Riverside County Transportation Commission	Riverside Transit Agency	Sacramento Area Council of Governments	San Bernardino County Transportation Authority	San Diego Association of Governments	Southern California Association of Governments
Classification Title		Chief Financial Officer	N/C	[Finance Director / Assistant Director of Finance]	Director of Administrative Services	Deputy Director of Economic Development Agency	Accounting Manager Auditor Controller's Office	Director of Administrative Services	Chief Financial Officer	Chief Financial Officer	Manager	Chief Financial Officer	Division Director	Department Manager
	Top Monthly Salary	\$ 13,234		\$ 13,582	\$ 14,035	\$ 13,012	\$ 9,994	\$ 14,243	\$ 16,078	\$ 16,246	\$ 15,562	\$ 14,609	\$ 13,845	\$ 14,911
Retirement	Classic	2.7%@55		2%@60	2%@55	2%@60	3%@60	2%@60	2.7%@55	2%@55	2%@55	2%@55	2%@60	2%@55
	Enhanced Formula Cost	\$ 847		\$ 204	\$ 379	\$ 195	\$ 740	\$ 214	\$ 1,029	\$ 439	\$ 420	\$ 394	\$ 208	\$ 403
	ER Paid Member Contrib			\$ 951							\$ 171	\$ 542		\$ 1,044
	Calc Classic EPMC as Spec Comp			\$ 67							\$ 2			\$ 73
	Single Highest	\$ 79			\$ 70		\$ 70		\$ 96			\$ 73	\$ 69	\$ 75
	Social Security					\$ 663	\$ 620	\$ 663			\$ 663			
	Deferred Compensation ¹					\$ 108	\$ 400	\$ 108	\$ 1,206	\$ 25		\$ 1,461		
Insurance	Cafeteria			\$ 1,200	\$ 1,817	\$ 823		\$ 823				\$ 706		\$ 800
	Health	\$ 1,334					\$ 500		\$ 600	\$ 1,217	\$ 1,462		\$ 1,621	
	Dental	\$ 32			\$ 106		\$ 111		\$ 199	\$ 18	\$ 125		\$ 165	\$ 171
	Vision				\$ 20	\$ 13	\$ 17	\$ 13	\$ 34		\$ 8	\$ 14	\$ 17	\$ 47
	Life				\$ 41	\$ 7	\$ 86	\$ 7	\$ 16	\$ 25	\$ 4	\$ 11	\$ 12	\$ 67
	LTD				\$ 44	\$ 79	\$ 59	\$ 86	\$ 52	\$ 52	\$ 38	\$ 18	\$ 43	\$ 31
	STD/SDI								\$ 42			\$ 38	\$ 107	\$ 48
	Other Ins. ^{2, 3, 4}			\$ 400			\$ 600					\$ 320		
All Leaves	Vacation	\$ 764		\$ 1,521	\$ 810	\$ 1,702	\$ 656	\$ 1,863	\$ 928	\$ 937	\$ 1,975	\$ 843	\$ 1,225	\$ 860
	Holidays ^{5, 6}	\$ 611		\$ 627	\$ 702	\$ 601	\$ 423	\$ 657	\$ 742	\$ 812	\$ 838	\$ 730	\$ 692	\$ 746
	Admin Leave			\$ 522	\$ 540		\$ 287				\$ 299	\$ 281		
All	Auto			\$ 400				\$ 550		\$ 400		\$ 600		
Monthly Benefit Total		\$ 3,667	\$ 0	\$ 5,892	\$ 4,528	\$ 4,191	\$ 4,568	\$ 4,985	\$ 4,944	\$ 3,926	\$ 6,005	\$ 6,031	\$ 4,158	\$ 4,364

N/C - Non Comparator

1 - County of Sonoma: 1% matching, balance is county contribution.

2 - City of Temecula: Health flex contribution.

3 - County of Sonoma: EE receives \$600 per month cash allowance in addition to insurance

4 - San Bernardino County Transportation Authority: To subsidize additional health and dental premiums.

5 - City of Temecula: Includes 8 hours of floating holiday.

6 - Southern California Association of Governments: Includes 32 floating.

Appendix II
Western Riverside Council of Governments
Market Compensation Data
February 2018

Director of Community Choice Aggregation									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Monthly Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Sacramento Area Council of Governments	Manager	\$ 8,307	\$ 15,562	\$ 6,005	\$ 21,567	7/1/2017	7/1/2018	1 - 4%
2	Southern California Association of Governments	Department Manager	\$ 11,470	\$ 14,911	\$ 4,364	\$ 19,274	7/1/2017	unknown	unknown
3	San Diego Association of Governments	Division Director	\$ 8,320	\$ 13,845	\$ 4,158	\$ 18,003	7/1/2017	unknown	Unknown
4	Western Riverside Council of Governments	Director of Community Choice Aggregation	\$ 7,018	\$ 13,234	\$ 3,667	\$ 16,901	7/1/2017	unknown	unknown
5	County of Riverside	Deputy Director of Economic Development Agency	\$ 8,067	\$ 13,012	\$ 4,191	\$ 17,203	8/1/2018	unknown	unknown
6	County of Sonoma	Energy and Sustainability Program Manager	\$ 8,321	\$ 10,114	\$ 4,608	\$ 14,722	unknown	unknown	unknown
7	Riverside Transit Agency	N/C							
8	Riverside County Transportation Commission	N/C							
9	San Bernardino County Transportation Authority	N/C							
10	Riverside Conservation Authority	N/C							
11	Coachella Valley Association of Governments	N/C							
12	City of Temecula	N/C							
13	City of Murrieta	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$ 8,897	\$ 13,489	\$ 18,154
% Western Riverside Council of Governments Above/Below	-26.8%	-1.9%	-7.4%
Median of Comparators	\$ 8,320	\$ 13,845	\$ 18,003
% Western Riverside Council of Governments Above/Below	-18.6%	-4.6%	-6.5%
Number of Matches	5	5	5

N/C - Non Comparator

1 - City of Temecula: Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Western Riverside Council of Governments
Benefit Detail
February 2018

Agency		Western Riverside Council of Governments	City of Murrieta	City of Temecula	Coachella Valley Association of Governments	County of Riverside	County of Sonoma	Riverside Conservation Authority	Riverside County Transportation Commission	Riverside Transit Agency	Sacramento Area Council of Governments	San Bernardino County Transportation Authority	San Diego Association of Governments	Southern California Association of Governments
Classification Title		Director of Community Choice Aggregation	N/C	N/C	N/C	Deputy Director of Economic Development Agency	Energy and Sustainability Program Manager	N/C	N/C	N/C	Manager	N/C	Division Director	Department Manager
	Top Monthly Salary	\$ 13,234				\$ 13,012	\$ 10,114				\$ 15,562		\$ 13,845	\$ 14,911
Retirement	Classic	2.7%@55				2%@60	3%@60				2%@55		2%@60	2%@55
	Enhanced Formula Cost	\$ 847				\$ 195	\$ 748				\$ 420		\$ 208	\$ 403
	ER Paid Member Contrib										\$ 171			\$ 1,044
	Calc Classic EPMC as Spec Comp										\$ 2			\$ 73
	Single Highest	\$ 79					\$ 71						\$ 69	\$ 75
	Social Security					\$ 663	\$ 627				\$ 663			
	Deferred Compensation ¹					\$ 108	\$ 405							
Insurance	Cafeteria					\$ 823								\$ 800
	Health	\$ 1,334					\$ 500				\$ 1,462		\$ 1,621	
	Dental	\$ 32					\$ 111				\$ 125		\$ 165	\$ 171
	Vision					\$ 13	\$ 17				\$ 8		\$ 17	\$ 47
	Life					\$ 7	\$ 87				\$ 4		\$ 12	\$ 67
	LTD					\$ 79	\$ 60				\$ 38		\$ 43	\$ 31
	STD/SDI												\$ 107	\$ 48
	Other Ins. ^{2,3}						\$ 600							
Leaves	Vacation	\$ 764				\$ 1,702	\$ 664				\$ 1,975		\$ 1,225	\$ 860
	Holidays ⁴	\$ 611				\$ 601	\$ 428				\$ 838		\$ 692	\$ 746
	Admin Leave						\$ 291				\$ 299			
All	Auto													
Monthly Benefit Total		\$ 3,667	\$ 0	\$ 0	\$ 0	\$ 4,191	\$ 4,608	\$ 0	\$ 0	\$ 0	\$ 6,005	\$ 0	\$ 4,158	\$ 4,364

N/C - Non Comparator
1 - County of Sonoma: 1% matching, balance is county contribution.
2 - County of Sonoma: EE receives \$600 per month cash allowance in addition to insurance
3 - San Bernardino County Transportation Authority: To subsidize additional health and dental premiums.
4 - Southern California Association of Governments: Includes 32 floating.

Appendix II
Western Riverside Council of Governments
Market Compensation Data
February 2018

Director of Energy and Environmental Programs									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Monthly Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Sacramento Area Council of Governments	Manager	\$ 8,307	\$ 15,562	\$ 6,005	\$ 21,567	7/1/2017	7/1/2018	1 - 4%
2	Southern California Association of Governments	Department Manager	\$ 11,470	\$ 14,911	\$ 4,364	\$ 19,274	7/1/2017	unknown	unknown
3	San Bernardino County Transportation Authority	Director of Planning	\$ 9,739	\$ 14,609	\$ 6,031	\$ 20,640	7/1/2017	unknown	unknown
4	San Diego Association of Governments	Division Director	\$ 8,320	\$ 13,845	\$ 4,158	\$ 18,003	7/1/2017	unknown	Unknown
5	Western Riverside Council of Governments	Director of Energy and Environmental Programs	\$ 7,018	\$ 13,234	\$ 3,667	\$ 16,901	7/1/2017	unknown	unknown
6	County of Riverside	Deputy Director of Economic Development Agency	\$ 8,067	\$ 13,012	\$ 4,191	\$ 17,203	8/1/2018	unknown	unknown
7	Coachella Valley Association of Governments	Director II - Environmental Resources	\$ 9,577	\$ 11,932	\$ 4,154	\$ 16,086	7/1/2017	unknown	unknown
8	County of Sonoma	Energy and Sustainability Program Manager	\$ 8,321	\$ 10,114	\$ 4,608	\$ 14,722	unknown	unknown	unknown
9	Riverside County Transportation Commission	N/C							
10	Riverside Transit Agency	N/C							
11	City of Murrieta	N/C							
12	City of Temecula	N/C							
13	Riverside Conservation Authority	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$ 9,114	\$ 13,426	\$ 18,214
% Western Riverside Council of Governments Above/Below	-29.9%	-1.5%	-7.8%
Median of Comparators	\$ 8,321	\$ 13,845	\$ 18,003
% Western Riverside Council of Governments Above/Below	-18.6%	-4.6%	-6.5%
Number of Matches	7	7	7

N/C - Non Comparator

Appendix II
Western Riverside Council of Governments
Benefit Detail
February 2018

Agency		Western Riverside Council of Governments	City of Murrieta	City of Temecula	Coachella Valley Association of Governments	County of Riverside	County of Sonoma	Riverside Conservation Authority	Riverside County Transportation Commission	Riverside Transit Agency	Sacramento Area Council of Governments	San Bernardino County Transportation Authority	San Diego Association of Governments	Southern California Association of Governments
Classification Title		Director of Energy and Environmental Programs	N/C	N/C	Director II - Environmental Resources	Deputy Director of Economic Development Agency	Energy and Sustainability Program Manager	N/C	N/C	N/C	Manager	Director of Planning	Division Director	Department Manager
	Top Monthly Salary	\$ 13,234			\$ 11,932	\$ 13,012	\$ 10,114				\$ 15,562	\$ 14,609	\$ 13,845	\$ 14,911
Retirement	Classic	2.7%@55			2%@55	2%@60	3%@60				2%@55	2%@55	2%@60	2%@55
	Enhanced Formula Cost	\$ 847			\$ 322	\$ 195	\$ 748				\$ 420	\$ 394	\$ 208	\$ 403
	ER Paid Member Contrib										\$ 171	\$ 542		\$ 1,044
	Calc Classic EPMC as Spec Comp										\$ 2			\$ 73
	Single Highest	\$ 79			\$ 60		\$ 71					\$ 73	\$ 69	\$ 75
	Social Security					\$ 663	\$ 627				\$ 663			
	Deferred Compensation ¹					\$ 108	\$ 405					\$ 1,461		
Insurance	Cafeteria				\$ 1,817	\$ 823						\$ 706		\$ 800
	Health	\$ 1,334					\$ 500				\$ 1,462		\$ 1,621	
	Dental	\$ 32			\$ 106		\$ 111				\$ 125		\$ 165	\$ 171
	Vision				\$ 20	\$ 13	\$ 17				\$ 8	\$ 14	\$ 17	\$ 47
	Life				\$ 41	\$ 7	\$ 87				\$ 4	\$ 11	\$ 12	\$ 67
	LTD				\$ 44	\$ 79	\$ 60				\$ 38	\$ 18	\$ 43	\$ 31
	STD/SDI											\$ 38	\$ 107	\$ 48
	Other Ins. ^{2,3}						\$ 600					\$ 320		
Leaves	Vacation	\$ 764			\$ 688	\$ 1,702	\$ 664				\$ 1,975	\$ 843	\$ 1,225	\$ 860
	Holidays ⁴	\$ 611			\$ 597	\$ 601	\$ 428				\$ 838	\$ 730	\$ 692	\$ 746
	Admin Leave				\$ 459		\$ 291				\$ 299	\$ 281		
All	Auto											\$ 600		
Monthly Benefit Total		\$ 3,667	\$ 0	\$ 0	\$ 4,154	\$ 4,191	\$ 4,608	\$ 0	\$ 0	\$ 0	\$ 6,005	\$ 6,031	\$ 4,158	\$ 4,364

N/C - Non Comparator

1 - County of Sonoma: 1% matching, balance is county contribution.

2 - County of Sonoma: EE receives \$600 per month cash allowance in addition to insurance

3 - San Bernardino County Transportation Authority: To subsidize additional health and dental premiums.

4 - Southern California Association of Governments: Includes 32 floating.

Appendix II
Western Riverside Council of Governments
Market Compensation Data
February 2018

Director of Government Relations									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Monthly Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Sacramento Area Council of Governments	Manager	\$ 8,307	\$ 15,562	\$ 6,005	\$ 21,567	7/1/2017	7/1/2018	1 - 4%
2	Southern California Association of Governments	Department Manager	\$ 11,470	\$ 14,911	\$ 4,364	\$ 19,274	7/1/2017	unknown	unknown
3	San Bernardino County Transportation Authority	Director of Legislative and Public Affairs	\$ 9,739	\$ 14,609	\$ 6,031	\$ 20,640	7/1/2017	unknown	unknown
4	Riverside County Transportation Commission	External Affairs Director	\$ 11,883	\$ 14,583	\$ 4,572	\$ 19,155	7/6/2017	unknown	unknown
5	Riverside Transit Agency	Director of Marketing	\$ 8,684	\$ 14,329	\$ 3,661	\$ 17,990	7/1/2017	unknown	unknown
6	San Diego Association of Governments	Division Director	\$ 8,320	\$ 13,845	\$ 4,158	\$ 18,003	7/1/2017	unknown	Unknown
7	Western Riverside Council of Governments	Director of Government Relations	\$ 7,018	\$ 13,234	\$ 3,667	\$ 16,901	7/1/2017	unknown	unknown
8	Coachella Valley Association of Governments	Director II - Community Resources/Government Projects Manager	\$ 9,577	\$ 11,932	\$ 4,154	\$ 16,086	7/1/2017	unknown	unknown
9	County of Sonoma	N/C							
10	City of Murrieta	N/C							
11	City of Temecula	N/C							
12	Riverside Conservation Authority	N/C							
13	County of Riverside	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$ 9,711	\$ 14,253	\$ 18,959
% Western Riverside Council of Governments Above/Below	-38.4%	-7.7%	-12.2%
Median of Comparators	\$ 9,577	\$ 14,583	\$ 19,155
% Western Riverside Council of Governments Above/Below	-36.5%	-10.2%	-13.3%
Number of Matches	7	7	7

N/C - Non Comparator

Appendix II
Western Riverside Council of Governments
Benefit Detail
February 2018

Agency		Western Riverside Council of Governments	City of Murrieta	City of Temecula	Coachella Valley Association of Governments	County of Riverside	County of Sonoma	Riverside Conservation Authority	Riverside County Transportation Commission	Riverside Transit Agency	Sacramento Area Council of Governments	San Bernardino County Transportation Authority	San Diego Association of Governments	Southern California Association of Governments
Classification Title		Director of Government Relations	N/C	N/C	Director II - Community Resources/Govt Projects Manager	N/C	N/C	N/C	External Affairs Director	Director of Marketing	Manager	Director of Legislative and Public Affairs	Division Director	Department Manager
	Top Monthly Salary	\$ 13,234			\$ 11,932				\$ 14,583	\$ 14,329	\$ 15,562	\$ 14,609	\$ 13,845	\$ 14,911
Retirement	Classic	2.7%@55			2%@55				2.7%@55	2%@55	2%@55	2%@55	2%@60	2%@55
	Enhanced Formula Cost	\$ 847			\$ 322				\$ 933	\$ 387	\$ 420	\$ 394	\$ 208	\$ 403
	ER Paid Member Contrib										\$ 171	\$ 542		\$ 1,044
	Calc Classic EPMC as Spec Comp										\$ 2			\$ 73
	Single Highest	\$ 79			\$ 60				\$ 88			\$ 73	\$ 69	\$ 75
	Social Security										\$ 663			
	Deferred Compensation ¹								\$ 1,094	\$ 25		\$ 1,461		
Insurance	Cafeteria				\$ 1,817							\$ 706		\$ 800
	Health	\$ 1,334							\$ 600	\$ 1,217	\$ 1,462		\$ 1,621	
	Dental	\$ 32			\$ 106				\$ 199	\$ 18	\$ 125		\$ 165	\$ 171
	Vision				\$ 20				\$ 34		\$ 8	\$ 14	\$ 17	\$ 47
	Life				\$ 41				\$ 16	\$ 25	\$ 4	\$ 11	\$ 12	\$ 67
	LTD				\$ 44				\$ 52	\$ 46	\$ 38	\$ 18	\$ 43	\$ 31
	STD/SDI								\$ 42			\$ 38	\$ 107	\$ 48
	Other Ins. ^{2,3}											\$ 320		
All Leaves	Vacation	\$ 764			\$ 688				\$ 841	\$ 827	\$ 1,975	\$ 843	\$ 1,225	\$ 860
	Holidays ⁴	\$ 611			\$ 597				\$ 673	\$ 716	\$ 838	\$ 730	\$ 692	\$ 746
	Admin Leave				\$ 459						\$ 299	\$ 281		
All	Auto									\$ 400		\$ 600		
Monthly Benefit Total		\$ 3,667	\$ 0	\$ 0	\$ 4,154	\$ 0	\$ 0	\$ 0	\$ 4,572	\$ 3,661	\$ 6,005	\$ 6,031	\$ 4,158	\$ 4,364

N/C - Non Comparator

1 - County of Sonoma: 1% matching, balance is county contribution.

2 - County of Sonoma: EE receives \$600 per month cash allowance in addition to insurance

3 - San Bernardino County Transportation Authority: To subsidize additional health and dental premiums.

4 - Southern California Association of Governments: Includes 32 floating.

