



Western Riverside Council of Governments Administration & Finance Committee

AGENDA

Wednesday, April 12, 2023
12:00 PM

Western Riverside Council of Governments
3390 University Avenue, Suite 200
Riverside, CA 92501

Committee members are asked to attend this meeting in person unless remote accommodations have previously been requested and noted on the agenda. The below Zoom link is provided for the convenience of members of the public, presenters, and staff support.

Remote Location

1400 K Street, Suite 400
Sacramento, CA 95814

Public Zoom Link

Meeting ID: 850 6319 8242

Passcode: 781619

Dial in: (669) 900 9128 U.S.

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) 405-6702. 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 200, Riverside, CA, 92501.

In addition to commenting at the Committee meeting, members of the public may also submit written comments before or during the meeting, prior to the close of public comment to jleonard@wrcog.us.

Any member of the public requiring a reasonable accommodation to participate in this meeting in light

of this announcement shall contact Janis Leonard 72 hours prior to the meeting at (951) 405-6702 or jleonard@wrcog.us. Later requests will be accommodated to the extent feasible.

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

1. CALL TO ORDER (Crystal Ruiz, Chair)

2. PLEDGE OF ALLEGIANCE

3. ROLL CALL

4. PUBLIC COMMENTS

At this time members of the public can address the Committee regarding any items within the subject matter jurisdiction of the Committee that are not separately 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.

5. 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. Summary Minutes from the March 8, 2023, Administration & Finance Committee Meeting

Requested Action(s): 1. Approve the Summary Minutes from the March 8, 2023, Administration & Finance Committee meeting.

B. 2022 Fee Comparison Analysis Update - Final Report

Requested Action(s): 1. Receive and file.

C. Finance Department Activities Update

Requested Action(s): 1. Receive and file.

6. REPORTS / DISCUSSION

Members of the public will have an opportunity to speak on agenda items at the time the item is called for discussion.

A. WRCOG Fiscal Year 2023/2024 Budget

Requested Action(s): 1. Receive and file.

B. Environmental Department Activities Update - Regional Food Rescue and Technical Assistance RFP

Requested Action(s): 1. Receive and file.

C. I-REN Activities Update and Survey Participation Results

Requested Action(s): 1. Receive and file.

D. Appointment of WRCOG Representatives to Various Committees

Requested Action(s):

1. Recommend that the Executive Committee appoint one representative to the Santa Ana Watershed Project Authority's One Water One Watershed Steering Committee for a term commencing May 1, 2023, and ending December 31, 2024.
2. Recommend that the Executive Committee appoint one representative to SCAG Policy Committee for a term commencing May 1, 2023, and ending December 31, 2024.

E. WRCOG 2023 Legislative Platform

Requested Action(s):

1. Recommend that the Executive Committee approve the WRCOG 2023 Legislative Platform.

7. REPORT FROM THE COMMITTEE CHAIR

Crystal Ruiz, City of San Jacinto

8. REPORT FROM THE EXECUTIVE DIRECTOR

Dr. Kurt Wilson

9. ITEMS FOR FUTURE AGENDAS

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

10. GENERAL ANNOUNCEMENTS

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

11. NEXT MEETING

The next Administration & Finance Committee meeting is scheduled for Wednesday, May 10, 2023, at 12:00 p.m., in WRCOG's office at 3390 University Avenue, Suite 200, Riverside.

12. CLOSED SESSION

PUBLIC EMPLOYEE PERFORMANCE EVALUATION pursuant to Section 54957

Title: Executive Director

CONFERENCE WITH LABOR NEGOTIATORS pursuant to Section 54957.6

Agency designated representatives: Chair and General Counsel

Unrepresented employee: Executive Director

13. ADJOURNMENT

Administration & Finance Committee

Minutes

1. CALL TO ORDER

The meeting of the WRCOG Administration & Finance Committee was called to order by Chair Crystal Ruiz at 12:00 p.m., on March 8, 2023, in WRCOG's office and on the Zoom platform.

2. PLEDGE OF ALLEGIANCE

Chair Crystal Ruiz led members and guests in the Pledge of Allegiance.

3. ROLL CALL

- City of Calimesa - Wendy Hewitt
- City of Corona - Jacque Casillas
- City of Jurupa Valley - Chris Barajas
- City of Lake Elsinore - Brian Tisdale
- City of Norco - Kevin Bash
- City of Perris - Rita Rogers
- City of San Jacinto - Crystal Ruiz (Chair)
- County of Riverside, District 2 - Karen Spiegel
- County of Riverside District 3 - Chuck Washington
- Western Municipal Water District - Brenda Dennstedt

4. PUBLIC COMMENTS

There were no public comments.