Appendix II
Western Riverside Council of Governments
Market Compensation Data
February 2018

Director of Transportation									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Monthly Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Sacramento Area Council of Governments	Manager	\$ 8,307	\$ 15,562	\$ 6,005	\$ 21,567	7/1/2017	7/1/2018	1 - 4%
2	Riverside Transit Agency	Director of Planning	\$ 9,381	\$ 15,479	\$ 3,820	\$ 19,299	7/1/2017	unknown	unknown
3	Southern California Association of Governments	Department Manager	\$ 11,470	\$ 14,911	\$ 4,364	\$ 19,274	7/1/2017	unknown	unknown
4	San Bernardino County Transportation Authority ¹	[Director of Planning / Director of Fund Administration & Programming]	\$ 9,739	\$ 14,609	\$ 6,031	\$ 20,640	7/1/2017	unknown	unknown
5	Riverside County Transportation Commission	Planning and Programming Director	\$ 11,883	\$ 14,583	\$ 4,572	\$ 19,155	7/6/2017	unknown	unknown
6	Coachella Valley Association of Governments	Director of Transportation	\$ 11,265	\$ 14,035	\$ 4,528	\$ 18,563	7/1/2017	unknown	unknown
7	San Diego Association of Governments	Division Director	\$ 8,320	\$ 13,845	\$ 4,158	\$ 18,003	7/1/2017	unknown	Unknown
8	Western Riverside Council of Governments	Director of Transportation	\$ 7,018	\$ 13,234	\$ 3,667	\$ 16,901	7/1/2017	unknown	unknown
9	County of Sonoma ²	[Director of Projects and Programming / Senior Planner]	\$ 8,924	\$ 11,505	\$ 4,423	\$ 15,928	unknown	unknown	unknown
10	City of Murrieta	N/C							
11	City of Temecula	N/C							
12	Riverside Conservation Authority	N/C							
13	County of Riverside	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$ 9,911	\$ 14,316	\$ 19,054
% Western Riverside Council of Governments Above/Below	-41.2%	-8.2%	-12.7%
Median of Comparators	\$ 9,560	\$ 14,596	\$ 19,215
% Western Riverside Council of Governments Above/Below	-36.2%	-10.3%	-13.7%
Number of Matches	8	8	8

N/C - Non Comparator

1 - San Bernardino County Transportation Authority: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

2 - County of Sonoma: Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Western Riverside Council of Governments
Benefit Detail
February 2018

Agency		Western Riverside Council of Governments	City of Murrieta	City of Temecula	Coachella Valley Association of Governments	County of Riverside	County of Sonoma	Riverside Conservation Authority	Riverside County Transportation Commission	Riverside Transit Agency	Sacramento Area Council of Governments	San Bernardino County Transportation Authority	San Diego Association of Governments	Southern California Association of Governments
Classification Title		Director of Transportation	N/C	N/C	Director of Transportation	N/C	[Director of Projects and Programming / Senior Planner]	N/C	Planning and Programming Director	Director of Planning	Manager	[Director of Planning / Director of Fund Admin & Programming]	Division Director	Department Manager
	Top Monthly Salary	\$ 13,234			\$ 14,035		\$ 11,505		\$ 14,583	\$ 15,479	\$ 15,562	\$ 14,609	\$ 13,845	\$ 14,911
Retirement	Classic	2.7%@55			2%@55		3%@60		2.7%@55	2%@55	2%@55	2%@55	2%@60	2%@55
	Enhanced Formula Cost	\$ 847			\$ 379		\$ 851		\$ 933	\$ 418	\$ 420	\$ 394	\$ 208	\$ 403
	ER Paid Member Contrib										\$ 171	\$ 542		\$ 1,044
	Calc Classic EPMC as Spec Comp										\$ 2			\$ 73
	Single Highest	\$ 79			\$ 70		\$ 81		\$ 88			\$ 73	\$ 69	\$ 75
	Social Security						\$ 663				\$ 663			
	Deferred Compensation ¹						\$ 460		\$ 1,094	\$ 25		\$ 1,461		
Insurance	Cafeteria				\$ 1,817							\$ 706		\$ 800
	Health	\$ 1,334					\$ 500		\$ 600	\$ 1,217	\$ 1,462		\$ 1,621	
	Dental	\$ 32			\$ 106		\$ 111		\$ 199	\$ 18	\$ 125		\$ 165	\$ 171
	Vision				\$ 20		\$ 17		\$ 34		\$ 8	\$ 14	\$ 17	\$ 47
	Life				\$ 41		\$ 99		\$ 16	\$ 25	\$ 4	\$ 11	\$ 12	\$ 67
	LTD				\$ 44		\$ 68		\$ 52	\$ 50	\$ 38	\$ 18	\$ 43	\$ 31
	STD/SDI								\$ 42			\$ 38	\$ 107	\$ 48
	Other Ins. ^{2,3}											\$ 320		
All Leaves	Vacation	\$ 764			\$ 810		\$ 755		\$ 841	\$ 893	\$ 1,975	\$ 843	\$ 1,225	\$ 860
	Holidays ⁴	\$ 611			\$ 702		\$ 487		\$ 673	\$ 774	\$ 838	\$ 730	\$ 692	\$ 746
	Admin Leave				\$ 540		\$ 331				\$ 299	\$ 281		
All	Auto									\$ 400		\$ 600		
Monthly Benefit Total		\$ 3,667	\$ 0	\$ 0	\$ 4,528	\$ 0	\$ 4,423	\$ 0	\$ 4,572	\$ 3,820	\$ 6,005	\$ 6,031	\$ 4,158	\$ 4,364

N/C - Non Comparator

1 - County of Sonoma: 1% matching, balance is county contribution.

2 - County of Sonoma: EE receives \$600 per month cash allowance in addition to insurance

3 - San Bernardino County Transportation Authority: To subsidize additional health and dental premiums.

4 - Southern California Association of Governments: Includes 32 floating.

Appendix II
Western Riverside Council of Governments
Market Compensation Data
February 2018

Program Manager - Accounting									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Monthly Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Deputy Director of Finance	\$ 10,141	\$ 12,446	\$ 4,040	\$ 16,486	7/6/2017	unknown	unknown
2	Riverside Transit Agency	Controller	\$ 7,668	\$ 12,268	\$ 2,973	\$ 15,241	7/1/2017	unknown	unknown
3	San Bernardino County Transportation Authority	Chief of Fiscal Resources	\$ 8,012	\$ 12,019	\$ 4,664	\$ 16,683	7/1/2017	unknown	unknown
4	San Diego Association of Governments	Finance Manager	\$ 6,845	\$ 11,391	\$ 3,738	\$ 15,129	7/1/2017	unknown	unknown
5	Southern California Association of Governments	Lead Accountant	\$ 8,199	\$ 10,659	\$ 3,451	\$ 14,110	7/1/2017	unknown	unknown
6	City of Temecula	Fiscal Services Manager	\$ 7,428	\$ 10,495	\$ 4,506	\$ 15,001	unknown	unknown	unknown
7	County of Riverside	Fiscal Manager	\$ 6,455	\$ 10,406	\$ 3,657	\$ 14,063	8/1/2018	unknown	unknown
8	Western Riverside Council of Governments	Program Manager - Accounting	\$ 5,455	\$ 10,286	\$ 3,154	\$ 13,440	7/1/2017	unknown	unknown
9	City of Murrieta	Finance Manager	\$ 8,112	\$ 9,860	\$ 3,461	\$ 13,321	10/29/2017	unknown	unknown
10	County of Sonoma	Supervising Accountant	\$ 6,675	\$ 8,115	\$ 3,940	\$ 12,056	unknown	unknown	unknown
11	Riverside Conservation Authority	RCA Supervising Accountant	\$ 5,043	\$ 7,307	\$ 2,851	\$ 10,158	unknown	unknown	unknown
12	Coachella Valley Association of Governments	N/C							
13	Sacramento Area Council of Governments	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$ 7,458	\$ 10,497	\$ 14,225
% Western Riverside Council of Governments Above/Below	-36.7%	-2.1%	-5.8%
Median of Comparators	\$ 7,548	\$ 10,577	\$ 14,556
% Western Riverside Council of Governments Above/Below	-38.4%	-2.8%	-8.3%
Number of Matches	10	10	10

N/C - Non Comparator

Appendix II
Western Riverside Council of Governments
Benefit Detail
February 2018

Agency		Western Riverside Council of Governments	City of Murrieta	City of Temecula	Coachella Valley Association of Governments	County of Riverside	County of Sonoma	Riverside Conservation Authority	Riverside County Transportation Commission	Riverside Transit Agency	Sacramento Area Council of Governments	San Bernardino County Transportation Authority	San Diego Association of Governments	Southern California Association of Governments
Classification Title		Program Manager - Accounting	Finance Manager	Fiscal Services Manager	N/C	Fiscal Manager	Supervising Accountant	RCA Supervising Accountant	Deputy Director of Finance	Controller	N/C	Chief of Fiscal Resources	Finance Manager	Lead Accountant
	Top Monthly Salary	\$ 10,286	\$ 9,860	\$ 10,495		\$ 10,406	\$ 8,115	\$ 7,307	\$ 12,446	\$ 12,268		\$ 12,019	\$ 11,391	\$ 10,659
Retirement	Classic	2.7%@55	2%@60	2%@60		2%@60	3%@60	2%@60	2.7%@55	2%@55		2%@55	2%@60	2%@55
	Enhanced Formula Cost	\$ 658	\$ 148	\$ 157		\$ 156	\$ 601	\$ 110	\$ 797	\$ 331		\$ 325	\$ 171	\$ 288
	ER Paid Member Contrib			\$ 735								\$ 446		\$ 746
	Calc Classic EPMC as Spec Comp			\$ 51										\$ 52
	Single Highest	\$ 62					\$ 57		\$ 75			\$ 60	\$ 57	\$ 53
	Social Security					\$ 645	\$ 503	\$ 453						
	Deferred Compensation ¹		\$ 200			\$ 108	\$ 325	\$ 108	\$ 933	\$ 25		\$ 1,202		
Insurance	Cafeteria		\$ 1,522	\$ 1,200		\$ 823		\$ 823				\$ 706		\$ 800
	Health	\$ 1,334					\$ 500		\$ 600	\$ 1,217			\$ 1,621	
	Dental	\$ 32	\$ 104				\$ 111		\$ 199	\$ 18			\$ 165	\$ 171
	Vision		\$ 40			\$ 13	\$ 17	\$ 13	\$ 34			\$ 14	\$ 17	\$ 47
	Life		\$ 27			\$ 7	\$ 70	\$ 7	\$ 16	\$ 21		\$ 11	\$ 12	\$ 67
	LTD					\$ 63	\$ 48	\$ 44	\$ 52	\$ 39		\$ 18	\$ 31	\$ 31
	STD/SDI								\$ 42			\$ 38	\$ 88	\$ 48
	Other Ins. ^{2, 3, 4}			\$ 400			\$ 600					\$ 320		
All Leaves	Vacation ⁵	\$ 593	\$ 910	\$ 1,176		\$ 1,361	\$ 533	\$ 956	\$ 718	\$ 708		\$ 693	\$ 1,008	\$ 615
	Holidays ^{6, 7}	\$ 475	\$ 512	\$ 484		\$ 480	\$ 343	\$ 337	\$ 574	\$ 613		\$ 601	\$ 570	\$ 533
	Admin Leave			\$ 303			\$ 233					\$ 231		
All	Auto													
Monthly Benefit Total		\$ 3,154	\$ 3,461	\$ 4,506	\$ 0	\$ 3,657	\$ 3,940	\$ 2,851	\$ 4,040	\$ 2,973	\$ 0	\$ 4,664	\$ 3,738	\$ 3,451

N/C - Non Comparator

1 - County of Sonoma: 1% matching, balance is county contribution.

2 - City of Temecula: Health flex contribution.

3 - County of Sonoma: EE receives \$600 per month cash allowance in addition to insurance

4 - San Bernardino County Transportation Authority: To subsidize additional health and dental premiums.

5 - City of Murrieta: Annual Leave i.e includes Sick Leave

6 - City of Temecula: Includes 8 hours of floating holiday.

7 - Southern California Association of Governments: Includes 32 floating.

Appendix II
Western Riverside Council of Governments
Market Compensation Data
February 2018

Program Manager - Energy and Environmental Department Streetlight Program									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Monthly Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Southern California Association of Governments ¹	[Program Manager I / Program Manager II]	\$ 8,803	\$ 11,444	\$ 3,620	\$ 15,064	7/1/2017	unknown	unknown
2	San Diego Association of Governments	Principal Regional Planner	\$ 6,519	\$ 10,848	\$ 3,648	\$ 14,496	7/1/2017	unknown	Unknown
3	Western Riverside Council of Governments	Program Manager - Energy and Environmental Department Streetlight Program	\$ 5,455	\$ 10,286	\$ 3,154	\$ 13,440	7/1/2017	unknown	unknown
4	County of Riverside	Principal Development Specialist	\$ 6,311	\$ 9,959	\$ 2,788	\$ 12,747	8/1/2018	unknown	unknown
5	Sacramento Area Council of Governments	Senior Analyst	\$ 7,176	\$ 8,723	\$ 4,087	\$ 12,810	7/1/2017	7/1/2018	1 - 4%
6	County of Sonoma	Department Program Manager	\$ 6,122	\$ 7,442	\$ 3,715	\$ 11,158	unknown	unknown	unknown
7	Coachella Valley Association of Governments	Managment Analyst - Environmental Resources	\$ 5,698	\$ 7,099	\$ 3,280	\$ 10,379	7/1/2017	unknown	unknown
8	Riverside County Transportation Commission	N/C							
9	San Bernardino County Transportation Authority	N/C							
10	Riverside Transit Agency	N/C							
11	City of Murrieta	N/C							
12	City of Temecula	N/C							
13	Riverside Conservation Authority	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$ 6,772	\$ 9,253	\$ 12,775
% Western Riverside Council of Governments Above/Below	-24.1%	10.0%	4.9%
Median of Comparators	\$ 6,415	\$ 9,341	\$ 12,778
% Western Riverside Council of Governments Above/Below	-17.6%	9.2%	4.9%
Number of Matches	6	6	6

N/C - Non Comparator

1 - Southern California Association of Governments: Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Western Riverside Council of Governments
Benefit Detail
February 2018

Agency		Western Riverside Council of Governments	City of Murrieta	City of Temecula	Coachella Valley Association of Governments	County of Riverside	County of Sonoma	Riverside Conservation Authority	Riverside County Transportation Commission	Riverside Transit Agency	Sacramento Area Council of Governments	San Bernardino County Transportation Authority	San Diego Association of Governments	Southern California Association of Governments
Classification Title		Program Manager - Energy and Environmental Department	N/C	N/C	Managment Analyst - Environmental Resources	Principal Development Specialist	Department Program Manager	N/C	N/C	N/C	Senior Analyst	N/C	Principal Regional Planner	[Program Manager I / Program Manager II]
	Top Monthly Salary	\$ 10,286			\$ 7,099	\$ 9,959	\$ 7,442				\$ 8,723		\$ 10,848	\$ 11,444
Retirement	Classic	2.7%@55			2%@55	2%@60	3%@60				2%@55		2%@60	2%@55
	Enhanced Formula Cost	\$ 658			\$ 192	\$ 149	\$ 551				\$ 236		\$ 163	\$ 309
	ER Paid Member Contrib										\$ 96			\$ 801
	Calc Classic EPMC as Spec Comp										\$ 1			\$ 56
	Single Highest	\$ 62			\$ 36		\$ 52						\$ 54	\$ 57
	Social Security					\$ 617	\$ 461				\$ 541			
	Deferred Compensation ¹						\$ 298							
Insurance	Cafeteria				\$ 1,817	\$ 923								\$ 800
	Health	\$ 1,334					\$ 500				\$ 1,462		\$ 1,621	
	Dental	\$ 32			\$ 106		\$ 111				\$ 125		\$ 165	\$ 171
	Vision				\$ 20		\$ 17				\$ 8		\$ 17	\$ 47
	Life				\$ 35	\$ 4	\$ 64				\$ 4		\$ 12	\$ 67
	LTD				\$ 38	\$ 60	\$ 44				\$ 38		\$ 31	\$ 31
	STD/SDI												\$ 83	\$ 48
	Other Ins. ²						\$ 600							
All Leaves	Vacation	\$ 593			\$ 410	\$ 575	\$ 488				\$ 1,107		\$ 960	\$ 660
	Holidays ³	\$ 475			\$ 355	\$ 460	\$ 315				\$ 470		\$ 542	\$ 572
	Admin Leave				\$ 273		\$ 214							
Auto														
Monthly Benefit Total		\$ 3,154	\$ 0	\$ 0	\$ 3,280	\$ 2,788	\$ 3,715	\$ 0	\$ 0	\$ 0	\$ 4,087	\$ 0	\$ 3,648	\$ 3,620

N/C - Non Comparator

1 - County of Sonoma: 1% matching, balance is county contribution.

2 - County of Sonoma: EE receives \$600 per month cash allowance in addition to insurance

3 - Southern California Association of Governments: Includes 32 floating.

Appendix II
Western Riverside Council of Governments
Market Compensation Data
February 2018

Program Manager - PACE Programs Operations									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Monthly Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Southern California Association of Governments ¹	[Program Manager I / Program Manager II]	\$ 8,803	\$ 11,444	\$ 3,620	\$ 15,064	7/1/2017	unknown	unknown
2	San Diego Association of Governments	Principal Regional Planner	\$ 6,519	\$ 10,848	\$ 3,648	\$ 14,496	7/1/2017	unknown	Unknown
3	Western Riverside Council of Governments	Program Manager - PACE Programs Operations	\$ 5,455	\$ 10,286	\$ 3,154	\$ 13,440	7/1/2017	unknown	unknown
4	County of Riverside	Principal Development Specialist	\$ 6,311	\$ 9,959	\$ 2,788	\$ 12,747	8/1/2018	unknown	unknown
5	Sacramento Area Council of Governments	Senior Analyst	\$ 7,176	\$ 8,723	\$ 4,087	\$ 12,810	7/1/2017	7/1/2018	1 - 4%
6	County of Sonoma	Department Program Manager	\$ 6,122	\$ 7,442	\$ 3,715	\$ 11,158	unknown	unknown	unknown
7	Coachella Valley Association of Governments	Managment Analyst - Environmental Resources	\$ 5,698	\$ 7,099	\$ 3,280	\$ 10,379	7/1/2017	unknown	unknown
8	Riverside County Transportation Commission	N/C							
9	San Bernardino County Transportation Authority	N/C							
10	Riverside Transit Agency	N/C							
11	City of Murrieta	N/C							
12	City of Temecula	N/C							
13	Riverside Conservation Authority	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$ 6,772	\$ 9,253	\$ 12,775
% Western Riverside Council of Governments Above/Below	-24.1%	10.0%	4.9%
Median of Comparators	\$ 6,415	\$ 9,341	\$ 12,778
% Western Riverside Council of Governments Above/Below	-17.6%	9.2%	4.9%
Number of Matches	6	6	6

N/C - Non Comparator

1 - Southern California Association of Governments: Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Western Riverside Council of Governments
Benefit Detail
February 2018

Agency		Western Riverside Council of Governments	City of Murrieta	City of Temecula	Coachella Valley Association of Governments	County of Riverside	County of Sonoma	Riverside Conservation Authority	Riverside County Transportation Commission	Riverside Transit Agency	Sacramento Area Council of Governments	San Bernardino County Transportation Authority	San Diego Association of Governments	Southern California Association of Governments
Classification Title		Program Manager - PACE Programs Operations	N/C	N/C	Managment Analyst - Environmental Resources	Principal Development Specialist	Department Program Manager	N/C	N/C	N/C	Senior Analyst	N/C	Principal Regional Planner	[Program Manager I / Program Manager II]
	Top Monthly Salary	\$ 10,286			\$ 7,099	\$ 9,959	\$ 7,442				\$ 8,723		\$ 10,848	\$ 11,444
Retirement	Classic	2.7%@55			2%@55	2%@60	3%@60				2%@55		2%@60	2%@55
	Enhanced Formula Cost	\$ 658			\$ 192	\$ 149	\$ 551				\$ 236		\$ 163	\$ 309
	ER Paid Member Contrib										\$ 96			\$ 801
	Calc Classic EPMC as Spec Comp										\$ 1			\$ 56
	Single Highest	\$ 62			\$ 36		\$ 52						\$ 54	\$ 57
	Social Security					\$ 617	\$ 461				\$ 541			
	Deferred Compensation ¹						\$ 298							
Insurance	Cafeteria				\$ 1,817	\$ 923								\$ 800
	Health	\$ 1,334					\$ 500				\$ 1,462		\$ 1,621	
	Dental	\$ 32			\$ 106		\$ 111				\$ 125		\$ 165	\$ 171
	Vision				\$ 20		\$ 17				\$ 8		\$ 17	\$ 47
	Life				\$ 35	\$ 4	\$ 64				\$ 4		\$ 12	\$ 67
	LTD				\$ 38	\$ 60	\$ 44				\$ 38		\$ 31	\$ 31
	STD/SDI												\$ 83	\$ 48
	Other Ins. ²						\$ 600							
All Leaves	Vacation	\$ 593			\$ 410	\$ 575	\$ 488				\$ 1,107		\$ 960	\$ 660
	Holidays ³	\$ 475			\$ 355	\$ 460	\$ 315				\$ 470		\$ 542	\$ 572
	Admin Leave				\$ 273		\$ 214							
Auto														
Monthly Benefit Total		\$ 3,154	\$ 0	\$ 0	\$ 3,280	\$ 2,788	\$ 3,715	\$ 0	\$ 0	\$ 0	\$ 4,087	\$ 0	\$ 3,648	\$ 3,620

N/C - Non Comparator
1 - County of Sonoma: 1% matching, balance is county contribution.
2 - County of Sonoma: EE receives \$600 per month cash allowance in addition to insurance
3 - Southern California Association of Governments: Includes 32 floating.

Appendix II
Western Riverside Council of Governments
Market Compensation Data
February 2018

Program Manager - Transportation									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Monthly Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	San Bernardino County Transportation Authority ¹	[Chief of Planning / Chief of Fund Administration & Programming]	\$ 8,012	\$ 12,019	\$ 4,664	\$ 16,683	7/1/2017	unknown	unknown
2	Southern California Association of Governments ²	[Program Manager I / Program Manager II]	\$ 8,803	\$ 11,444	\$ 3,620	\$ 15,064	7/1/2017	unknown	unknown
3	Riverside County Transportation Commission	Planning and Programming Manager	\$ 8,867	\$ 10,882	\$ 3,651	\$ 14,533	7/6/2017	unknown	unknown
4	San Diego Association of Governments	Principal Regional Planner	\$ 6,519	\$ 10,848	\$ 3,648	\$ 14,496	7/1/2017	unknown	Unknown
5	Western Riverside Council of Governments	Program Manager - Transportation	\$ 5,455	\$ 10,286	\$ 3,154	\$ 13,440	7/1/2017	unknown	unknown
6	Sacramento Area Council of Governments	Senior Analyst	\$ 7,176	\$ 8,723	\$ 4,087	\$ 12,810	7/1/2017	7/1/2018	1 - 4%
7	Coachella Valley Association of Governments	Transportation Program Manager	\$ 6,704	\$ 8,352	\$ 3,516	\$ 11,868	7/1/2017	unknown	unknown
8	County of Sonoma	Department Program Manager	\$ 6,122	\$ 7,442	\$ 3,715	\$ 11,158	unknown	unknown	unknown
9	Riverside Transit Agency	N/C							
10	City of Murrieta	N/C							
11	City of Temecula	N/C							
12	Riverside Conservation Authority	N/C							
13	County of Riverside	N/C							

Summary Results			Entry Monthly	Top Monthly	Total Monthly
Average of Comparators			\$ 7,458	\$ 9,959	\$ 13,801
% Western Riverside Council of Governments Above/Below			-36.7%	3.2%	-2.7%
Median of Comparators			\$ 7,176	\$ 10,848	\$ 14,496
% Western Riverside Council of Governments Above/Below			-31.5%	-5.5%	-7.9%
Number of Matches			7	7	7

N/C - Non Comparator

1 - San Bernardino County Transportation Authority: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

2 - Southern California Association of Governments: Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Western Riverside Council of Governments
Benefit Detail
February 2018

Agency		Western Riverside Council of Governments	City of Murrieta	City of Temecula	Coachella Valley Association of Governments	County of Riverside	County of Sonoma	Riverside Conservation Authority	Riverside County Transportation Commission	Riverside Transit Agency	Sacramento Area Council of Governments	San Bernardino County Transportation Authority	San Diego Association of Governments	Southern California Association of Governments
Classification Title		Program Manager - Transportation	N/C	N/C	Transportation Program Manager	N/C	Department Program Manager	N/C	Planning and Programming Manager	N/C	Senior Analyst	[Chief of Planning / Chief of Fund Admin & Programming]	Principal Regional Planner	[Program Manager I / Program Manager II]
	Top Monthly Salary	\$ 10,286			\$ 8,352		\$ 7,442		\$ 10,882		\$ 8,723	\$ 12,019	\$ 10,848	\$ 11,444
Retirement	Classic	2.7%@55			2%@55		3%@60		2.7%@55		2%@55	2%@55	2%@60	2%@55
	Enhanced Formula Cost	\$ 658			\$ 226		\$ 551		\$ 696		\$ 236	\$ 325	\$ 163	\$ 309
	ER Paid Member Contrib										\$ 96	\$ 446		\$ 801
	Calc Classic EPMC as Spec Comp										\$ 1			\$ 56
	Single Highest	\$ 62			\$ 42		\$ 52		\$ 65			\$ 60	\$ 54	\$ 57
	Social Security						\$ 461				\$ 541			
	Deferred Compensation ¹						\$ 298		\$ 816			\$ 1,202		
Insurance	Cafeteria				\$ 1,817							\$ 706		\$ 800
	Health	\$ 1,334					\$ 500		\$ 600		\$ 1,462		\$ 1,621	
	Dental	\$ 32			\$ 106		\$ 111		\$ 199		\$ 125		\$ 165	\$ 171
	Vision				\$ 20		\$ 17		\$ 34		\$ 8	\$ 14	\$ 17	\$ 47
	Life				\$ 41		\$ 64		\$ 16		\$ 4	\$ 11	\$ 12	\$ 67
	LTD				\$ 44		\$ 44		\$ 52		\$ 38	\$ 18	\$ 31	\$ 31
	STD/SDI								\$ 42			\$ 38	\$ 83	\$ 48
	Other Ins. ^{2, 3}						\$ 600					\$ 320		
All Leaves	Vacation	\$ 593			\$ 482		\$ 488		\$ 628		\$ 1,107	\$ 693	\$ 960	\$ 660
	Holidays ⁴	\$ 475			\$ 418		\$ 315		\$ 502		\$ 470	\$ 601	\$ 542	\$ 572
	Admin Leave				\$ 321		\$ 214					\$ 231		
All	Auto													
Monthly Benefit Total		\$ 3,154	\$ 0	\$ 0	\$ 3,516	\$ 0	\$ 3,715	\$ 0	\$ 3,651	\$ 0	\$ 4,087	\$ 4,664	\$ 3,648	\$ 3,620

N/C - Non Comparator

1 - County of Sonoma: 1% matching, balance is county contribution.

2 - County of Sonoma: EE receives \$600 per month cash allowance in addition to insurance

3 - San Bernardino County Transportation Authority: To subsidize additional health and dental premiums.

4 - Southern California Association of Governments: Includes 32 floating.

Appendix II
Western Riverside Council of Governments
Market Compensation Data
February 2018

Staff Analyst II - Fiscal									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Monthly Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Temecula	Accountant II	\$ 5,948	\$ 8,404	\$ 3,927	\$ 12,331	unknown	unknown	unknown
2	Southern California Association of Governments	Accountant III	\$ 5,866	\$ 7,625	\$ 2,776	\$ 10,401	7/1/2017	unknown	unknown
3	Sacramento Area Council of Governments	Accountant	\$ 6,199	\$ 7,535	\$ 3,753	\$ 11,288	7/1/2017	7/1/2018	1 - 4%
4	Western Riverside Council of Governments	Staff Analyst II - Fiscal	\$ 3,871	\$ 7,299	\$ 2,635	\$ 9,934	7/1/2017	unknown	unknown
5	Riverside County Transportation Commission	Accountant	\$ 5,716	\$ 7,015	\$ 2,689	\$ 9,704	7/6/2017	unknown	unknown
6	City of Murrieta	Management Analyst	\$ 5,736	\$ 6,972	\$ 2,886	\$ 9,858	unknown	unknown	unknown
7	County of Sonoma	Accountant II	\$ 5,340	\$ 6,491	\$ 4,061	\$ 10,552	unknown	unknown	unknown
8	San Bernardino County Transportation Authority	Accountant	\$ 4,249	\$ 6,374	\$ 2,870	\$ 9,244	7/1/2017	unknown	unknown
9	San Diego Association of Governments	Accountant II	\$ 3,811	\$ 6,343	\$ 2,888	\$ 9,231	7/1/2017	unknown	unknown
10	County of Riverside	Accountant II	\$ 3,775	\$ 5,955	\$ 2,060	\$ 8,015	8/1/2018	unknown	unknown
11	Riverside Transit Agency	N/C							
12	Coachella Valley Association of Governments	N/C							
13	Riverside Conservation Authority	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$ 5,182	\$ 6,968	\$ 10,069
% Western Riverside Council of Governments Above/Below	-33.9%	4.5%	-1.4%
Median of Comparators	\$ 5,716	\$ 6,972	\$ 9,858
% Western Riverside Council of Governments Above/Below	-47.7%	4.5%	0.8%
Number of Matches	9	9	9

N/C - Non Comparator

Appendix II
Western Riverside Council of Governments
Benefit Detail
February 2018

Agency		Western Riverside Council of Governments	City of Murrieta	City of Temecula	Coachella Valley Association of Governments	County of Riverside	County of Sonoma	Riverside Conservation Authority	Riverside County Transportation Commission	Riverside Transit Agency	Sacramento Area Council of Governments	San Bernardino County Transportation Authority	San Diego Association of Governments	Southern California Association of Governments
Classification Title		Staff Analyst II - Fiscal	Management Analyst	Accountant II	N/C	Accountant II	Accountant II	N/C	Accountant	N/C	Accountant	Accountant	Accountant II	Accountant III
	Top Monthly Salary	\$ 7,299	\$ 6,972	\$ 8,404		\$ 5,955	\$ 6,491		\$ 7,015		\$ 7,535	\$ 6,374	\$ 6,343	\$ 7,625
Retirement	Classic	2.7%@55	2%@60	2%@60		2%@60	3%@60		2.7%@55		2%@55	2%@55	2%@60	2%@55
	Enhanced Formula Cost	\$ 467	\$ 105	\$ 126		\$ 89	\$ 480		\$ 449		\$ 203	\$ 172	\$ 95	\$ 206
	ER Paid Member Contrib			\$ 588							\$ 83	\$ 236		\$ 534
	Calc Classic EPMC as Spec Comp			\$ 41							\$ 1			\$ 37
	Single Highest	\$ 44					\$ 45		\$ 42			\$ 32	\$ 32	\$ 38
	Social Security					\$ 369	\$ 402				\$ 467			
	Deferred Compensation		\$ 100						\$ 526			\$ 637		
Insurance	Cafeteria		\$ 1,522	\$ 1,200		\$ 923						\$ 706		\$ 800
	Health	\$ 1,334					\$ 1,638		\$ 600		\$ 1,462		\$ 1,621	
	Dental	\$ 32	\$ 104				\$ 111		\$ 199		\$ 125		\$ 165	\$ 171
	Vision		\$ 40				\$ 17		\$ 34		\$ 8	\$ 14	\$ 17	\$ 47
	Life		\$ 11			\$ 4	\$ 28		\$ 16		\$ 4	\$ 11	\$ 12	\$ 67
	LTD						\$ 38		\$ 52		\$ 38	\$ 18	\$ 20	\$ 23
	STD/SDI					\$ 56			\$ 42			\$ 38	\$ 49	\$ 32
	Other Ins. ^{1, 2, 3}			\$ 400			\$ 600					\$ 320		
All Leaves	Vacation ⁴	\$ 421	\$ 644	\$ 941		\$ 344	\$ 426		\$ 405		\$ 956	\$ 368	\$ 561	\$ 440
	Holidays ^{5, 6}	\$ 337	\$ 362	\$ 388		\$ 275	\$ 275		\$ 324		\$ 406	\$ 319	\$ 317	\$ 381
	Admin Leave			\$ 242										
All	Auto													
Monthly Benefit Total		\$ 2,635	\$ 2,886	\$ 3,927	\$ 0	\$ 2,060	\$ 4,061	\$ 0	\$ 2,689	\$ 0	\$ 3,753	\$ 2,870	\$ 2,888	\$ 2,776

N/C - Non Comparator

1 - City of Temecula: Health flex contribution.

2 - County of Sonoma: EE receives \$600 per month cash allowance in addition to insurance

3 - San Bernardino County Transportation Authority: To subsidize additional health and dental premiums.

4 - City of Murrieta: Annual Leave i.e includes Sick Leave

5 - City of Temecula: Includes 8 hours of floating holiday.

6 - Southern California Association of Governments: Includes 32 floating.

Appendix II
Western Riverside Council of Governments
Market Compensation Data
February 2018

Staff Analyst II - Planning and Governmental Affairs									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Monthly Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Southern California Association of Governments ¹	[Public Affairs Specialist III / Legislative Analyst III]	\$ 7,102	\$ 9,231	\$ 3,125	\$ 12,356	7/1/2017	unknown	unknown
2	San Bernardino County Transportation Authority	Management Analyst II	\$ 4,919	\$ 7,378	\$ 3,290	\$ 10,669	7/1/2017	unknown	unknown
3	Riverside County Transportation Commission	Management Analyst	\$ 6,001	\$ 7,365	\$ 2,776	\$ 10,141	7/6/2017	unknown	unknown
4	Western Riverside Council of Governments	Staff Analyst II - Planning and Governmental Affairs	\$ 3,871	\$ 7,299	\$ 2,635	\$ 9,934	7/1/2017	unknown	unknown
5	Coachella Valley Association of Governments	Management Analyst - Community Resources	\$ 5,698	\$ 7,099	\$ 3,280	\$ 10,379	7/1/2017	unknown	unknown
6	County of Sonoma	Project/Program Specialist II	\$ 5,453	\$ 6,628	\$ 4,244	\$ 10,871	unknown	unknown	unknown
7	Sacramento Area Council of Governments	Analyst II	\$ 5,355	\$ 6,509	\$ 3,465	\$ 9,974	7/1/2017	unknown	unknown
8	San Diego Association of Governments	Government Relations Analyst II	\$ 3,811	\$ 6,343	\$ 2,888	\$ 9,231	7/1/2017	unknown	Unknown
9	Riverside Transit Agency	N/C							
10	City of Murrieta	N/C							
11	City of Temecula	N/C							
12	Riverside Conservation Authority	N/C							
13	County of Riverside	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$ 5,477	\$ 7,222	\$ 10,517
% Western Riverside Council of Governments Above/Below	-41.5%	1.1%	-5.9%
Median of Comparators	\$ 5,453	\$ 7,099	\$ 10,379
% Western Riverside Council of Governments Above/Below	-40.9%	2.7%	-4.5%
Number of Matches	7	7	7

N/C - Non Comparator

1 - Southern California Association of Governments: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

Appendix II
Western Riverside Council of Governments
Benefit Detail
February 2018

Agency		Western Riverside Council of Governments	City of Murrieta	City of Temecula	Coachella Valley Association of Governments	County of Riverside	County of Sonoma	Riverside Conservation Authority	Riverside County Transportation Commission	Riverside Transit Agency	Sacramento Area Council of Governments	San Bernardino County Transportation Authority	San Diego Association of Governments	Southern California Association of Governments
Classification Title		Staff Analyst II - Planning and Governmental Affairs	N/C	N/C	Management Analyst - Community Resources	N/C	Project/Program Specialist II	N/C	Management Analyst	N/C	Analyst II	Management Analyst II	Government Relations Analyst II	[Public Affairs Specialist III / Legislative Analyst III]
	Top Monthly Salary	\$ 7,299			\$ 7,099		\$ 6,628		\$ 7,365		\$ 6,509	\$ 7,378	\$ 6,343	\$ 9,231
Retirement	Classic	2.7%@55			2%@55		3%@60		2.7%@55		2%@55	2%@55	2%@60	2%@55
	Enhanced Formula Cost	\$ 467			\$ 192		\$ 490		\$ 471		\$ 176	\$ 199	\$ 95	\$ 249
	ER Paid Member Contrib										\$ 72	\$ 274		\$ 646
	Calc Classic EPMC as Spec Comp										\$ 1			\$ 45
	Single Highest	\$ 44			\$ 36		\$ 46		\$ 44			\$ 37	\$ 32	\$ 46
	Social Security						\$ 411				\$ 404			
	Deferred Compensation ¹						\$ 133		\$ 552			\$ 738		
Insurance	Cafeteria				\$ 1,817							\$ 706		\$ 800
	Health	\$ 1,334					\$ 1,638		\$ 600		\$ 1,462		\$ 1,621	
	Dental	\$ 32			\$ 106		\$ 111		\$ 199		\$ 125		\$ 165	\$ 171
	Vision				\$ 20		\$ 17		\$ 34		\$ 8	\$ 14	\$ 17	\$ 47
	Life				\$ 35		\$ 43		\$ 16		\$ 4	\$ 11	\$ 12	\$ 67
	LTD				\$ 38		\$ 39		\$ 52		\$ 38	\$ 18	\$ 20	\$ 28
	STD/SDI								\$ 42			\$ 38	\$ 49	\$ 32
	Other Ins. ^{2, 3}						\$ 600					\$ 320		
All Leaves	Vacation	\$ 421			\$ 410		\$ 435		\$ 425		\$ 826	\$ 426	\$ 561	\$ 533
	Holidays ⁴	\$ 337			\$ 355		\$ 280		\$ 340		\$ 350	\$ 369	\$ 317	\$ 462
	Admin Leave				\$ 273							\$ 142		
All	Auto													
Monthly Benefit Total		\$ 2,635	\$ 0	\$ 0	\$ 3,280	\$ 0	\$ 4,244	\$ 0	\$ 2,776	\$ 0	\$ 3,465	\$ 3,290	\$ 2,888	\$ 3,125

N/C - Non Comparator
1 - County of Sonoma: 1% matching, balance is county contribution.
2 - County of Sonoma: EE receives \$600 per month cash allowance in addition to insurance
3 - San Bernardino County Transportation Authority: To subsidize additional health and dental premiums.
4 - Southern California Association of Governments: Includes 32 floating.