5. CONSENT CALENDAR – (Lake Elsinore / Corona) 9 yes; 0 no; 0 abstention. Items 5.A through 5.D were approved.

A. Summary Minutes from the February 8, 2023, Administration & Finance Committee Meeting

Action:

1. Approved the Summary Minutes from the February 8, 2023, Administration & Finance Committee meeting.

B. Approval of the Third Amendment to Professional Services Agreement with Yunex, LLC

Action:

1. Recommended the executive Committee to approve the Third Amendment with Yunex, LLC

C. Streetlight Program, Broadband, and Energy Resilience Activities Update

Action:

1. Received and filed.

D. Finance Department Activities Update

This item was pulled for discussion by Committee member Wendy Hewitt who asked why WRCOG has an operating loss of \$146k.

Andrew Ruiz, WRCOG Chief Financial Officer, indicated that budget adjustments were approved at the recent Executive Committee meeting. Changes are now being implemented and will show up on the next update. The General Fund also consists of PACE revenues, most of which will come at the end of the fiscal year.

Committee member Hewitt also asked about a discrepancy in the HERO program.

Mr. Ruiz indicated that this was also addressed in Monday's Executive Committee meeting, and explained that the reason behind the discrepancy in the actuals is because the housing market has changed. With the rising interest rates and home values flattening out, people are no longer pulling equity to pay off their loans.

Committee member Hewitt also asked about the discrepancies in the REAP Program, which Mr. Ruiz clarified that this is another budget adjustment of \$300k. REAP has been extended for another 18 months.

Chris Gray, WRCOG Deputy Executive Director, added that REAP is a reimbursement grant. It does not cost WRCOG to operate the Program, but the grant money has not been spent as quickly as anticipated, so it will take slightly longer to spend it.

Committee member Hewitt also noticed no actuals on the insurance and also asked about Other Post-Employment Benefits (OPEB) repayment that did not have an actual either.

Mr. Ruiz responded that the payments for the insurance do not coincide with the fiscal year, so it will be added later. OPEB payments for are made later as well.

Action:

1. Received and filed.

6. REPORTS / DISCUSSION

A. I-REN Activities Update and Survey Participation Request

Casey Dailey, WRCOG Director of Energy and Environmental Programs, provided an update on the formation of the I-REN Program and how I-REN will focus on three sectors: 1) Public, 2) Codes and Standards, and 3) Workforce Education and Training. Through these sectors, there will be some direct benefits to participating members which include technical assistance, financial incentives, energy modeling services, benchmarking services, Title 24 Code Compliance trainings, energy certification programs, and placement of I-REN Energy Fellows.

WRCOG's representatives are Crystal Ruiz of the City of San Jacinto (serving as I-REN Executive Committee Chair), Chris Barajas of the City of Jurupa Valley, and Jacque Casillas of the City of Corona. CVAG's representative is Oscar Ortiz (serving as I-REN Executive Committee Vice-Chair). SBCOG's representatives are Art Bishop of the Town of Apple Valley (serving as I-REN Executive Committee 2nd Vice-Chair), Curt Hagman of the County of San Bernardino, and Deborah Robertson of the City of Rialto.

Highlights were presented on the development of the I-REN Strategic Plan, a 5-year organizational plan designed to ensure effective and efficient use of ratepayer funds, identify clear priorities and actions, and to ensure activities and engagement are aligned across all members of I-REN. Part of the process in preparing the Strategic Plan was the release of two surveys; one for committee members, and one for member agencies. The results will be presented at the March 21, 2023, I-REN Executive Committee meeting. Primary areas for discussion will be to prioritize which programs and areas to build out first, securing regional partners, and connecting with local governments and tribes to provide service.

Finally, an update was presented on four major contracts that were approved at the February 17, 2023, I-REN Executive Committee meeting. For the Public Sector Programs, The Energy Coalition was selected as a consultant. For the Building Upgrade Concierge software development, Alternative Energy Systems Consulting was selected. For the Codes and Standards Programs, Frontier Energy was selected. For I-REN's Marketing and Outreach efforts, ICF Resources was selected. These implementers will all be responsible for developing and implementing I-REN's Programs and offerings for the next few years.

Committee member Jacque Casillas indicated that the three agencies are working together to find where they can have the greatest impact and provide tangible results for residents.

Committee member Chris Barajas added that I-REN will be servicing over 4 million people. I-REN is fully funded by the California Public Utilities Commission, so there will be no revenue generation or rate payers. There has been a lot of positive discussion, starting off slow but making great progress towards giving back to the region, like SOCAL-REN and BAY-REN did to their regions.

Chair Crystal Ruiz indicated that her favorite part about I-REN is the opportunity for education, not just for city employees, but for college and high-school students to start young and get them involved in renewable energy. The partnership with both counties is phenomenal, and they have the unique opportunity to develop the program and what direction to go in. Chair Ruiz commended staff for all the work they put in.

Committee member Barajas explained that specifics are still being discussed, but ultimately it would be the cities' responsibility to apply for funding through I-REN, there is no set amount that will be automatically distributed to each city.

Mr. Dailey added that I-REN will offer direct financial incentives and rebates for replacing or upgrading old, inefficient equipment to new energy efficient equipment, similar to WRCOG's Streetlight Program model.

Action:

1. Received and filed.

B. 2023 General Assembly Community Service Awards and Nominations

Julian Brambila, WRCOG Analyst, presented seven nominations for consideration for this year's award. The nominees for the individual award are Ann White, Noland Turnage, Ronnie Imel, and Ted Hoffman. The nominees for the group award are the National Association of Hispanic Real Estate Professionals, Inland SoCal United Way, and Moreno Valley College Corps.

Award recipients will receive a plaque, a complementary ticket to the General Assembly event, plus a ticket to the VIP reception, and will be included in a short video.

Committee member Rita Rogers brought up the fact that there were some nominations that did not stick to the 200-word count, which might not be fair to those who did, as they could have emphasized more about the nominee.

Mr. Barajas suggested to stick to one individual and one group award.

Chair Ruiz liked the idea of nominating Ted Hoffman, but suggested that he be presented with his own separate award.

Committee member Karen Spiegel suggested a Lifetime Achievement / Legacy award.

Chris Gray, WRCOG Deputy Executive Director, added that Mr. Jon J. Benoit received a Lifetime Achievement award in 2017.

Mr. Gray said that we will work with staff to make all accommodations necessary for Mr. Hoffman's family to attend the assembly to provide him with appropriate representation.

Actions:

1. The following nominations for the 2023 WRCOG Awards for Outstanding Community Service were recommended to the Executive Committee for final approval:
 - a. Ronnie Imel for individual (Norco / County District 3), and
 - b. Moreno Valley College Corps (County District 3 / Corona), and
 - c. Ted Hoffman (Lifetime Achievement Award - posthumously, not as part of the Community Service Awards).

7. REPORT FROM THE COMMITTEE CHAIR

Chair Crystal Ruiz reported that staff are working extensively on General Assembly preparations and are getting ready to do a food-tasting.

8. REPORT FROM THE EXECUTIVE DIRECTOR

Dr. Kurt Wilson was not present to provide an update.

9. ITEMS FOR FUTURE AGENDAS

There were no items for future agendas.

10. GENERAL ANNOUNCEMENTS

Committee member Kevin Bash announced that Riverside County purchased a building in Norco that will serve as a tech bridge that connects with the Navy base and March Air Force Base, making technologies developed in federal facilities available to the public. This would be a great opportunity for I-REN to partner. It has an incubator and access to federal labs. The City of Huntington Beach is involved in a case against the State of California, arguing that it cannot build the housing that the Governor mandated. State law dictates that zoning governance goes to local and county entities. The City is expected to lose at the State Supreme Court, and the case will then go to the Federal Supreme Court for review.

Committee member Chris Barajas announced that the City of Jurupa Valley received \$1.5M from the federal government and \$33M from Senator Sabrina Cervantes's office for a proposed Inland Empire (IE) technical trade center. It will partner with the Inland Empire Labor Council and Riverside City College in teaching the trades: electrical, plumbing, carpentry, etc. The trade center is located in Jurupa Valley, but it is an IE project.

Committee member Chuck Washington announced that he and Supervisor Spiegel will be working to put together a fentanyl task force to address this issue.

11. NEXT MEETING

The next Administration & Finance Committee meeting is scheduled for Wednesday, April 12, 2023, at 12:00 p.m., in WRCOG's office at 3390 University Avenue, Riverside.

12. CLOSED SESSION

This item was moved to April.

13. ADJOURNMENT

The meeting of the Administration & Finance Committee adjourned at 1:10 p.m.



Western Riverside Council of Governments Administration & Finance Committee

Staff Report

Subject: 2022 Fee Comparison Analysis Update - Final Report
Contact: Christopher Tzeng, Program Manager, ctzeng@wrcog.us, (951) 405-6711
Date: April 12, 2023

Requested Action(s):

1. Receive and file.

Purpose:

The purpose of this item is to provide the final report of the 2022 Fee Comparison Analysis Update.

WRCOG 2022-2027 Strategic Plan Goal:

Goal #5 - Develop projects and programs that improve infrastructure and sustainable development in our subregion.

Background:

In 2016 WRCOG conducted a study to analyze fees / exactions required and collected by jurisdictions / agencies in and immediately adjacent to the WRCOG subregion. The study was presented to various WRCOG committees and subsequent presentations were completed to various City Councils in the subregion. Based on the feedback provided and the requests made for data and presentations, WRCOG indicated that the study would be updated on a consistent basis to enable jurisdictions the value of understanding the impact of fees on development and the regional economy. An updated analysis utilizing 2018 data was completed at the beginning of 2019. An update to the analysis utilizing data available in 2022 commenced in May 2022. Updates of the analysis were provided to the WRCOG Administration & Finance, Planning Directors, Public Works, and Technical Advisory Committees in late 2022. The final report is being provided to the WRCOG committees at their April / May 2023 meetings.