Appendix II
Western Riverside Council of Governments
Market Compensation Data
February 2018

Staff Analyst II - Transportation									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Monthly Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Southern California Association of Governments	Senior Regional Planner	\$ 6,920	\$ 8,996	\$ 3,074	\$ 12,070	7/1/2017	unknown	unknown
2	County of Sonoma	Senior Planner	\$ 7,278	\$ 8,847	\$ 4,872	\$ 13,719	unknown	unknown	unknown
3	Riverside Transit Agency	Planning Analyst	\$ 5,594	\$ 8,390	\$ 2,432	\$ 10,822	7/1/2017	unknown	unknown
4	San Bernardino County Transportation Authority	Management Analyst II	\$ 4,919	\$ 7,378	\$ 3,290	\$ 10,669	7/1/2017	unknown	unknown
5	Riverside County Transportation Commission	Management Analyst	\$ 6,001	\$ 7,365	\$ 2,776	\$ 10,141	7/6/2017	unknown	unknown
6	Western Riverside Council of Governments	Staff Analyst II - Transportation	\$ 3,871	\$ 7,299	\$ 2,635	\$ 9,934	7/1/2017	unknown	unknown
7	San Diego Association of Governments	Regional Planner II	\$ 4,201	\$ 6,993	\$ 2,998	\$ 9,991	7/1/2017	unknown	unknown
8	Sacramento Area Council of Governments	Analyst II	\$ 5,355	\$ 6,509	\$ 3,465	\$ 9,974	7/1/2017	unknown	unknown
9	City of Murrieta	N/C							
10	City of Temecula	N/C							
11	Coachella Valley Association of Governments	N/C							
12	Riverside Conservation Authority	N/C							
13	County of Riverside	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$ 5,753	\$ 7,783	\$ 11,055
% Western Riverside Council of Governments Above/Below	-48.6%	-6.6%	-11.3%
Median of Comparators	\$ 5,594	\$ 7,378	\$ 10,669
% Western Riverside Council of Governments Above/Below	-44.5%	-1.1%	-7.4%
Number of Matches	7	7	7

N/C - Non Comparator

Appendix II
Western Riverside Council of Governments
Benefit Detail
February 2018

Agency		Western Riverside Council of Governments	City of Murrieta	City of Temecula	Coachella Valley Association of Governments	County of Riverside	County of Sonoma	Riverside Conservation Authority	Riverside County Transportation Commission	Riverside Transit Agency	Sacramento Area Council of Governments	San Bernardino County Transportation Authority	San Diego Association of Governments	Southern California Association of Governments
Classification Title		Staff Analyst II - Transportation	N/C	N/C	N/C	N/C	Senior Planner	N/C	Management Analyst	Planning Analyst	Analyst II	Management Analyst II	Regional Planner II	Senior Regional Planner
	Top Monthly Salary	\$ 7,299					\$ 8,847		\$ 7,365	\$ 8,390	\$ 6,509	\$ 7,378	\$ 6,993	\$ 8,996
Retirement	Classic	2.7%@55					3%@60		2.7%@55	2%@55	2%@55	2%@55	2%@60	2%@55
	Enhanced Formula Cost	\$ 467					\$ 655		\$ 471	\$ 227	\$ 176	\$ 199	\$ 105	\$ 243
	ER Paid Member Contrib										\$ 72	\$ 274		\$ 630
	Calc Classic EPMC as Spec Comp										\$ 1			\$ 44
	Single Highest	\$ 44					\$ 62		\$ 44			\$ 37	\$ 35	\$ 45
	Social Security						\$ 548				\$ 404			
	Deferred Compensation ¹						\$ 177		\$ 552	\$ 25		\$ 738		
Insurance	Cafeteria											\$ 706		\$ 800
	Health	\$ 1,334					\$ 1,638		\$ 600	\$ 1,217	\$ 1,462		\$ 1,621	
	Dental	\$ 32					\$ 111		\$ 199	\$ 18	\$ 125		\$ 165	\$ 171
	Vision						\$ 17		\$ 34		\$ 8	\$ 14	\$ 17	\$ 47
	Life						\$ 57		\$ 16	\$ 15	\$ 4	\$ 11	\$ 12	\$ 67
	LTD						\$ 52		\$ 52	\$ 27	\$ 38	\$ 18	\$ 22	\$ 27
	STD/SDI								\$ 42			\$ 38	\$ 54	\$ 32
	Other Ins. ^{2, 3}						\$ 600					\$ 320		
All Leaves	Vacation	\$ 421					\$ 581		\$ 425	\$ 484	\$ 826	\$ 426	\$ 619	\$ 519
	Holidays ⁴	\$ 337					\$ 374		\$ 340	\$ 420	\$ 350	\$ 369	\$ 350	\$ 450
	Admin Leave											\$ 142		
All	Auto													
Monthly Benefit Total		\$ 2,635	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,872	\$ 0	\$ 2,776	\$ 2,432	\$ 3,465	\$ 3,290	\$ 2,998	\$ 3,074

N/C - Non Comparator
1 - County of Sonoma: 1% matching, balance is county contribution.
2 - County of Sonoma: EE receives \$600 per month cash allowance in addition to insurance
3 - San Bernardino County Transportation Authority: To subsidize additional health and dental premiums.
4 - Southern California Association of Governments: Includes 32 floating.

Appendix II
Western Riverside Council of Governments
Market Compensation Data
February 2018

Technician - PACE Programs									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Monthly Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Temecula	Community Development Technician I	\$ 4,107	\$ 5,257	\$ 2,689	\$ 7,946	unknown	unknown	unknown
2	City of Murrieta	Development Services Technician	\$ 4,035	\$ 4,905	\$ 2,419	\$ 7,324	10/29/2017	unknown	unknown
3	Western Riverside Council of Governments	Technician - PACE Programs	\$ 2,590	\$ 4,886	\$ 2,215	\$ 7,102	7/1/2017	unknown	unknown
4	County of Sonoma	Planning Technician	\$ 3,889	\$ 4,726	\$ 3,600	\$ 8,326	unknown	unknown	unknown
5	Coachella Valley Association of Governments	Technician	\$ 3,732	\$ 4,650	\$ 2,640	\$ 7,290	7/1/2017	unknown	unknown
6	County of Riverside	Planning Technician II	\$ 2,525	\$ 4,181	\$ 1,739	\$ 5,920	8/1/2018	unknown	unknown
7	San Bernardino County Transportation Authority	N/C							
8	Riverside Transit Agency	N/C							
9	Riverside County Transportation Commission	N/C							
10	San Diego Association of Governments	N/C							
11	Southern California Association of Governments	N/C							
12	Riverside Conservation Authority	N/C							
13	Sacramento Area Council of Governments	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$ 3,658	\$ 4,744	\$ 7,361
% Western Riverside Council of Governments Above/Below	-41.2%	2.9%	-3.7%
Median of Comparators	\$ 3,889	\$ 4,726	\$ 7,324
% Western Riverside Council of Governments Above/Below	-50.2%	3.3%	-3.1%
Number of Matches	5	5	5

N/C - Non Comparator

Appendix II
Western Riverside Council of Governments
Benefit Detail
February 2018

Agency		Western Riverside Council of Governments	City of Murrieta	City of Temecula	Coachella Valley Association of Governments	County of Riverside	County of Sonoma	Riverside Conservation Authority	Riverside County Transportation Commission	Riverside Transit Agency	Sacramento Area Council of Governments	San Bernardino County Transportation Authority	San Diego Association of Governments	Southern California Association of Governments
Classification Title		Technician - PACE Programs	Development Services Technician	Community Development Technician I	Technician	Planning Technician II	Planning Technician	N/C	N/C	N/C	N/C	N/C	N/C	N/C
	Top Monthly Salary	\$ 4,886	\$ 4,905	\$ 5,257	\$ 4,650	\$ 4,181	\$ 4,726							
Retirement	Classic	2.7%@55	2%@60	2%@60	2%@55	2%@60	3%@60							
	Enhanced Formula Cost	\$ 313	\$ 74	\$ 79	\$ 126	\$ 63	\$ 350							
	ER Paid Member Contrib			\$ 210										
	Calc Classic EPMC as Spec Comp			\$ 8										
	Single Highest	\$ 29			\$ 23		\$ 33							
	Social Security					\$ 259	\$ 293							
	Deferred Compensation													
Insurance	Cafeteria		\$ 1,522	\$ 1,200	\$ 1,817	\$ 923								
	Health	\$ 1,334					\$ 1,638							
	Dental	\$ 32	\$ 104		\$ 106		\$ 111							
	Vision		\$ 40		\$ 20		\$ 17							
	Life		\$ 11		\$ 23	\$ 4	\$ 20							
	LTD				\$ 25		\$ 28							
	STD/SDI					\$ 56								
	Other Ins. ^{1, 2}			\$ 400			\$ 600							
All Leaves	Vacation ³	\$ 282	\$ 415	\$ 548	\$ 268	\$ 241	\$ 310							
	Holidays ⁴	\$ 226	\$ 255	\$ 243	\$ 233	\$ 193	\$ 200							
	Admin Leave													
All	Auto													
Monthly Benefit Total		\$ 2,215	\$ 2,419	\$ 2,689	\$ 2,640	\$ 1,739	\$ 3,600	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

N/C - Non Comparator
1 - City of Temecula: Health flex contribution.
2 - County of Sonoma: EE receives \$600 per month cash allowance in addition to insurance
3 - City of Murrieta: Annual Leave i.e includes Sick Leave
4 - City of Temecula: Includes 8 hours of floating holiday.

Appendix III

Proposed Salary Range Schedule

Appendix III
Western Riverside Council of Governments
Salary Schedule
February 2018

Salary Range	Annual		Monthly		Biweekly	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
1	25,712	35,997	2,143	3,000	988.93	1,384.50
2	26,998	37,797	2,250	3,150	1,038.37	1,453.72
3	28,348	39,687	2,362	3,307	1,090.29	1,526.41
4	29,765	41,671	2,480	3,473	1,144.81	1,602.73
5	31,253	43,754	2,604	3,646	1,202.05	1,682.86
6	32,816	45,942	2,735	3,829	1,262.15	1,767.01
7	34,457	48,239	2,871	4,020	1,325.26	1,855.36
8	36,179	50,651	3,015	4,221	1,391.52	1,948.13
9	37,988	53,184	3,166	4,432	1,461.09	2,045.53
10	39,888	55,843	3,324	4,654	1,534.15	2,147.81
11	41,882	58,635	3,490	4,886	1,610.86	2,255.20
12	43,976	61,567	3,665	5,131	1,691.40	2,367.96
13	46,175	64,645	3,848	5,387	1,775.97	2,486.36
14	48,484	67,878	4,040	5,656	1,864.77	2,610.68
15	50,908	71,271	4,242	5,939	1,958.01	2,741.21
16	53,454	74,835	4,454	6,236	2,055.91	2,878.27
17	56,126	78,577	4,677	6,548	2,158.70	3,022.18
18	58,933	82,506	4,911	6,875	2,266.64	3,173.29
19	61,879	86,631	5,157	7,219	2,379.97	3,331.96
20	64,973	90,962	5,414	7,580	2,498.97	3,498.56
21	68,222	95,511	5,685	7,959	2,623.92	3,673.48
22	71,633	100,286	5,969	8,357	2,755.11	3,857.16
23	75,215	105,300	6,268	8,775	2,892.87	4,050.02
24	78,975	110,565	6,581	9,214	3,037.51	4,252.52
25	82,924	116,094	6,910	9,674	3,189.39	4,465.14
26	87,070	121,898	7,256	10,158	3,348.86	4,688.40
27	91,424	127,993	7,619	10,666	3,516.30	4,922.82
28	95,995	134,393	8,000	11,199	3,692.11	5,168.96
29	100,795	141,113	8,400	11,759	3,876.72	5,427.41
30	105,834	148,168	8,820	12,347	4,070.56	5,698.78
31	111,126	155,577	9,261	12,965	4,274.08	5,983.72
32	116,682	163,355	9,724	13,613	4,487.79	6,282.90
33	122,517	171,523	10,210	14,294	4,712.18	6,597.05
34	128,642	180,099	10,720	15,008	4,947.79	6,926.90
35	135,075	189,104	11,256	15,759	5,195.18	7,273.25

Appendix III
Western Riverside Council of Governments
Salary Schedule
February 2018

Salary Range	Annual		Monthly		Biweekly	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
36	141,828	198,560	11,819	16,547	5,454.93	7,636.91
37	148,920	208,488	12,410	17,374	5,727.68	8,018.75
38	156,366	218,912	13,030	18,243	6,014.06	8,419.69
39	164,184	229,858	13,682	19,155	6,314.77	8,840.68
40	172,393	241,350	14,366	20,113	6,630.51	9,282.71

Appendix IV

Salary Range Placement Recommendations

Appendix IV
Western Riverside Council of Governments
Proposed Range Placement Recommendations
February 2018

Classification Title	Current Maximum Monthly Salary	Market Placement	Proposed Salary Range	Proposed Maximum Monthly Salary	Percent Difference	Rationale
Deputy Executive Director	\$17,241	N/A	38	\$18,243	5.81%	Internal alignment: 25% above CFO and Director.
Chief Financial Officer	\$13,234	\$14,243	33	\$14,294	8.01%	Market and range placement.
Director	\$13,234	\$14,214	33	\$14,294	8.01%	Market and range placement.
Program Manager	\$10,286	\$9,959	26	\$10,158	-1.24%	Market and range placement.
Senior Staff Analyst/Executive Assistant II	\$7,299	\$7,099	19	\$7,219	-1.09%	Market and range placement.
Staff Analyst/Executive Assistant I	\$6,623	N/A	17	\$6,548	-1.13%	Internal alignment: 10% below Senior Staff Analyst/Executive Assistant II.
Technician/Administrative Assistant	\$4,886	\$4,726	10	\$4,654	-4.76%	Market and range placement.

Legend for columns:

Column 1 - Classification Title.

Column 2 - Western Riverside COG's current monthly maximum salaries.

Column 3 - Market placement shows the monthly market values derived from the top monthly (base) salary survey results.

Column 4 - Salary range number of the consultant's newly proposed salary range schedule.

Column 5 - Monthly maximum salary of the consultant's newly proposed salary ranges.

Column 6 - This percentage expresses the difference between the Western Riverside COG's current salaries and the consultant's proposed salaries.

Column 7 - The rationale expresses how the consultant arrived at each proposed maximum monthly salary recommendation (i.e., the proposed range placement within the newly proposed salary range schedule).

Page Intentionally Left Blank



Western Riverside Council of Governments

Administration & Finance Committee

Staff Report

Subject: Draft Fiscal Year 2018/2019 Agency Budget

Contact: Ernie Reyna, Chief Financial Officer, ereyna@wrcog.us, (951) 405-6740

Date: April 11, 2018

The purpose of this item is to present the Agency's Draft Budget for Fiscal Year (FY) 2018/2019 and seek input from Committee members.

Requested Action:

1. Discuss and provide direction.

WRCOG's annual Budget is adopted every June by the General Assembly. Before adoption, the Budget is vetted through WRCOG's Committees for comment and direction. The Budget is assembled by the Agency Departments: Administration, Energy, Environment, and Transportation. The General Fund is comprised of the Administration, Energy, and Environment Departments, while TUMF is part of the Special Revenue Fund. Each Department contains its own programs and has its own source of funds. Once the Budget has been vetted through the Committees, it is presented to the General Assembly as an "Agency-wide" Budget for adoption.

Budget Schedule

The draft Budget for Fiscal Year 2018/2019 will be presented according to the following schedule:

- April 11, 2018 – WRCOG Administration & Finance Committee
- April 19, 2018 – WRCOG Technical Advisory Committee
- April 26, 2018 – WRCOG Finance Director's Committee
- May 7, 2018 – WRCOG Executive Committee
- May 9, 2018 – WRCOG Administration & Finance Committee
- May 17, 2018 – WRCOG Technical Advisory Committee
- June 4, 2018 – WRCOG Executive Committee
- June 21, 2018 – WRCOG General Assembly

FY 2018/2019 Draft Budget

The draft Fiscal Year 2018/2019 Budget (Attachment 1) is presented by Departments (Administration, Energy, Environment, and Transportation) with each department displaying their own programs.

The tab labeled "Administration Total" includes the default Administration Program, as well as, Government Relations. The majority of the revenues for the Administration Program is generated from member dues. Budgeted expenditures include salaries and benefits of Administration employees, including the Executive Director and the staff in the Government Relations, Administrative Services and Fiscal divisions. The Administration Program also includes WRCOG's lease; and audit, bank, legal, IT, and consulting fees.

Expenditures have historically exceeded revenues in this Program so the Agency must charge overhead to the remaining Departments to balance the budget. The overhead is determined during the creation of the budget and is simply the amount necessary to have revenues equal expenditures. Departments will show the amount of overhead they are paying in the General Operations line item. The amount provided by the various Departments will then be transferred out to the Administration Program to balance its budget.

Government Relations will continue to administer the BEYOND, Fellowship and Experience Programs with previously allocated carryover funds from excess PACE revenues.

The Energy Department includes the following Programs: PACE Residential; PACE Commercial; Western Riverside Energy Partnership (WREP); SoCal Gas Partnership; the Regional Streetlight Program; and Community Choice Aggregation (CCA).

The California HERO PACE program has declined in revenues and volumes in FY 2017/2018 due to legislative tightening of consumer protections, potential market saturation, and other PACE providers entering the market. WRCOG anticipates a continued decrease in the CA HERO program and has budgeted for 25% decrease in revenues in FY 2018/2019. In prior years, WRCOG has had excess revenues from the PACE programs, specifically the California HERO Program, which have been used to build Agency reserves and fund other Agency and member activities (such as BEYOND, Fellowship, Grant Writing, Experience, etc.). At the end of FY 2017/2018, WRCOG anticipates \$1M in carryover revenues, which will be used to fund the CCA's budget for FY 2018/2019. For FY 2018/2019, WRCOG's PACE programs will have a balanced budget with minimal anticipated excess revenues. In addition, WRCOG will be bringing in additional PACE providers and anticipates growth in the PACE commercial market in FY 2018/2019, which could potentially bring more revenues to the Agency.

The Regional Streetlight Program continues to move forward and will be self-sustaining in FY 2018/2019. The Streetlight Program will also recover some program costs as cities have their loans funded. WRCOG anticipates \$480K to be recovered, which will pay back the General Fund for covering part of the program start-up costs.

The CCA Program also continues to move forward and anticipates to be self-sustaining and generate revenues in the coming years, which will pay back the General Fund for the upfront costs.

The Environment Department includes the Solid Waste and Used Oil Programs, which receive state funding to provide services to WRCOG's member agencies. In FY 2017/2018, WRCOG introduced a new Litter Program, which was funded by Agency Carryover Funds and will continue into FY 2018/2019 with the leftover funds from FY 2017/2018.

The Transportation Department includes the following Programs: Transportation Uniform Mitigation Fee (TUMF); the Grant Writing Program, which is funded by the Agency's Carryover Funds; Transportation Planning (LTF) and the Clean Cities Program. The majority of revenues received in the Transportation Department come from the TUMF Program, which WRCOG anticipates to receive \$45M in revenues in FY 2018/2019.

The Agency's FY 2018/2019 total budget will present a higher total amount of revenues and expenditures than in previous years because staff will continue to include total TUMF revenue and total project expenditures in the budget. In past years, the only portion included for TUMF was the 4% Administration fee WRCOG received from the Program. The revenue and expenditures will continue to include 100% of the TUMF Program's total revenue and expenditures. Because of this additional amount for TUMF, total Agency revenue for FY 2017/2018, plus transfers from other departments for overhead, is projected to be \$60,352,792 against total Agency expenditures of \$55,713,343.

Prior Action:

None.

Fiscal Impact:

All known and expected revenues and expenditures impacting the Agency have been budgeted for Fiscal Year 2018/2019, but will be continually updated throughout the budget process.