The information analyzed and presented in the final report is solely for information purposes. WRCOG is not proposing any fee updates as part of the Fee Comparison Analysis.

Overview

The update to the Fee Comparison Analysis follows the same methodology as in 2016 and 2018, and updates the fee structures of the various fees. The Analysis provides WRCOG jurisdictions with comprehensive fee comparisons and also discusses the effect of other development costs, such as the cost of land and interest rates, within the overall development framework. Another key element of this study is an analysis documenting the economic benefits of transportation investment. Summary and comparison data for WRCOG member agencies is provided in the final report in Attachment 1.

Fee Comparison Methodology

In addition to the jurisdictions within the WRCOG subregion, the study analyzed sample jurisdictions within the Coachella Valley, San Bernardino County, and the northern portion of San Diego County. The inclusion of additional neighboring / peer communities allows for consideration of relative fee levels between the WRCOG subregion and jurisdictions in surrounding areas that may compete for new development.

Land Uses and Development Prototypes

Fee comparisons have been conducted for five key land use categories, “development prototypes,” including single-family residential, multi-family residential, office, retail, and industrial developments. Since every development project is different, and because fee structures are often complex and derived based on different development characteristics, it is helpful to have “development prototypes” for each of the land uses studied. The use of consistent development prototypes increases the extent to which the fee comparison is an “apples-to-apples” comparison.

Development prototypical projects that were analyzed are as follows:

- Single-family residential development: 50-unit residential subdivision; 2,700 square foot homes, and 7,200 square foot lots
- Multi-family residential development: 200-unit market-rate, 260,000 gross square foot apartment buildings
- Retail development: 10,000-gross square foot retail buildings
- Office development: 20,000-gross square foot, Class A or Class B office buildings
- Industrial development: 265,000 gross square foot high-cube industrial buildings

Fee Categories

The primary focus of the analysis is on the array of fees charged on new development to pay for a range of infrastructure / capital facilities. The major categories of fees include 1) school development impact fees; 2) water / sewer connection / capacity fees; 3) city capital facilities fees; 4) regional transportation fees (TUMF in Western Riverside County); and 5) other capital facilities / infrastructure / mitigation fees charged by other regional / subregional agencies. These fees typically represent 80% to 90% of the overall development fees on new development. Additional processing, permitting, and entitlement fees are not included in this analysis. The analysis focused on development impact fees, as these fees are much larger than planning / processing fees for comparison purposes.

Service Providers and Development Prototypes

The system of infrastructure and capital facilities fees in most California jurisdictions is complicated by multiple service providers and, often, differential fees in different parts of individual jurisdictions. Multiple entities charge infrastructure / capital facilities fees – e.g., city, water districts, school districts, and regional agencies. In addition, individual jurisdictions are often served by different service providers (e.g., more than one water district or school district) with different subareas within a jurisdiction, sometimes paying different fees for water facilities and school facilities. Also, some city fees, such as storm drain fees, are sometimes differentiated by jurisdictional subareas. To maintain consistency, the

service providers utilized in the previous analyses are utilized in this analysis. Individual service providers were selected where multiple service providers were present, and an individual subarea was selected where different fees were charged by subarea.

Prior Action(s):

December 14, 2022: The Administration & Finance Committee received and filed.

November 17, 2022: The Technical Advisory Committee received and filed.

October 13, 2022: The Public Works Committee received and filed.

October 13, 2022: The Planning Directors Committee received and filed.

Fiscal Impact:

Transportation and Planning Department activities are included in the Agency's adopted Fiscal Year 2022/2023 Budget under the Transportation Department. This analysis is covered under TUMF (Fund 110) to provide additional information on development fees charged to support the TUMF Nexus Study.

Attachment(s):

[Attachment 1 - WRCOG Fee Comparison Study Final Report](#)

The Economics of Land Use



Report

2022-23 Analysis and Regional Comparison of Development Impact Fees in Western Riverside County

Prepared for:

Western Riverside Council of Governments (WRCOG)

Prepared by:

Economic & Planning Systems, Inc.

EPS #214063

January 9, 2023

*Economic & Planning Systems, Inc.
800 Wilshire Boulevard
Suite 410
Los Angeles, CA 90017
213 489 3838 tel*

*Oakland
Sacramento
Denver
Los Angeles*

www.epsys.com

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1. Introduction and Findings

The Western Riverside Council of Governments (WRCOG) commissioned this Report to provide increased regional understanding of development impact fees on new development in Western Riverside County. More specifically, the purpose of this report is to: (1) indicate the types and relative scale of the development impact fees placed on different land uses within WRCOG member jurisdictions, and (2) indicate the level of fees relative to overall development costs in Western Riverside County. The report is also intended to provide helpful background information on the impact of the regional Transportation Uniform Mitigation Fee (TUMF) by placing the TUMF in the context of the broader development impact fee composition, overall development costs, and other regional dynamics.