Attachment:

1. Draft Summary Agency Budget for Fiscal Year 2018/2019.

Page Intentionally Left Blank

Item 5.F

Draft Fiscal Year 2018/2019
Agency Budget

Attachment 1

Draft Summary Agency Budget for
Fiscal Year 2018/2019

Page Intentionally Left Blank



**Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2019**

Total Agency

	Actual Thru 2/28/2018	Budget 6/30/2018	Proposed 6/30/2019
Revenues			
Member Dues	311,410	311,410	311,410
PACE Residential Revenue	761,851	1,150,771	880,000
WRELP Phase 2 Revenue	21,302	75,000	86,750
Statewide HERO Revenue	3,054,573	5,800,000	3,000,000
Gas Co. Prtnrshp Revenue	6,521	50,000	60,000
Samas Commercial Recording Revenue	-	23,350	20,000
WRCOG HERO-Recording Revenue	159,683	354,775	197,500
SAMAS Comm Recording Rev	557,200	1,000,350	700,000
Renovate Comm Recording Rev	-	700	5,000
Regional Streetlights Revenue	228,960	228,960	480,000
Solid Waste	95,304	117,100	95,000
Used Oil Grants	-	255,000	255,000
NW Clean Cities - Air Quality	119,000	137,500	132,500
LTF Revenue	777,250	726,000	777,250
RivTAM Revenue	28,851	25,000	150,000
General Assembly Revenue	18,800	300,000	300,000
Commerical/Service	70,016	101,097	110,645
Retail	85,501	118,867	130,094
Industrial	250,585	249,133	272,663
Residential/Multi/Single	652,436	1,045,779	1,144,551
Multi-Family	74,691	129,787	142,045
Commercial/Service - Non-Admin Portion	1,750,396	2,426,945	2,655,491
Retail - Non-Admin Portion	2,137,532	2,852,820	3,122,265
Industrial - Non-Admin Portion	6,264,615	5,979,195	6,543,923
Residential/Multi/Single - Non-Admin Portion	16,310,889	25,098,070	27,469,233
Multi-Family - Non-Admin Portion	1,867,263	3,114,890	3,409,088
Other Legal Recovery	-	-	500,000
FY 17/18 Carryover Funds Transfer in			945,845
Carryover Funds Transfer in	3,002,917	3,002,917	4,268,757
Overhead Transfer in	1,483,740	2,225,611	2,187,780
Total Revenues and Carryover Funds	40,091,848	57,350,026	60,352,792
Expenditures			
Wages and Benefits			
Salaries & Wages Fulltime	1,240,025	2,568,642	2,568,740
Salaries & Wages - Fellowship	247,089	392,000	534,260
Fringe Benefits	490,657	735,986	987,506
Overhead Allocation	1,483,740	2,225,611	2,187,780
Total Wages, Benefits and Overhead	4,333,106	5,922,239	6,278,287
Other Legal	198,078	250,000	500,000
General Legal Services	444,303	629,037	650,000
PERS Unfunded Liability	-	-	168,583

OPEB Expense	60,000	60,000	100,000
Audit Svcs - Professional Fees	20,200	27,500	27,500
Bank Fees	14,681	29,000	19,000
Commissioners Per Diem	35,100	62,500	62,500
Office Lease	147,228	427,060	400,000
WRCOG Auto Fuels Expenses	340	750	1,250
Parking Validations	4,558	5,010	27,550
Staff Recognition	-	1,210	2,400
Coffee and Supplies	1,026	200	3,000
Event Support	61,204	147,401	102,283
Program/Office Supplies	15,327	25,938	24,650
Computer Equipment/Supplies	6,396	9,886	8,000
Computer Software	22,016	28,402	30,000
Rent/Lease Equipment	18,393	35,100	30,000
Membership Dues	17,122	32,100	33,500
Meeting Support Services	6,051	18,184	10,100
Postage	4,721	4,890	6,015
Other Household Exp	(1,578)	4,250	750
COG HERO Share Expenses	9,550	25,000	15,000
Storage	11,296	11,000	16,000
Printing Services	1,426	16,462	7,150
Computer Hardware	1,692	4,288	14,100
Misc. Office Equipment	688	688	1,000
Communications - Regular Phone	11,077	9,209	15,000
Communications - Cellular Phones	7,127	13,617	21,000
Communications - Computer Services	36,504	62,452	57,500
Communications - Web Site	7,312	8,465	8,000
Equipment Maintenance - General	5,737	10,000	10,000
Equipment Maintenance - Comp/Software	11,662	26,200	21,000
Insurance - Gen/Busi Liab/Auto	66,801	73,520	79,850
PACE Residential Recording	858,248	1,354,775	902,500
Seminars/Conferences	7,688	18,853	13,150
General Assembly Expenses	20,491	300,000	300,000
Travel - Mileage Reimbursement	12,978	24,100	23,600
Travel - Ground Transportation	2,327	8,083	4,800
Travel - Airfare	9,090	22,741	12,000
Lodging	6,764	12,346	9,250
Meals	3,798	8,301	8,150
Other Incidentals	6,448	10,023	9,950
Training	6,302	11,800	9,250
OPEB Repayment	-	71,053	71,053
Supplies/Materials	281	63,707	35,668
Advertising Media - Newspaper Ad	-	19,000	2,000
Advertising- Billboard	-	10,500	898
Advertisement Radio & TV Ads	51,025	51,571	50,500
Staff Education Reimbursement	2,500	25,000	12,500
Consulting Labor	1,340,990	4,302,555	3,871,591
TUMF Project Reimbursement	10,659,201	39,000,000	38,800,000
BEYOND Program REIMB	512,405	2,052,917	2,799,015
Computer Equipment/Software	14,608	44,877	3,500
Office Furniture Purchased	312,500	312,500	20,000
Misc Equipment Purchased	2,816	2,816	3,000

Total General Operations**15,094,606****50,160,282****49,435,056****Total Expenditures and Overhead****19,427,711****56,082,522****55,713,343**

Name	Title	Percent
Rick Bishop	Executive Director	100%
Chris Gray	Director of Transportation	100%
Ernie Reyna	Chief Financial Officer	100%
Barbara Spoonhour	Director of CCA	100%
Jennifer Ward	Director of Governmental Affairs	100%
Casey Dailey	Director of Energy & Environment	100%
Chris Tzeng	Program Manager- Transportation	100%
Andrew Ruiz	Program Manager - Fiscal	100%
Tyler Masters	Program Manager - Streetlights	100%
Michael Wasgatt	Program Manager - Energy	100%
Crystal Adams	Program Manager - Energy	100%
Janis Leonard	Program Manager - Office	100%
Lupe Lotman	Staff Analyst I - Energy	100%
Sam Amphonphong	Senior Analyst - Fiscal	100%
Dolores Badillo	Staff Analyst I - Environment	100%
Kyle Rodriguez	Staff Analyst I - Environment	100%
Danny Ramirez-Cornejo	Program Manager - TUMF	100%
Vacant-TUMF	Staff Analyst -TUMF	100%
Jesus Gonzalez	Staff Analyst I - Energy	100%
Andrea Howard	Senior Analyst - Gov't Affairs	100%
Cynthia Mejia	Staff Analyst I - Gov't Affairs	100%
Suzy Nelson	Staff Analyst I - Office	100%
Anthony Segura	Staff Analyst I - Energy	100%
Jairo Sandoval Toranzo	Staff Analyst I - Energy	100%
Ichelle Acosta	Staff Technician - Energy	100%
Meredith Sumenek	Staff Technician - Energy	100%
Jonathan Pineda	Staff Technician - Call Center	100%
Hugo Rios	Staff Technician - Call Center	100%
LaNeice Potter	Staff Technician - Call Center	100%
Victoria Gracia	Staff Technician -Call Center	100%
Vacant	Staff Analyst I - Streetlights	100%



Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2019

Administration Total

Revenues

Description	Actual	Budget	Proposed
Member Dues	311,410	311,410	311,410
General Assembly Revenue	18,800	300,000	300,000
Total Revenues	332,280	611,410	611,410
Overhead Transfer in	1,483,740	2,225,611	2,187,780
Carryover Funds Transfer in	3,002,917	3,002,917	3,572,224
Total Revenue and Overhead	4,818,937	5,839,938	6,371,414

Expenditures

Salaries & Wages - Fulltime	443,558	863,140	686,326
Salaries & Wages - Fellowship	247,089	392,000	534,260
Fringe Benefits	187,563	281,344	306,754
Total Wages & Benefits	1,731,683	1,536,484	1,527,340

General Legal Services	44,466	80,453	80,000
PERS Unfunded Liability	-	-	168,583
OPEB Expense	60,000	60,000	100,000
Audit Svcs - Professional Fees	20,200	27,500	27,500
Bank Fees	75	2,000	2,000
Commissioners Per Diem	34,650	60,000	60,000
Office Lease	147,228	427,060	400,000
WRCOG Vehicle Expenses	340	750	1,250
Parking Validations	2,653	1,425	20,200
Employee Wellness	-	800	2,400
Coffee and Supplies	1,026	-	3,000
Event Support	28,258	64,929	66,000
Program/Office Supplies	12,977	11,000	16,000
Computer Equipment/Supplies	1,222	1,000	1,000
Computer Software	14,591	15,000	20,000
Rent/Lease Equipment	18,393	35,000	30,000
Membership Dues	16,039	25,000	30,000
Meeting Support Services	3,205	5,000	1,000
Postage	1,285	1,379	2,500
Storage	-	1,000	1,000
Printing Services	163	-	150
Computer Hardware	49	1,000	11,000
Communications - Regular Phone	11,077	9,209	15,000
Communications - Cellular Phones	2,290	5,500	10,500
Communications - Computer Services	34,895	62,434	55,000
Communications - Web Site	7,312	6,865	8,000
Equipment Maintenance - General	5,737	10,000	10,000
Equipment Maintenance - Comp/Software	11,062	25,000	20,000

Insurance - Gen/Busi Liab/Auto	66,341	72,250	79,000
Seminars/Conferences	2,901	4,500	4,150
General Assembly Expenses	20,491	300,000	300,000
Travel - Mileage Reimbursement	2,907	5,791	5,500
Travel - Ground Transportation	223	1,600	1,050
Travel - Airfare	1,304	3,500	2,000
Lodging	323	3,000	1,000
Meals	765	2,100	3,150
Other Incidentals	366	1,000	1,000
Training	2,299	5,000	5,000
OPEB Repayment	-	71,053	71,053
Staff Education Reimbursement	2,500	25,000	12,500
Consulting Labor	175,014	380,968	374,573
BEYOND Program REIMB	512,405	2,052,917	2,799,015
Office Furniture Purchased	312,500	312,500	20,000
Misc Equipment Purchased	2,816	2,816	3,000
Total General Operations	1,600,206	4,226,725	4,844,074
Total Expenditures	3,331,889	5,763,209	6,371,414

(0)

Name	Title	Percent
Rick Bishop	Executive Director	100%
Ernie Reyna	Chief Financial Officer	50%
Jennifer Ward	Director of Govermental Affairs	35%
Andrew Ruiz	Program Manager - Fiscal	60%
Janis Leonard	Program Manager - Office	100%
Sam Amphonphong	Staff Analyst II - Fiscal	100%
Cynthia Mejia	Staff Analyst I - Gov't Affairs	50%
Suzy Nelson	Staff Analyst I - Adminstrative Assis	100%
Ichelle Acosta	Staff Technician - Energy	20%



**Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2019**

Total Environment Budget

	Actual Thru 2/28/2018	Budget 6/30/2018	Proposed 6/30/2019
Revenues			
Solid Waste	95,304	117,100	95,000
Used Oil Grants	-	255,000	255,000
Carryover Funds Transfer in			18,478
Total Revenues	95,304	372,100	368,478

	Actual Thru 2/28/2018	Budget 6/30/2018	Proposed 6/30/2019
Expenditures			
Wages and Benefits			
Salaries & Wages Fulltime	67,049	114,234	142,602
Fringe Benefits	18,370	27,555	42,419
Overhead Allocation	28,387	42,580	59,080
Total Wages, Benefits and Overhead	116,358	184,368	244,101

General Operations

General Legal Services	358	858	500
Parking Validations	195	285	250
Event Support	21,938	43,021	26,500
Program/Office Supplies	212	1,511	1,700
Membership Dues	-	1,000	1,000
Meeting Support Services	169	4,600	4,000
Storage	11,296	10,000	15,000
Printing Services	-	11,462	5,500
Communications - Cellular Phones	919	1,117	1,000
Insurance - Gen/Busi Liab/Auto	460	570	850
Seminars/Conferences	1,720	2,720	1,000
Travel - Mileage Reimbursement	1,844	3,109	3,100
Travel - Ground Transportation	175	400	250
Travel - Airfare	582	1,182	1,000
Lodging	966	1,269	1,250
Meals	-	200	200
Training	462	1,800	500
Supplies/Materials	-	28,359	7,379
Advertising Media - Newspaper Ad	-	4,000	2,000
Advertising- Billboard	-	3,000	898
Advertisement Radio & TV Ads	51,025	51,571	50,500
Total General Operations	93,088	187,733	124,377

Total Expenditures and Overhead	209,445	372,102	368,478
--	----------------	----------------	----------------

Casey Dailey	Director of Energy & Environment	20%
Dolores Badillo	Staff Analyst I - Environment	100%
Kyle Rodriguez	Staff Analyst I - Environment	100%



**Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2019**

Total Transportation Budget

	Actual Thru 2/28/2018	Budget 6/30/2018	Proposed 6/30/2019
Revenues			
NW Clean Cities - Air Quality	119,000	137,500	132,500
LTF Revenue	777,250	726,000	777,250
RivTAM Revenue	25,000	25,000	150,000
Commerical/Service	70,016	101,097	110,645
Retail	85,501	118,867	130,094
Industrial	250,585	249,133	272,663
Residential/Multi/Single	652,436	1,045,779	1,144,551
Multi-Family	74,691	129,787	142,045
Commercial/Service - Non-Admin Portion	1,750,396	2,426,945	2,655,491
Retail - Non-Admin Portion	2,137,532	2,852,820	3,122,265
Industrial - Non-Admin Portion	6,264,615	5,979,195	6,543,923
Residential/Multi/Single - Non-Admin Portion	16,310,889	25,098,070	27,469,233
Multi-Family - Non-Admin Portion	1,867,263	3,114,890	3,409,088
Other Legal Recovery	-	-	500,000
Carryover Funds Transfer in (grant writing)	-	-	678,055
Total Revenues and Carryover Funds	30,385,181	42,405,082	47,237,805
Expenditures			
Wages and Benefits	Thru 2/28/2018	6/30/2018	6/30/2019
Salaries & Wages Fulltime	180,904	438,990	704,720
Fringe Benefits	63,894	95,842	218,811
Overhead Allocation	500,000	750,000	1,222,000
Total Wages, Benefits and Overhead	750,910	1,284,832	2,145,531
Other Legal	198,078	250,000	500,000
General Legal Services	30,464	175,000	52,000
Parking Validations	1,185	1,500	3,000
Event Support	206	3,500	1,283
Program/Office Supplies	980	1,350	1,250
Computer Equipment/Supplies	594	1,000	1,000
Meeting Support Services	2,112	2,494	100
Other Household Exp	213	250	250
Printing Services	1,263	5,000	1,500
Communications - Cellular Phones	1,264	4,000	4,000
Seminars/Conferences	510	2,200	1,500
Travel - Mileage Reimbursement	3,028	4,240	5,250
Travel - Ground Transportation	446	1,177	500
Travel - Airfare	970	2,750	1,000
Lodging	2,046	2,529	2,000
Meals	1,969	3,200	2,500
Other Incidentals	477	1,950	950
Supplies/Materials	-	1,750	2,000
Consulting Labor	319,188	1,272,114	1,312,191

TUMF Project Reimbursement

Total General Operations

Total Expenditures and Overhead

10,659,201	39,000,000	38,800,000
11,227,552	41,101,654	40,692,274
11,978,462	42,386,486	42,837,805

Name

Chris Gray

Ernie Reyna

Jennifer Ward

Chris Tzeng

Andrew Ruiz

Tyler Masters

Danny Ramirez-Cornejo

Vacant-TUMF

Andrea Howard

Cynthia Mejia

Anthony Segura

Title

Director of Transportation

Chief Financial Officer

Director of Governmental Affairs

Program Manager- Transportation

Program Manager - Fiscal

Program Manager - Street Light

Program Manager - TUMF

Staff Analyst -TUMF

Staff Analyst II - Gov't Affairs

Staff Analyst I - Gov't Affairs

Staff Analyst I - Energy

Percent

100%

30%

65%

100%

25%

50%

100%

100%

100%

50%

30%



**Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2019**

Total Energy

	Actual Thru 2/28/2018	Budget 6/30/2018	Proposed 6/30/2019
Revenues			
PACE Residential Revenue	761,851	1,150,771	880,000
WREP Phase 2 Revenue	21,302	75,000	86,750
Statewide HERO Residential Revenue	3,054,573	5,800,000	3,000,000
Gas Co. Prtnrsh Revenue	6,521	50,000	60,000
PACE Commercial Revenue	-	23,350	20,000
PACE Residential Recording Rev	159,683	354,775	197,500
Statewide HERO Recording Revenue	557,200	1,000,350	700,000
PACE Commercial Recording Rev	-	700	5,000
Regional Streetlights Revenue	228,960	228,960	480,000
Total Revenues	4,792,426	8,732,906	5,429,250

	Actual Thru 2/28/2018	Budget 6/30/2018	Proposed 6/30/2019
Expenditures			
Wages and Benefits			
Salaries & Wages Fulltime	493,376	974,878	831,944
Fringe Benefits	195,809	293,714	338,575
Overhead Allocation	1,319,684	1,753,661	906,700
Total Wages, Benefits and Overhead	2,018,326	3,022,252	2,077,219

General Operations			
General Legal Services	234,383	280,565	367,500
Bank Fees	14,606	27,000	17,000
Commissioners Per Diem	450	2,500	2,500
Parking Validations	525	1,800	4,100
Event Support	10,802	35,951	8,500
Program/Office Supplies	1,052	11,986	5,450
Computer Equipment/Supplies	3,887	7,193	6,000
Computer Software	7,275	12,351	10,000
Membership Dues	480	3,750	1,000
Meeting Support Services	282	5,807	4,500
Postage	3,025	2,431	3,515
Other Household Exp	443	2,000	500
COG HERO Share Expenses	9,550	25,000	15,000
Computer Hardware	1,643	3,288	3,100
Misc. Office Equipment	688	688	1,000
Communications - Cellular Phones	2,654	3,000	5,500
Communications - Computer Services	1,609	18	2,500
Equipment Maintenance - Comp/Software	600	1,200	1,000
PACE Recording Fees	858,248	1,354,775	902,500
Seminars/Conferences	1,925	6,933	5,500
Travel - Mileage Reimbursement	4,392	10,358	7,750
Travel - Ground Transportation	720	4,728	1,500
Travel - Airfare	5,081	13,382	6,000
Lodging	2,116	5,340	3,000

Meals	444	2,536	1,300
Other Incidentals	5,605	6,215	8,000
Training	3,541	5,000	3,750
Supplies/Materials	-	33,317	26,289
Consulting Labor	716,470	2,129,125	1,684,827
Computer Equipment/Software	2,346	6,202	3,500
Total General Operations	1,903,134	4,033,614	3,112,581
Total Expenditures and Overhead	3,921,460	7,055,866	5,189,800

Name	Title	Percent
Ernie Reyna	Chief Financial Officer	20%
Barbara Spoonhour	Director of CCA	20%
Casey Dailey	Director of Energy & Environment	80%
Andrew Ruiz	Program Manager - Fiscal	15%
Tyler Masters	Program Manager - Street Light	15%
Michael Wasgatt	Program Manager - Energy	100%
Crystal Adams	Program Manager - Energy	100%
Lupe Lotman	Staff Analyst I - Energy	100%
Jesus Gonzalez	Staff Analyst I - Energy	100%
Anthony Segura	Staff Analyst I - Energy	70%
Jairo Sandoval Toranzo	Staff Analyst I - Energy	100%
Ichelle Acosta	Staff Technician - Energy	80%
Meredith Sumenek	Staff Technician - Energy	100%
Jonathan Pineda	Staff Technician - Call Center	100%
Hugo Rios	Staff Technician - Call Center	100%
LaNeice Potter	Staff Technician - Call Center	100%
Victoria Gracia	Staff Technician -Call Center	100%
Vacant	Staff Analyst I - Streetlights	100%



**Western Riverside Council of Governments
Annual Budget
For the Year Ending June 30, 2019**

Program: CCA

Revenues	Actual Thru 2/28/2018	Budget 6/30/2018	Proposed 6/30/2019
Carryover Funds Transfer In			945,845
Total Revenues	-	-	945,845

Expenditures	Actual Thru 2/28/2018	Budget 6/30/2018	Proposed 6/30/2019
Wages and Benefits			
Salaries & Wages Fulltime	55,139	177,401	203,148
Fringe Benefits	25,021	37,531	80,947
Total Wages, Benefits and Overhead	80,159	214,933	284,095
General Operations			
General Legal Services	134,633	92,161	150,000
Program/Office Supplies	107	91	250
Membership Dues		1,500	1,500
Meeting Support Services	283	283	500
Seminars/Conferences	632	2,500	1,000
Travel - Mileage Reimbursement	806	602	2,000
Travel - Ground Transportation	764	178	1,500
Travel - Airfare	1,152	1,927	2,000
Lodging	1,313	208	2,000
Meals	619	265	1,000
Consulting Labor	130,318	509,983	500,000
Total General Operations	270,627	644,522	661,750
Total Expenditures and Overhead	350,786	859,455	945,845

Name	Title	Percent
Barbara Spoonhour	Director of CCA	80%
Tyler Masters	Program Manager - Streetlights	35%

Page Intentionally Left Blank



Western Riverside Council of Governments Administration & Finance Committee

Staff Report

Subject: Experience Regional Innovation Center Feasibility Analysis Update

Contact: Jennifer Ward, Director of Government Relations, jward@wrcog.us, (951) 405-6750

Date: April 11, 2018

The purpose of this item is to provide an update on the Feasibility Analysis for Experience, the concept of a regional innovation center which would provide a host of community resources, promote sustainable practices, and showcase the assets and capabilities of the subregion.

Requested Action:

1. Receive and file.

Background

Western Riverside County is one of the fastest growing subregions in the State of California and the United States. During past WRCOG visioning efforts, subregional leaders identified six interrelated components critically important to achieving a premier quality of life in Western Riverside County, and incorporated these into the WRCOG Economic Development & Sustainability Framework (the Framework), which serves as a guide to grow strategically and achieve a vibrant and livable community. The six Framework goal areas pertain to: 1) Economic Development; 2) Water and Wastewater; 3) Education; 4) Health; 5) Transportation; and 6) Energy and the Environment.