This report (the 2022-23 Study) represents an update to the 2018-19 Study, which provided similar information on development impact fees and development costs. Information in this report is primarily based fee schedules and development cost estimates from 2022, while the prior study was primarily on schedules and estimates from 2018.

This report recognizes that there are substantive and ongoing debates about the appropriate levels of development impact fees in regions throughout California and elsewhere in the United States. On the one hand, development impact fees provide revenue to support the construction of critical infrastructure and capital facilities (or in-kind capital facility development) that can generate development value, economic development, and quality of life benefits. On the other hand, these fees act as an additional development cost that can influence development feasibility and potentially impact the pace of new development. **Each fee-adopting jurisdiction must weigh the costs and benefits of potential new or increased fee levels in the context of their goals, capital improvement needs, and economic and development dynamics.**

This report considers development impact fees defined as one-time fees collected for the purposes of funding infrastructure and capital facilities.¹ Reflecting the broad range of land use and development projects in Western Riverside County, prototype development projects for single-family, multifamily, retail, Class A/B office, and large industrial use types were all selected to support comparisons of fees in different jurisdictions.

A summary of key findings is provided below, followed by a description of the organization of this report.

¹ As used in this report and discussed further below, the phrase “development impact fee” includes all fees adopted pursuant to the Mitigation Fee Act and other monetary exactions due at the time of development. The term “fee,” as used in this report, means “development impact fee.”

Summary of Findings

FINDING #1: New development in Western Riverside County pay a wide range of one-time infrastructure/capital facilities associated fees with different public agencies.

New development in Western Riverside County is required to pay development impact fees to help fund:

- Water and Sewer Facilities
- School Facilities
- Regional Transportation Infrastructure
- Additional Local Infrastructure/Capital Facilities (local transportation, parks and recreation, public facility, community/civic facilities, and storm drain infrastructure).
- Subregional/Area Fees (habitat mitigation fees, Road and Bridge Benefit Assessment Districts, and other area-specific infrastructure/capital facilities fees).

These fees are set/administered by a combination of water districts, school districts, individual cities, the County, the Western Riverside Council of Governments, the Western Riverside County Resource Conservation Authority, and other special districts.

- **Fees for each land use type have increased on average by between 6.9 and 24.5 percent since the prior 2018-19 Study.** As shown in **Table 1**, average fee totals for residential uses now range from \$32,099 for multifamily units to \$57,078 for single-family units, and average fee totals for nonresidential uses now range from \$6.48 per square foot for industrial projects to \$25.27 per square foot for retail projects.

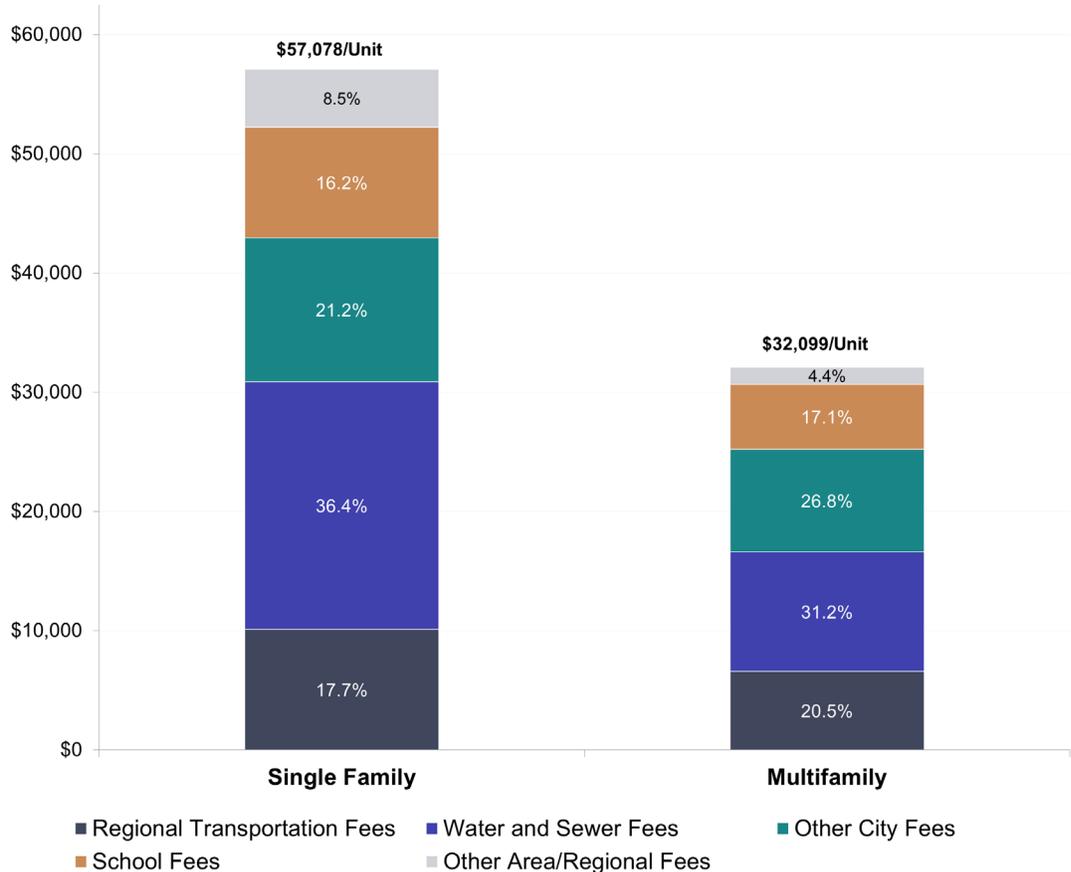
Table 1 Average Total Fee Amounts & Changes since 2018-19 Study by Land Use Type