In 2016, staff introduced the concept of Experience, envisioned as a vibrant regional center with a variety of visitor attractions that could also serve as a sustainability demonstration center, innovation hub, business incubator, and more. The aim of Experience is to showcase the assets and capabilities of inland southern California while serving community needs and advancing the Framework goal areas. Experience would be designed to draw audiences for a variety of purposes by including such elements as an education center, community farm, water efficient garden, walking loop, amphitheater, farm-to-fork café, and other public assets. Once at Experience, visitors would be exposed to best practices in water and energy, emerging technology, employment prospects, and more. Experience would borrow inspiration from similar concepts from across the globe including, but not limited to:

- Los Angeles Cleantech Incubator (LACI) – Los Angeles, CA
- The Frontier Project – Rancho Cucamonga, CA
- Southern California Edison Energy Education Center – Irwindale, CA
- Alegria Farms – Irvine, CA

Feasibility Analysis

On October 2, 2017, the Executive Committee authorized staff to enter into a contract not to exceed \$249,823, with PlaceWorks consultants to perform a comprehensive Feasibility Analysis of the Experience concept. The Analysis scope includes thorough research of relevant models, a demand analysis for the center and program elements, analysis of up-to four potential sites, analysis of governance options and partnership opportunities,

financial analysis, and a final Feasibility Analysis with recommendation(s). Additionally, the Analysis would review potential funding partners and mechanisms to ensure a viable implementation plan for Experience, should it be feasible.

Staff and consultants held an internal kick-off meeting on October 16, 2017, to discuss the goals and visions, as well as potential sites to include in the Analysis, and the formation of an advisory Steering Committee. The Steering Committee is scheduled to convene six times during the course of the Analysis to weigh in on the process and findings through July 2018, when the Analysis is scheduled to conclude. The Steering Committee is composed of members from the Executive Committee, who volunteered to serve in this role, in response to an email solicitation to all members. Additionally, staff invited a variety of stakeholders, including member agency staff, utility partners, and university representatives, to participate on the Steering Committee.

Steering Committee Meeting #1

On Monday, January 22, 2018, the Steering Committee convened its first meeting. The meeting began with an introduction to the Experience concept and review of some of the relevant models for an idea of the variety of programming features others have instituted in the areas of education, community services, research, and economic development. Attendees then engaged in a discussion of the goals for Experience, building from the list staff and consultants drafted at the kick-off meeting. Meeting notes and presentation slides are provided as Attachment 1.

Steering Committee Meeting #2

The second Experience Steering Committee convened on Monday, February 26, 2018, in Rancho Cucamonga. Three presenters from regional models shared their experiences from the Lyle Center at Cal Poly Pomona, the Los Angeles Cleantech Incubator, and the Cucamonga Valley Water District's Frontier Project. Attendees asked the presenters questions to identify relevant lessons to apply to Experience. Meeting notes and presentation slides are included as Attachment 2.

Steering Committee Meeting #3

On Monday, March 19, 2018, the Steering Committee convened for its third meeting. The meeting included a presentation from University of California, Riverside (UCR) and Eastern Municipal Water District (EMWD) on partnership opportunities for Experience and educational institutions at all levels (k-12 to University). UCR has several programs and research areas which could be synergistic with experience, including sustainability innovations through the College of Engineering – Center for Environmental Research and Technology (CE-CERT). Similarly, EMWD shared success stories piloting various educational partnership models.

Meeting participants then reviewed and refined the Experience Mission Statement, the first draft of which was born out of discussions in the first Steering Committee meeting. Finally, participants engaged in a thoughtful discussion on the program elements to include in the next phase of the Experience analysis. Meeting notes and presentation slides are included as Attachment 3.

Steering Committee Meeting Schedule

The Steering Committee will convene next on May 21, 2018, to discuss collaborative opportunities with the region's educational partners, refine the mission of Experience, and select the program elements to be included in the analysis. The list below summarizes the topics and provides dates for each of the remaining Steering Committee meetings.

May 21, 2018:	Meeting #4, Site assessment and demand analysis
June 18, 2018:	Meeting #5, Alternative governance, operations, and partnerships
July 23, 2018:	Meeting #6, Final recommendations

Staff will provide regular updates to WRCOG Committees for the duration of the Analysis.

Prior Action:

February 14, 2018: The Administration & Finance Committee received and filed.

Fiscal Impact:

This item is for informational purposes only; therefore there is no fiscal impact.

Attachments:

1. Steering Committee Meeting #1 Notes and Presentation Slides.
2. Steering Committee Meeting #2 Notes and Presentation Slides.
3. Steering Committee Meeting #3 Notes and Presentation Slides.

Page Intentionally Left Blank

Item 5.G

Experience Regional Innovation
Center Feasibility Analysis Update

Attachment 1

Steering Committee Meeting #1
Notes and Presentation Slides

Page Intentionally Left Blank

Feasibility Study for EXPERIENCE - A Regional Innovation Center

Steering Committee Meeting #1 Summary
January 22, 2018 | 11:00 AM - 1:00 PM

Project Contact: Andrea Howard, Senior Analyst, ahoward@wrcog.us, (951) 405-6751

Steering Committee:

Executive Committee Members: Debbie Franklin, City of Banning; Adam Rush, City of Eastvale; Laura Roughton, City of Jurupa Valley; Kelly Seyarto, City of Murrieta; Rusty Bailey, City of Riverside; Kevin Bash, City of Norco; Dr. White, Riverside County Superintendent of Schools

Member Agency Staff: Grace Williams, City of Perris; Lea Deesing, City of Riverside; Sherry Shimoshock, City of Riverside; Matt Peters, City of Temecula; Jolene Walsh, Eastern Municipal Water District (EMWD); Danielle Coates, EMWD; Melanie EMWD

Regional Stakeholders: Joanna Chang, Southern California Edison; Jeff Lawler, Southern California Gas Company (SoCalGas); Ana Aceves, SoCalGas; Alexandra Orozco, University of California, Riverside (UCR); Nicole Davis, UCR

Staff and Consultants: Rick Bishop, WRCOG; Jennifer Ward, WRCOG; Tyler Masters, WRCOG; Andrea Howard, WRCOG; Cynthia Mejia, WRCOG; Amber Bolden, WRCOG; Huyen Bui, WRCOG; Alexa Washburn, National CORE; Karen Gulley, PlaceWorks; Scott Ashlock, PlaceWorks; Eric Carbonnier, HMC Architects

Experience - Origin and Current Ideas:

In 2010, WRCOG adopted the Sustainability Framework, which recognized six interrelated goal areas for achieving a high quality of life and regional economic growth: transportation, water and waste water, energy and environment, economic development, health, and education. The concept of Experience is a physical manifestation of the Framework that would contain various elements that advance the Framework Goals.

To achieve this goal, WRCOG envisions that Experience would draw audiences for a variety of purposes by including such elements as an education center, community farm, water efficient garden, walking loop, amphitheater, farm-to-fork café, and other public assets. Once at Experience, visitors would be exposed to best practices in water and energy, emerging technology, employment prospects, and more.



Purpose of this Study - Future Path for EXPERIENCE:

On October 2, 2017, WRCOG's Executive Committee approved a contract with PlaceWorks consultants to perform a Feasibility Analysis (the Analysis). The Analysis will explore the viability of bringing Experience to Western Riverside County. The analysis will begin with a review of relevant models to identify the program elements that would be desired for Experience. PlaceWorks will perform an opportunity and constraints analysis of the potential host sites and develop a demand analysis for the center and develop a set of options for the potential governance structure. Finally, the analysis components will be assessed together to determine overall feasibility.

Role of the Steering Committee:

The Steering Committee will provide valuable insights and feedback at each step of the Analysis. The meetings have been strategically scheduled to coincide with major milestones, and participants will be encouraged to provide valuable information to shape the direction and conclusion of the Analysis.

Timeline:

The Analysis will span ten months, beginning in October 2017 and concluding in July 2018. The full timeline is listed in the Meeting 1 Presentation slides.

Background on Other Relevant Models:

PlaceWorks presented several relevant models, providing a spectrum of ideas for potential elements to include in the Experience analysis, from examples across the County. These relevant models are listed in the Table of Relevant Models. Three of the models were also featured in a short compilation video played during the meeting, which can be viewed [here](#).

Goal Setting by the Committee:

Initial working goals for Experience were shared with the Committee as a starting point for discussion. Over the course of an hour, members provided a variety of ideas and desires for what EXPERIENCE could be and how it could function. Below are the Initial Working Goals with comments incorporated, followed by a summary of the additional goals born from the discussion.

Initial Working Goals: EXPERIENCE should...

1. Benefit all WRCOG organizations and the communities served
2. Be tied to WRCOG's mission
3. Support WRCOG's Economic Development and Sustainability Framework
4. Not resemble a monument, but a place that engages, educates and motivates people
5. Be relevant to what's important to the region – a sustained public benefit
6. Be financially feasible from construction to operations and maintenance overtime
7. Have a high-level of performance for program elements and the facilities, which should be tracked and evaluated
8. Provide multiple reasons to visit through a wide variety of cohesive activities that result in returning visitors
9. Be innovative, cutting-edge, and provide a rotation of forward-thinking displays, events, and activities
10. Incorporate best practices for water and energy efficiency, sustainable building design, and business strategy
11. Empower the community to adopt techniques/take action

12. Provide visitors with a unique experience that encapsulates the region
13. Be embraced by both the public and private sector – encouraging partnerships and collaboration

Committee Discussion: EXPERIENCE should...

1. Provide economic development opportunities for individuals and businesses
 - Prepare people for jobs in the subregion
 - Be attractive to businesses (to locate there or partner with)
 - Be a central place to access information/resources (for companies considering moving to Riverside or for start-up companies)
2. Not be a Monument
 - It should not just showcase what WRCOG has done
 - It must be relevant over time
 - The building design should reflect the energy/resource conserving technologies and tell a story (function over form)
3. Be accessible by all modes of transportation (e.g., car, bus, train, pedestrians, cyclists) and all segments of the population (low income, rural/urban, non-English speaking, multiple ages, etc.)
4. Tell the story of Western Riverside County by showcasing the region's current assets/successes. This should also include promoting the vision for Western Riverside County through visual simulations or other techniques.
 - Showcase uniqueness of region (what it has to offer) and tap into international opportunities to showcase (sister-cities)
 - Include futuristic "look" at trends Riverside County will likely experience, how these trends may change the region, and how we can prepare
 - Incorporate museum features w/revolving exhibits – see Catalina Island
 - Include space for each jurisdiction/partner to have exhibit
 - Promote region – every nook should tell a story
 - Showcase best practices that the region wants to see happen w/ new development
 - Paint the story of sustainability in Riverside County – for new businesses
 - Have a way to bring in new partners
 - Share success stories – WRCOG and others, showcase start-ups
 - Riverside County is a series of PLACES – tie them together with the EXPERIENCE concept
5. Compliment UC Riverside and Cal Poly Pomona sustainability and regenerative studies research (agricultural living labs, solar/micro grids)
6. Be accessible to everyone in the community – be affordable and open to the public
7. Accommodate large and small audiences
8. Provide interactive educational opportunities for all ages
 - Tactile
 - Education for children
 - SoCalGas – see demo in Downey: education on kitchen technology
 - "Inspiration center" – youth (tech playground), improve on Discovery Science Center model
 - Experience Water, Experience Health, Experience Education, etc. – based on Framework plan, could be located throughout

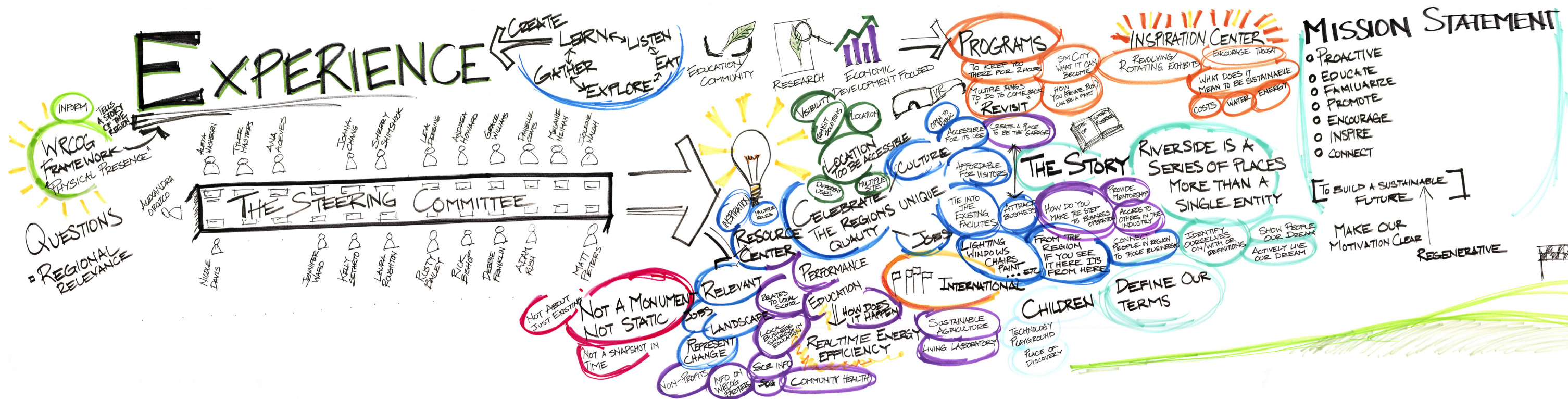
- See Discovery Cube – Sylmar
- 9. Serve as a centralized resource and information center for the region
 - Central place for accessing information – utility rebates, info on WRCOG partners, non-profit groups, community health, start-up companies, resource center
 - Include liaison services – permitting, accounting, legal

Committee Input on the Mission for EXPERIENCE:

Following a thorough discussion of goals, attendees were introduced to four mission statements from relevant models to initiate a first discussion on establishing a mission for Experience. Below is a summary of the discussion.

1. To build a regenerative future, EXPERIENCE must:
 - Be Proactive
 - Educate
 - Familiarize
 - Promote
 - Encourage
 - Inspire
 - Connect
2. Make our motivation clear

Graphic Meeting Recording





Feasibility Study for EXPERIENCE – A Regional Innovation Center

Steering Committee Meeting #1
January 22, 2018

Today's Agenda

- Introductions
- EXPERIENCE – Origin and Current Ideas
- Purpose of this Study – Future Path for EXPERIENCE
- Role of the Steering Committee
- Timeline
- Background on Other Relevant Models
- Goal Setting by the Committee



Costal Roots Farm, Encinitas



The Springs Preserve, Las Vegas

Introductions

- WRCOG Staff
 - Rick Bishop
 - Jennifer Ward
 - Chris Gray
 - Andrea Howard
- Team Collaborators
 - Alexa Washburn, National Core
 - Karen Gulley, PlaceWorks
 - Scott Ashlock, PlaceWorks
 - Eric Carbonnier, HMC Architects
 - Eera Babbtiwale, HMC Architects



Introductions

- Steering Committee Members
 - WRCOG Executive Committee
 - Invited Guests/Advisors

Yesterday: Sustainability Framework



Today: The “EXPERIENCE” Concept

A Regional Innovation Center



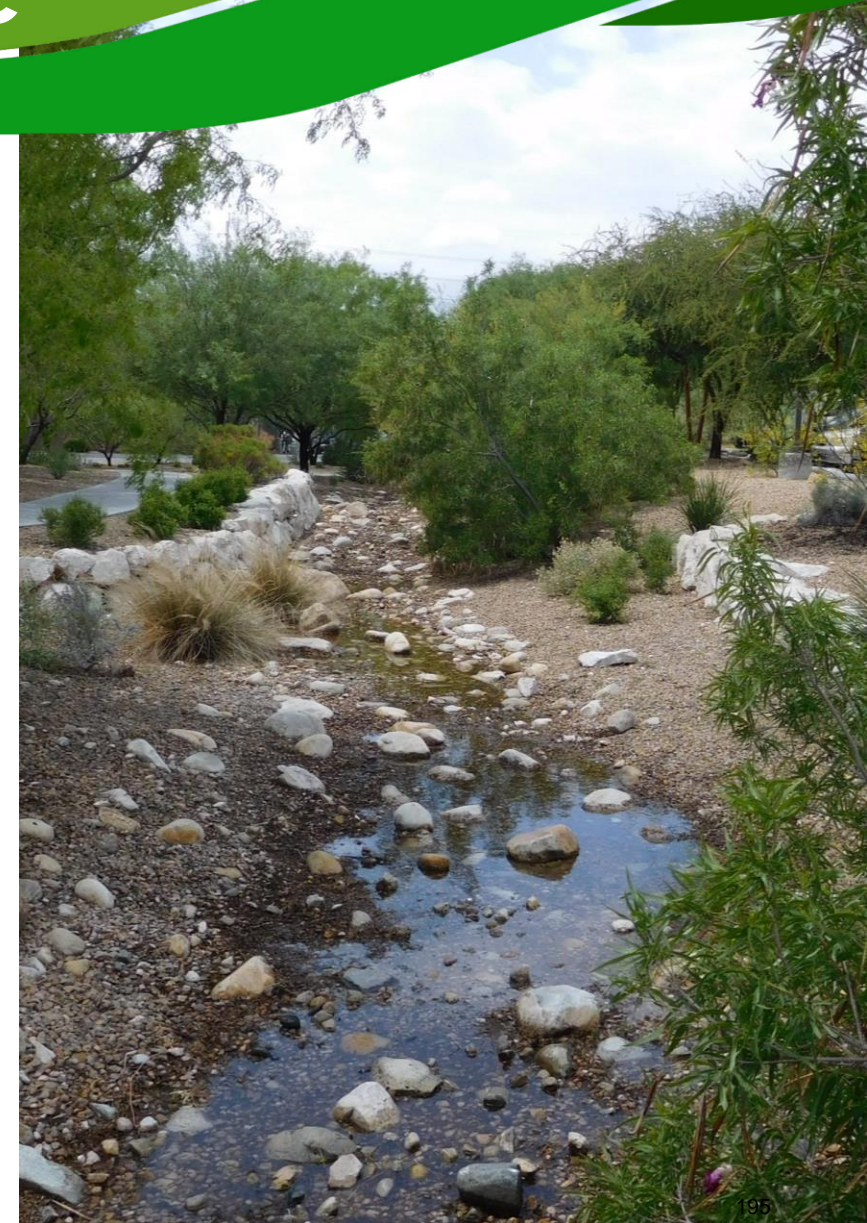
Purpose of the Study

- Define mission/goals of EXPERIENCE
- Conceptually define program and building elements
- Evaluate feasibility based on four alternative sites
- Identify potential financing and partnership arrangements



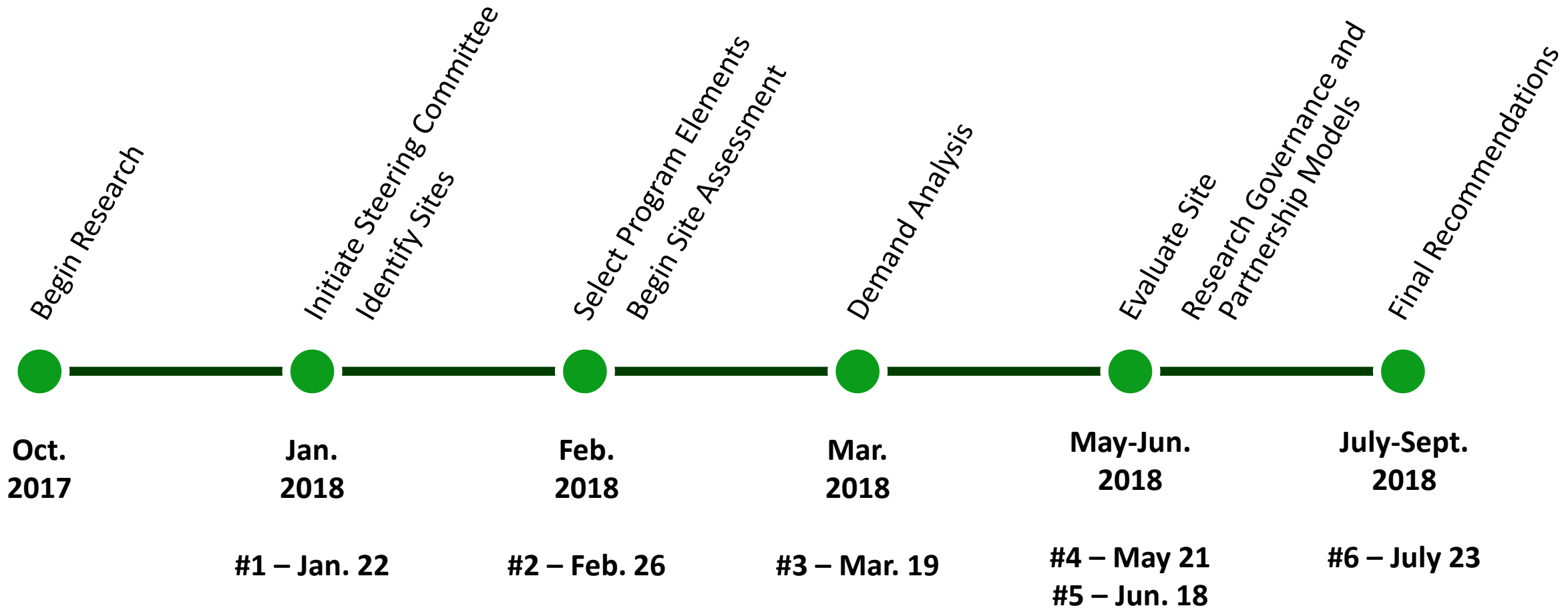
Role of the Steering Committee

- Provide input, ideas, and feedback to team
- Meeting #1 – Learn about other “centers” and establish goals for EXPERIENCE
- Meeting #2 – Q&A with other operators
- Meeting #3 – Select program elements to evaluate
- Meeting #4 – Site assessment and demand analysis
- Meeting #5 – Alternative governance, operations, and partnerships
- Meeting #6 – Final recommendations



The Springs Preserve – Creek Restoration

Schedule



Note: #1 represents Steering Committee Meeting

Relevant Models

- Identified examples (refer to spreadsheet handout)
- Others to consider? Other information to gather?
- Examples are grouped by purpose:



Educational/Community Serving



Research



Economic Development Focused

- Overview of programs



The Springs Preserve – Children's garden



Sycamore Creek Interpretive Center, Temescal Valley

Educational/Community Serving Models

The Frontier Project, Rancho Cucamonga – Demonstration of water and energy conservation



Riverbed Farm, Anaheim – Hydroponics demonstration, food banks



Alliance Center, Denver – Space to convene and connect organizations and community leaders



Energy Education Center, Irwindale – classes, workshops for public

Educational/Community Serving Models

*Quail Hill, Irvine –
Children's garden*



*Quail Hill –
Interpretive trail*



*The Springs
Preserve – Farm
to table dining*



*Sycamore Creek
Interpretive Center – Youth
science exploration*



Research Models

*The Lyle Center for
Regenerative Studies, Cal Poly
Pomona – green roof cooling
research*



*The Lyle Center –
Passive heating
and cooling
research*



*Alegria Fresh
Farm - Vertical
farming research*



Economic Development Models

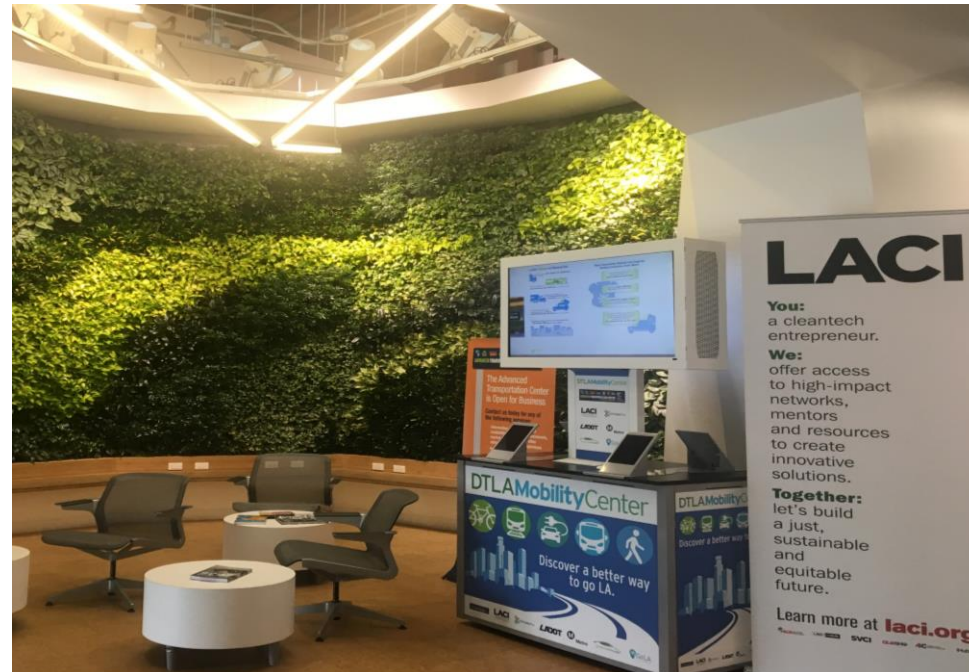
**Net Zero Plus
Electrical Training
Institute, Los
Angeles – High
Tech Building
demonstrations
and training**



**Portland
Incubator
Experiment –
Co-working
space for start-
ups**



**David Brower
Center, Berkeley –
Hosts 30 non-
profit
organizations re
environmental
challenges**



**Los Angeles
Cleantech
Incubator (LACI) –
Accelerates the
commercialization
of clean
technologies and
the success of start-
up businesses**

Video

Steering Committee Discussion

- Input on Initial Working Goals
- Develop Working Mission Statement

Riverbed Farm Mission: *To empower and educate the community on using responsible agricultural methods.*

Lyle Center: *To convene diverse groups committed to catalyzing pro-environmental change by matching technology with need.*

Riverside-Corona Resource Conservation District Mission: *To encourage residents to practice natural resource stewardship at home, work, and community.*

Portland Incubator Mission: *To serve as a curated co-working space, a community event space, a startup accelerator, a flashpoint for corporate innovation, and a home-away-from-home for startup types.*

Next Meeting

- February 26, 2018 @ The Frontier Project
- Q&A with representatives from: The Lyle Center, The Frontier Project, and the Los Angeles Cleantech Incubator (LACI)
- Tour of Frontier Project following the meeting



The Lyle Center for Regenerative Studies, Cal Poly Pomona



La Kretz LACI Innovation Campus, Los Angeles

Item 5.G

Experience Regional Innovation
Center Feasibility Analysis Update

Attachment 2

Steering Committee Meeting #2
Notes and Presentation Slides

Page Intentionally Left Blank

Project Contact: Andrea Howard, Senior Analyst, ahoward@wrcog.us, (951) 405-6751

Steering Committee:

Executive Committee Members: Debbie Franklin, City of Banning; Adam Rush, City of Eastvale; Laura Roughton, City of Jurupa Valley; Kelly Seyarto, City of Murrieta; Rusty Bailey, City of Riverside; Kevin Bash, City of Norco; Ron Sullivan, Eastern Municipal Water District; Dr. White, Riverside County Superintendent of Schools

Member Agency Staff: Clara Miramontes, City of Perris; Grace Williams, City of Perris; Lea Deesing, City of Riverside; Sherry Shimoshock, City of Riverside; Luke Watson, City of Temecula; Matt Peters, City of Temecula; Jolene Walsh, Eastern Municipal Water District (EMWD); Danielle Coates, EMWD; Melanie EMWD

Regional Stakeholders: Joanna Chang, Southern California Edison; Jeff Lawler, Southern California Gas Company (SoCalGas); Ana Aceves, SoCalGas; Jennifer Vaughn, SoCalGas; Alexandra Orozco, University of California, Riverside (UCR); Nicole Davis, UCR

Staff and Consultants: Rick Bishop, WRCOG; Jennifer Ward, WRCOG; Andrea Howard, WRCOG; Huyen Bui, WRCOG; Alexa Washburn, National CORE; Karen Gulley, PlaceWorks; Eric Carbonnier, HMC Architects

Advisors: Dr. Kyle Brown, Lyle Center for Regenerative Studies; Mike Swords, Los Angeles Cleantech Incubator (LACI); Kristeen Farlow, Frontier Project

Experience – Concept and Origin:

WRCOG envisions that Experience would draw audiences for a variety of purposes by including such elements as an education center, community farm, water efficient garden, walking loop, amphitheater, farm-to-fork café, and other public assets. Once at Experience, visitors would be exposed to best practices in water and energy, emerging technology, employment prospects, and more.

In 2010, WRCOG adopted the Sustainability Framework, which recognized six interrelated goal areas for achieving a high quality of life and regional economic growth: transportation, water and waste water, energy and environment,



economic development, health, and education. Experience would be a physical space to explore and grow the subregion's work to advance the Framework Goals.

Purpose of this Study - Future Path for Experience:

On October 2, 2017, WRCOG's Executive Committee approved a contract with PlaceWorks consultants to perform a Feasibility Analysis (the Analysis). The Analysis will explore the viability of bringing Experience to Western Riverside County, by refining the projects goals and conducting a review of relevant models to identify the program elements that would be desired for Experience, performing an opportunities and constraints analysis of the potential host sites, developing a demand analysis for the center and a set of options for the potential governance structure, and finally, assessing the analysis components together to determine overall feasibility.

Role of the Steering Committee:

The Steering Committee will provide valuable insights and feedback at each step of the Analysis. The meetings have been strategically scheduled to coincide with major milestones, and participants will be encouraged to provide valuable information to shape the direction and conclusion of the Analysis.

Timeline:

The Analysis will span ten months, beginning in October 2017 and concluding in July 2018. The full timeline is listed in the Meeting 1 Presentation slides.

Meeting #1 Review:

The Steering Committee met for the first time on January 22, 2017. At the meeting, attendees received a thorough introduction to the Experience concept; learned of relevant models across the globe, from which Experience could draw inspiration and knowledge; discussed goals for Experience. Among the goals discussed, attendees expressed that Experience should be synergistic with WRCOG and the surrounding community (including k-12 education, colleges and universities, and businesses); Experience should provide region-wide economic and social benefits, and spur economic growth, especially by fostering economic opportunity; and Experience should tell the story of Western Riverside County—what the subregion has to offer and where it is going. Finally, the Committee initiated a discussion to draft the Mission for Experience.

Model Site Representative Presentations:

Representatives from three Southern California models: the Lyle Center for Regenerative Studies at Cal Poly Pomona, the Los Angeles Cleantech Incubator (LACI), and the Cucamonga Valley Water District's Frontier Project, presented an overview of their programs and fielded questions from attendees regarding logistics and operations.

These models provided a good sampling of the diversity that exists among these centers. The Lyle Center was an early example of sustainable development and living, modeling practices which later informed the LEED certification process. It is built on a 16-acre campus at Cal Poly Pomona and is an affiliate of the University, designed with the mission to make a "collective impact toward a sustainable future." The Lyle Center meets its goals largely through student and faculty

driven work to provide education and demonstrations, perform research, and conduct community outreach. The Center receives approximately 57% of the \$550,000 annual operating expense from State allocation, and the remaining 43% from grants, endowment, and individual donations.

LACI is an entrepreneurial incubator located at the cutting-edge, 60,000 square foot La Kretz Innovation Campus, owned by Los Angeles Department of Water and Power (LADWP). LACI is an independent nonprofit born out of a Public Private Partnership with the City of LA and LADWP. It operates under the mission to create an inclusive green economy for the City and LA region. Since 2011, LACI has served more than 70 start-ups, created more than 2,000 jobs, generated \$214 M in revenue and generated \$335 M in economic benefit for the City.

The Frontier Project was developed out of a need for the CVWD for more office space and a desire to create an additional space to demonstrate water efficient best practices to the community by creating a regional destination. Opened in 2009, the 14,000 square foot building has office space, a technology gallery, conference space, demonstration kitchen, green roof, landscape demonstration, and is LEED Platinum. The Frontier project hosts regular meetings and events and is home to the Water Works Association.

Of particular note, the speakers provided these insights:

- Given the chance to change the course of development for the Lyle Center, Dr. Brown reported that he would give greater focus to areas where a significant impact could be made. . In recent years they have shifted their focus on working with the community, particularly Pomona Unified.
- Dr. Brown also noted the challenges of being a part of the university: 1) grants received have to flow through various departments which adds an additional layer or bureaucracy; and 2) they struggle to be entrepreneurial.
- Representatives from both LACI and the Frontier project reported that their event and meeting spaces, and LACI's co-working space cannot accommodate the demand they see in terms of physical size. They recommended capacity somewhere between 300 – 400 people.
- Mr. Swords shared that while the La Kretz Innovation Campus is a significant asset, the majority of the entrepreneurs they host report that the greatest benefit of working with LACI is the opportunity to work with the Executives in Residence. Additionally, Mike shared that prior to the opening of La Kretz, LACI operated as an incubator for four years and was named the #3 incubator in the world according to University Business Incubators, emphasizing that the programming drove the success of LACI.
- Mr. Swords also noted that the success of LACI was in part a function of strategic partnerships with the Mayor's Office, County Office, LA Department of Water & Power (LADWP), State of California, Federal Government, Port of Los Angeles, Metro, Metropolitan Water District (MWD), Southern California Edison (SCE), Financial institutions (JP Morgan, Wells Fargo), and Universities (UCLA, USC, Caltech, Cal State Northridge), JPL, Los Angeles County Economic Development Corporation (LAEDC), LA Chamber of Commerce, LA Business Council (LABC), and Industry partners.
- In contrast, Ms. Farlow shared that the Frontier Project struggled to meet its funding targets because it did not have a clearly defined mission and purpose at its onset, while it set-out to be an educational resource, that was not specific and compelling enough to attract supporters.

- Representative from each Center noted staff size: The Lyle Center has a staff of 3 not including faculty, LACI 30, and Frontier 1. This is relevant in relationship to regional impact and Center success.
- All three speakers acknowledged the challenge of any building or grounds staying relevant in terms of the demonstration technology being displayed. The advice from LACI was to have a broader mission, such as inventing and building hardware which by definition adapts overtime. Dr. Brown noted that the Lyle Center was built on the principles of regeneration, not on solutions, and therefore is more timeless.

The meeting slides, including speaker slides, are included as an attachment to this summary.



Feasibility Study for EXPERIENCE – A Regional Innovation Center

Steering Committee Meeting #2
February 26, 2018

Today's Agenda

- Introduction to EXPERIENCE
- Speaker Presentations and Q&A
 - Dr. Brown - Lyle Center
 - Mike Swords - LACI
 - Kristeen Farlow - Frontier
- Open Forum
- Concluding Remarks
- Frontier Project Tour



EXPERIENCE Steering Committee Meeting #1

Yesterday: Sustainability Framework



Today: The “EXPERIENCE” Concept

A Regional Innovation Center



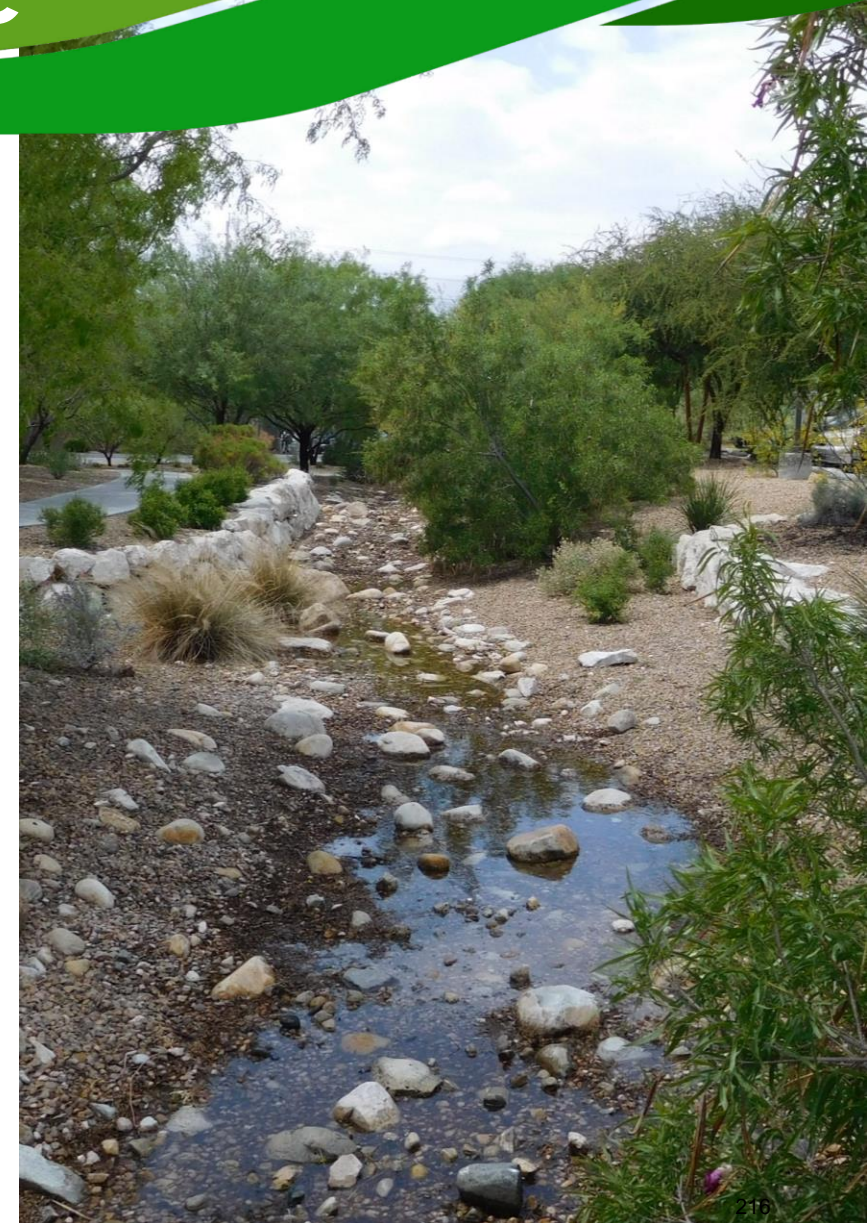
Purpose of the Study

- Define mission/goals of EXPERIENCE
- Conceptually define program and building elements
- Evaluate feasibility based on four alternative sites
- Identify potential financing and partnership arrangements