Land Use	2022-23	2018-19	% Change
Single Family			
Total Fees per Unit	\$57,078	\$47,470	20.2%
Multifamily			
Total Fees per Unit	\$32,099	\$29,706	8.1%
Retail			
Total Fees per SF	\$25.27	\$23.63	6.9%
Office			
Total Fees per SF	\$17.04	\$14.06	21.2%
Industrial			
Total Fees per SF	\$6.48	\$5.20	24.5%

FINDING #2: TUMF represents a modest proportion of total residential development impact fees in Western Riverside County and a more variable proportion of nonresidential development impact fees.

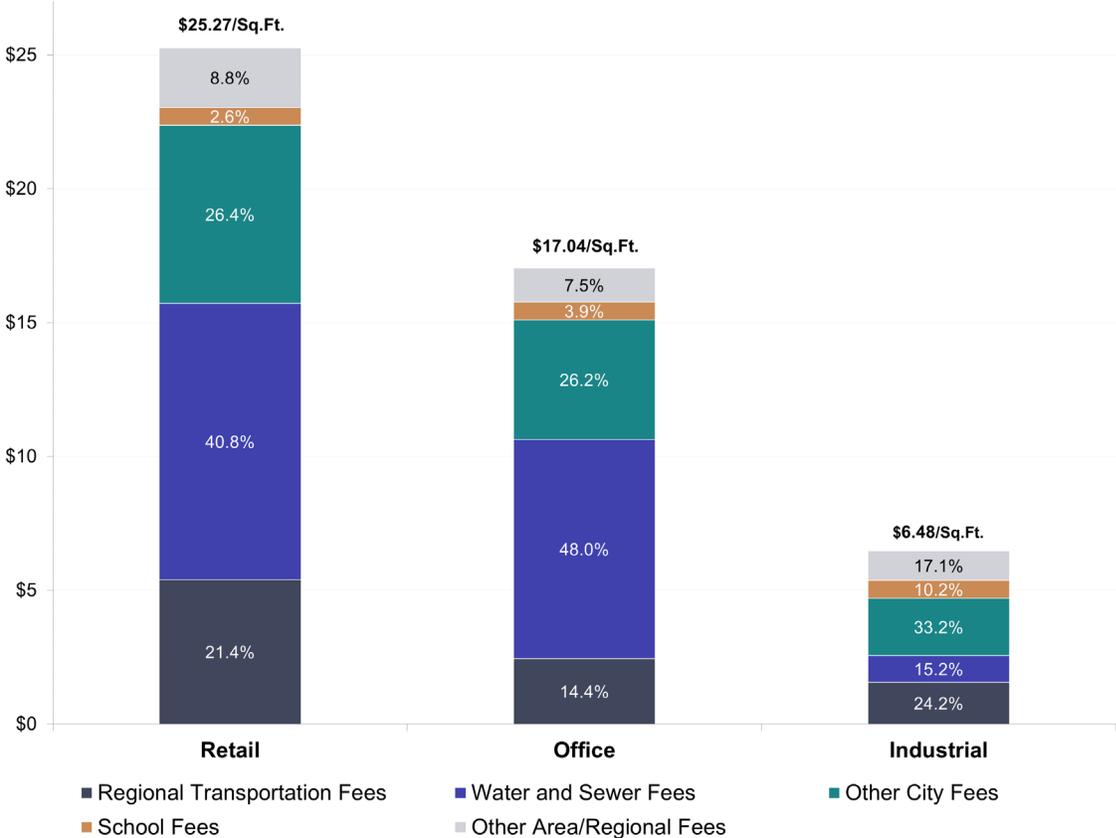
- **For residential developments, TUMF represents close to 20 percent of total development impact fees for both single-family and multifamily development.** Other fee categories are shown in **Figure 1** below. Water and Sewer Fees together represent the greatest proportion of residential development impact fees. The smallest proportion is associated with Other Area/Regional Fees.