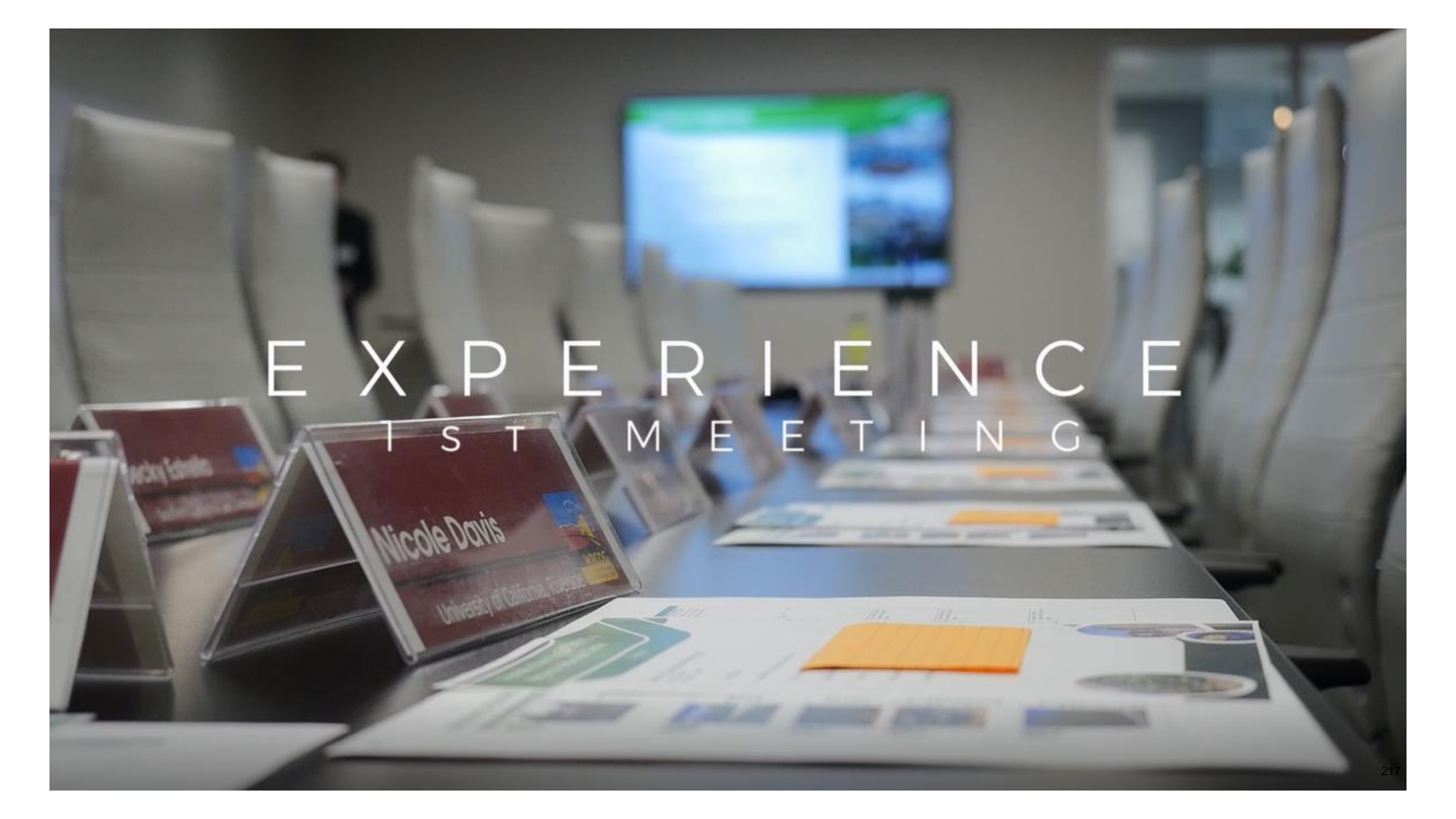


Role of the Steering Committee

- Provide input, ideas, and feedback to team
- Meeting #1 – Learn about other “centers” and establish goals for EXPERIENCE
- Meeting #2 – Q&A with other operators
- Meeting #3 – Select program elements to evaluate
- Meeting #4 – Site assessment and demand analysis
- Meeting #5 – Alternative governance, operations, and partnerships
- Meeting #6 – Final recommendations



The Springs Preserve – Creek Restoration



EXPERIENCE TEST MEETING

Nicole Davis

University of California, Riverside

Speaker Presentations and Q&A



Lyle Center for
Regenerative Studies



Los Angeles Cleantech
Incubator (LACI)



Frontier Project

Kyle D. Brown, Ph.D., ASLA
Lyle Center for Regenerative Studies





A Collective Impact Toward a Sustainable Future Since 1994



Pillars of Lyle Center Mission



Education



Research



Demonstration



Outreach









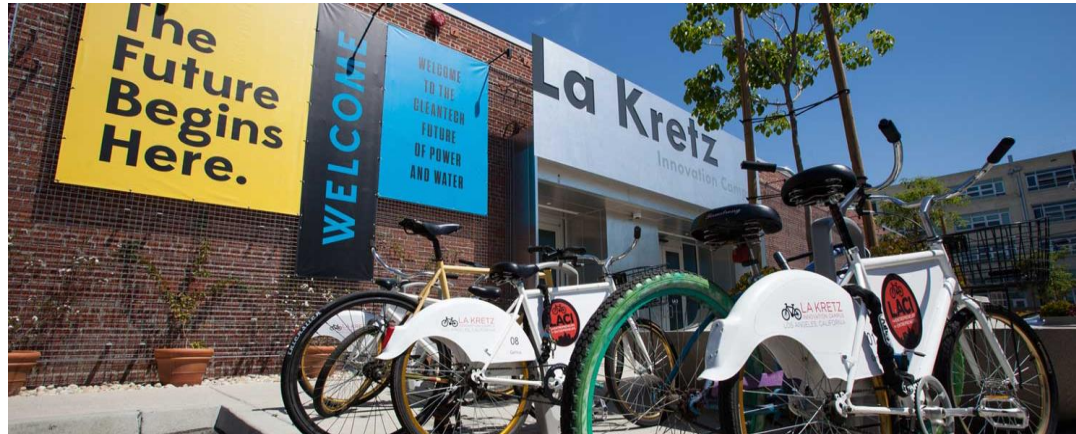




A Collective Impact Toward a Sustainable Future Since 1994



Mike Swords, VP Government Relations Los Angeles Cleantech Incubator (LACI)





OUR MISSION

LACI is creating an inclusive, green economy

OUR STRATEGY

UNLOCKING INNOVATION



TRANSFORMING MARKETS



ENHANCING COMMUNITY





OUR PRIORITY AREAS

MOBILITY & GOODS MOVEMENT



CLEAN ENERGY SMART GRID



SMART CITIES



TO POSITIVELY IMPACT LA'S...

GHG EMISSIONS



AIR QUALITY AND EQUITY



JOBS & ECONOMY





UNLOCKING INNOVATION

67

START UPS
SERVED BY LACI

207

PATENTS
FILED

1500

JOBS
CREATED

\$132M

INVESTED

\$214M

IN REVENUE

\$335M

IN ECONOMIC
VALUE

History

- PPP Founded by City of LA in October 2011
- City's primary objective: To revitalize industrial core through the creation of a cleantech cluster = "Cleantech Corridor"
- Independent non-profit, run by entrepreneurs, partnering w/LADWP and the City of Los Angeles
- La Kretz Innovation Campus: 60,000sf (30,000 for LACI + 30,000 for labs/demonstration space/prototyping space + LADWP owned)

Key Stakeholders

- City of LA Mayor's Office
- LA Department of Water & Power (LADWP)
- UCLA, USC, Caltech, JPL, Cal State Northridge (CSUN)
- Los Angeles County Economic Development Corporation (LAEDC), LA Chamber of Commerce, LA Business Council (LABC)
- Los Angeles County
- State of California
- Federal Government
- Port of Los Angeles, Metro, Metropolitan Water District (MWD), Southern California Edison (SCE)
- Industry partners
- Financial institutions (JP Morgan, Wells Fargo)



Sources of Funding

- City funding
- State funding
- Federal funding
- Corporate sponsorship
- Contract for hire
- Philanthropy
- Events
- Tenant fees
- Equity stake in companies

Examples of Clean Technologies in the LACI Portfolio

- Energy efficiency
- Energy storage
- Home energy management
- Online solar marketplace
- Efficient lighting
- Advanced transportation
- Goods movement
- Water leak detection
- Electronic waste recycling
- Sustainable consumer goods
- Controlled environment agriculture

An aerial architectural rendering of The LA Kretz Innovation Campus. The building is a large, multi-story structure with a complex internal layout featuring various sized rooms, open spaces, and a central courtyard. The exterior is primarily light-colored with brown accents. Surrounding the building are parking lots with several cars, a large solar panel array in the foreground, and landscaped areas with trees and a playground. The text "The LA Kretz Innovation Campus" is overlaid in a large, bold, black font, and "60,000 Sq. ft. – Incubator, Labs, Prototyping, Learning" is overlaid in a smaller, red font below it.

THE LA KRETZ INNOVATION CAMPUS

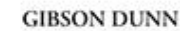
60,000 Sq. ft. – Incubator, Labs, Prototyping, Learning

La Kretz Innovation Campus

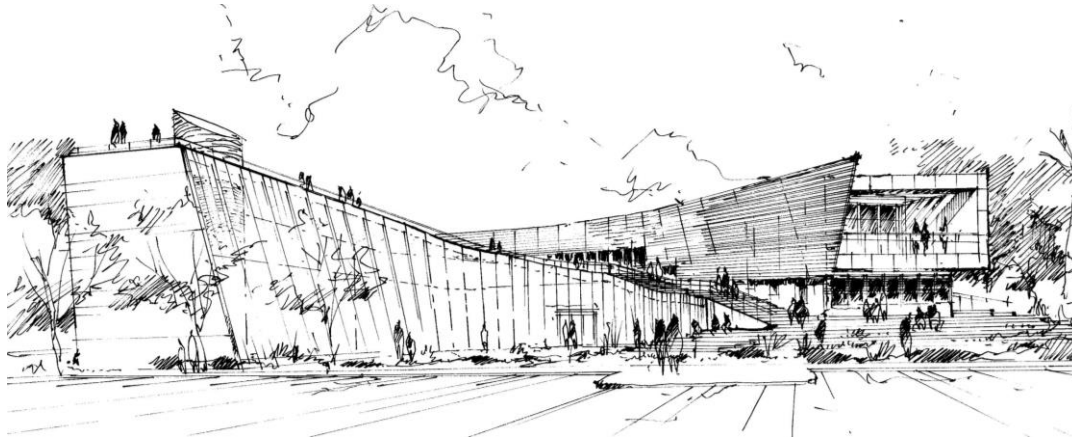
- 3.2 acre footprint
- 60,000sf under roof / 30,000sf for LACI
- LACI = 230 desks/100+ companies/organizations
- 3D print shop, water jet, robotics lab, wet lab, welding shop, electronics lab, energy efficiency lab
- Training center (40 & 32 person classrooms)
- Transportation hub
- Building will house a micro-grid/180KW solar farm, one of a kind, UV grey water system
- LADWP testing and certification lab
- Smart Home demonstration area

Partners

JPMORGAN CHASE & Co.



Kristeen Farlow, MPA - Communications & Outreach Manager Frontier Project



Frontier Project Background and History

- ▶ Regional growth provided opportunities for demonstration
 - ▶ Need for office space for staff
 - ▶ Desire to demonstrate water efficiency to the community
- ▶ Create a destination in the region
- ▶ Cucamonga Valley Water District established a non-profit foundation to lead the development

the Frontier Project

- ▶ Opened Nov. 7, 2009
- ▶ A 14,000 square foot building on a one-acre site
- ▶ Demonstration landscapes
- ▶ Office space, technology gallery, conference facilities, demonstration kitchen, green roof
- ▶ LEED® Platinum from U.S. Green Building Council



Educational Resource Center

- ▶ Meeting spot for regional training in water, electricity, and sustainable design.
- ▶ Connection to local colleges and universities.
- ▶ Connection to high school students.
- ▶ Landscape Demonstrations.
- ▶ Low-water use examples of appliances and fixtures.
- ▶ Residential trainings, special events, and tours.
- ▶ Over 10,000 visitors in the first year!



Ongoing programming

- ▶ Tours
- ▶ Annual Earth Day Celebration
- ▶ Monthly Southern California Edison Workshops
- ▶ Weekly American Water Works Association Workshops
- ▶ CVWD Workshops and Classes
- ▶ Other regional classes and trainings
- ▶ Corporate partners and sponsors



Open Forum



Page Intentionally Left Blank

Item 5.G

Experience Regional Innovation
Center Feasibility Analysis Update

Attachment 3

Steering Committee Meeting #3
Notes and Presentation Slides

Page Intentionally Left Blank



Feasibility Study for Experience – A Regional Innovation Center

Steering Committee Meeting #3
March 19, 2018

Today's Agenda

- Introduction
- Debrief from Meeting #2
- Opportunities to Collaborate with Other Institutions
- Refine Mission Statement
- Define Programming



Meeting #2 Speakers: Representatives from the Frontier Project, Los Angeles Cleantech Incubator (LACI), and Lyle Center for Regenerative Studies

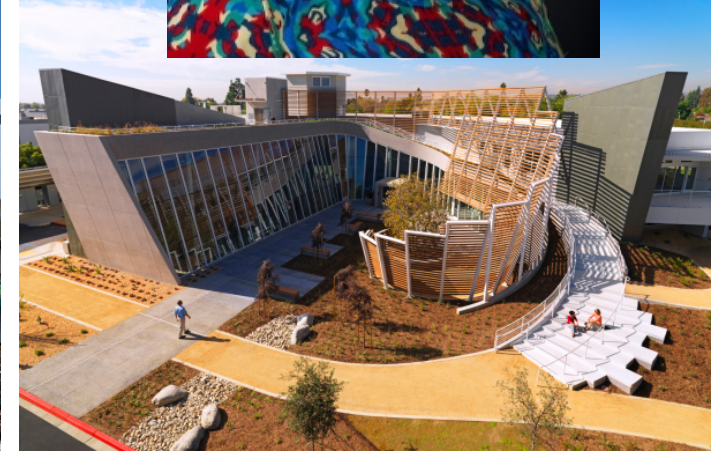
Meeting 2: Presentations and Tour



Lyle Center for
Regenerative Studies



Los Angeles Cleantech
Incubator (LACI)



Frontier Project

EXPERIENCE

Nicole Davis
University of California, Berkeley

0:00:02



Opportunities to Collaborate

- Build on Existing Programs
- Identify how Experience can Support (showcase, provide space, etc.)
- Build on Riverside's Strengths



UCR Industry Attraction Study

- Purpose: Capitalize on CARB
- UCR Strength's for Attracting “Clean and Green” Industries:
 - Clean Air
 - Green Energy
 - Synergies between Technology/Engineering, Agriculture and Environment
 - Transportation & Intelligent Systems
 - Healthcare

UCR Industry Attraction Study

Key Steps

- Retain Homegrown Talent
- Reach out to Existing Partners (with license agreements, etc.)
- Engage Firms with Research Compatibility

Innovation and Entrepreneurship

Entrepreneurial Education

- Customer discovery
- Business plan development
- Entrepreneur showcase
- Networking
- Presentation skills

Capital

- Proof of concept funding
- Highlander Venture Fun
- SBIR/STTR assistance



Specialized Mentorship

- I-corps certified instructors
- Mentors
- Advisors
- Entrepreneurs in Residence

Infrastructure

- Entrepreneur toolkit
- Incubation
- Access to community



Training



Coaching



Access to Funding



Incubation

- UCR has developed an integrated approach to the commercialization of early stage technology.
- It has led to securing federal, state and private funding to expand services to small businesses in the whole region.

UCR/EXPERIENCE Potential

- Potential to showcase/demonstrate innovations
- Need for more co-working space
- Need for more lab space for research, prototyping, etc.

In Summary:

EXPERIENCE could be the “Public Face” of what is happening in the academic & business world related to innovation.



Partners in Education

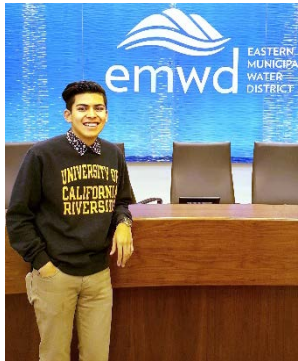
Ronald W. Sullivan, Board of Directors

Paul D. Jones II, P.E., General Manager

March 19, 2018

EXPERIENCE

A place that helps position our region for the future by connecting people to education, collaboration, and opportunities that address the region's challenges and optimize its riches



Educational Partnerships:

Higher Education Partnerships

- Mount San Jacinto College
 - Water Technology Classes at EMWD
- Cal State San Marcos, Temecula
 - Environmental Leadership Institute Advisory Board
 - Environmental Leadership Academy
- University of California, Riverside
 - Research partnerships on rate structure, recycled water quality study
 - Intern partnerships with School of Public Policy
- University of California Cooperative Extension
 - Partnership with Master Gardeners
 - Partnership with School of Public Policy



Educational Partnerships: College Students and Graduates

- Paid Internships for College Juniors and Seniors
(More than 150 interns since 1991)
- Paid CivicSpark Water Corps Fellowship for Graduates
A Governor's initiative AmeriCorps program for local governments to build capacity to address community resilience issues such as water resource management and climate change



Educational Partnerships: K-12 Schools

- 11 school districts (125+ schools)
- Programs (reach 60,000 students/year)
 - In-services and field trips
 - Wetlands education center
 - Water district facilities tours
 - Interagency activities
 - Solar Cup Boat Building
 - Write-Off Contest
 - School and community gardens
 - Water bottle fill stations
 - Orange Vista High School, Perris
(Viticulture Program underway)



Educational Partnerships:

Youth Ecology Corps Work Experience (Ages 18-24)

- In Partnership with Riverside County Workforce Development Board
- Three Youth Opportunity Centers (150+ youth since 2013)
 - ResCare, Moreno Valley
 - ResCare, Perris
 - California Family Life Center, Hemet
- Programs
 - Office and field assistants
 - “Water 101” workshops / tours
 - Professional development



Educational Partnerships: The Business and Civic Community

- Water Leaders Academy - Engages Civic and Elected Leaders
- The Business Outreach Program
 - Encourages local contractors and vendors to bid on EMWD projects / contracts
 - \$398 Million Capital Improvement Program



The Immediate Region's Challenges and Riches

Challenges

- Trade schools
- Science, Technology, Engineering, Art, and Math Stimuli
- Career paths
 - Entry level jobs that lead to careers / self-sufficiency
 - High paying professional jobs
- Meeting space for large audiences

Riches

- Accessibility to major transportation network
- High visibility and connectedness
- Engaged K-12 education
- Community colleges and 4-year colleges
- Diversity
- Growing economy and population
- Room to grow!

Regional Opportunity

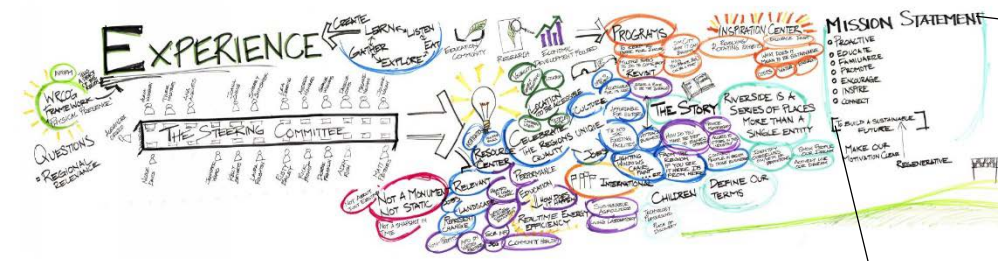
- EMWD is located in an area only 38 percent built out
- Tremendous opportunity to influence how the region will develop
- This will affect not only contiguous Inland Empire areas...
- It will affect surrounding counties, as well





Contact Information

Ronald W. Sullivan, Board of Directors
Paul D. Jones II, P.E., General Manager
(951) 928-3777



Nike: *To ^{what [inspire and innovate]}bring inspiration and innovation to every athlete in the world.*
^{who [every athlete]}

Starbucks: *To ^{what [inspire and nurture]}inspire and nurture the human spirit – ^{means [cup]}one person, one cup and one neighborhood at a time.*
^{Beyond [human spirit]}

Amazon: *To ^{who [customers]}be the most customer-centric company in the world, where people can find and discover anything they want to buy online.*

Ebay: *^{what [trading platform]}Provide a global trading platform where practically anyone can trade practically anything.*
^{who [customers]}

Lyle Center: *a collective impact toward a sustainable future, convening diverse groups thinkers committed to catalyzing pro-environmental change by matching technology and needs.*

why [sustainable future]

how [convening thinkers]

Means [matching technology and needs]

who

how [?]

Chevron: *To be the global energy company most admired for its people, partnership, and performance.*

why [to be admired]

PIE: *To serve as a curated co-working space, a community event space, a start-up accelerator, a flashpoint for corporate innovation, and a home away from home for start-ups*

who

means

Patagonia: *Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.*

why [env crisis solutions]

How?

Sea Sheppard: *end the destruction of habitat and slaughter of wildlife, conserve and protect ecosystems and species.*

why [conserve and protect]

how [implied - software]

Microsoft: *To empower every person and every organization on the planet to achieve more*

why [MS wants you achieve more]

Emotional
About something greater than the organization
Mission & Vision
Succinct
Direct

Draft Mission Statement

Experience is a place that connects our public, private, nonprofit, and education leaders to harness knowledge capital, attract growth industries, accelerate technologies, and spur economic development. Experience draws and inspires our community to learn and be engaged in innovations to improve our world.

Indoor and Outdoor Programming

Purpose: To select/prioritize program elements to be evaluated

- Demand Analysis
- Financial Underpinnings Analysis
- Site Feasibility
- Governance/Partnership/Operations Evaluation

Next Meeting

- May 21st, 11 am – 1 pm
 - Present Opportunities and Constraints of the 4 Sites
 - Present Demand Analysis

Page Intentionally Left Blank