Figure 1 Average WRCOG Residential Development Impact Fees by Fee Category



- **Regional Transportation Fees (TUMF) as a proportion of total development impact fees show more variation for nonresidential land uses.** Retail and office fees are dominated by Water and Sewer Fees. For industrial developments, Water and Sewer Fees are substantially lower and Other City Fees are the greatest proportion of total fees (**Figure 2**).

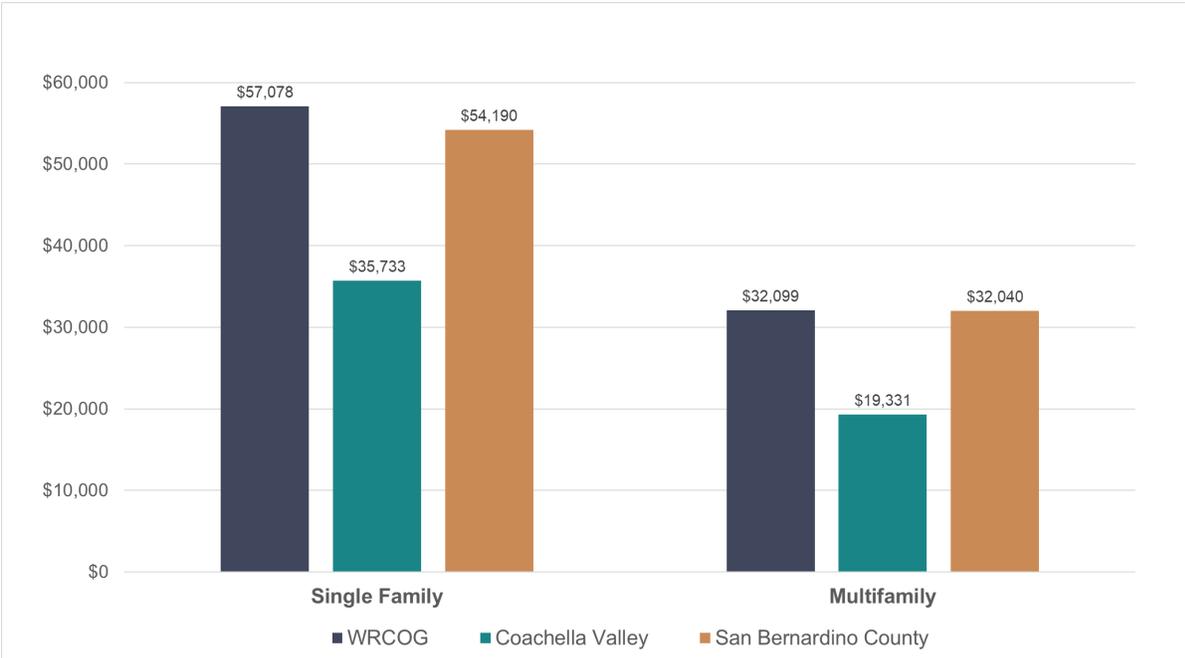
Figure 2 Average WRCOG Nonresidential Development Impact Fees



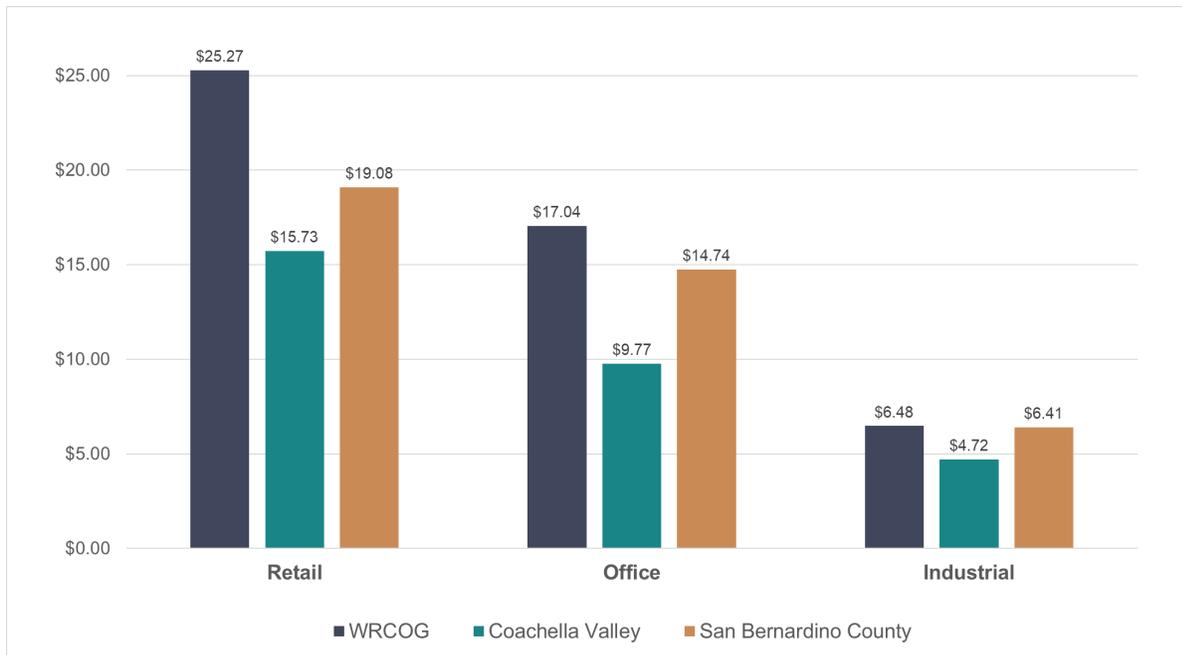
FINDING #3: Average development impact fees in WRCOG member jurisdictions are generally similar to those in San Bernardino County, though higher than those in Coachella Valley.

- Average residential development impact fees for WRCOG jurisdictions are equal to or somewhat higher than the average of selected San Bernardino County cities and the average of selected Coachella Valley cities.** As seen in **Figure 3** below, when compared with the average of selected San Bernardino County cities (Fontana, Yucaipa, San Bernardino, Ontario, Chino, and Rialto) and Coachella Valley cities (Indio, Palm Desert, and Palm Springs), the WRCOG average is slightly higher than the San Bernadino County fees for single-family development and the same for multifamily development. Coachella Valley has substantially lower fees on both single-family and multifamily development.

Figure 3 Average Residential Development Impact Fees in Neighboring Jurisdictions



- **Average nonresidential development impact fees for WRCOG jurisdictions are either higher than or similar to the average of selected San Bernardino County cities for the different land use categories. The average of selected Coachella Valley cities is lower for all land use categories.** As seen in **Figure 4** below, comparing average nonresidential development impact fees in WRCOG to selected San Bernardino County cities shows that, on average, WRCOG fees are substantially higher for retail, somewhat higher for office development, and the same for industrial development. The selected Coachella Valley cities have the lowest average fees in all these nonresidential land uses.

Figure 4 Average Nonresidential Development Impact Fees in Neighboring Jurisdictions

FINDING #4: Average development impact fees among WRCOG member jurisdictions represent between 3.9 percent and 8.9 percent of total development costs/returns, with TUMF as a lower fraction of these proportions.

- Total development impact fees represent between 3.9 percent and 8.9 percent of total development costs/returns for the prototype feasible projects.** As shown in **Table 2** below, development impact fees represent 8.9 percent of total development costs/returns for the prototype single-family and 7.9 percent of total costs/returns for multifamily developments. As is common, nonresidential development impact fees are lower as a percent of total development cost/return at 3.9 percent for industrial development and 4.7 percent for office development. For retail development, the fee level is 6.8 percent of total costs/returns, between that of residential uses and other nonresidential uses.
- TUMF represents between 0.7 percent and 1.6 percent of total development costs/returns for the prototype feasible projects. While changes in the TUMF can add or subtract from total development costs, it would take a substantial change to increase/decrease overall development costs/returns by more than 1 percent.** As a proportion of overall development costs, TUMF represents 1.6 percent for both single-family and multifamily. For nonresidential uses, TUMF represents 0.7 percent of total development costs for office development, 1.0 percent for industrial development, and 1.4 percent for retail development. TUMF represents between 14.4 percent and 21.4 percent of total development impact fees with the highest ratios for retail and industrial development and lowest for office development, as seen previously in **Figure 2**.

Table 2 Development Impact Fees as % of Total Developments Cost/Returns*

Development Impact Fees	Single Family	Multifamily	Industrial	Retail	Office
TUMF	1.6%	1.6%	1.0%	1.4%	0.7%
Other Development Impact Fees	<u>7.4%</u>	<u>6.2%</u>	<u>3.0%</u>	<u>5.3%</u>	<u>4.0%</u>
Total Development Fees	8.9%	7.9%	3.9%	6.8%	4.7%

*Totals may not sum due to rounding.

Organization of Report

After this initial chapter, this report is divided into three other chapters and several appendices. **Chapter 2** describes the definitions, methodology, and results of the fee review and comparison for WRCOG and non-WRCOG jurisdictions. **Chapter 3** describes the TUMF and other development impact fees as components of overall estimated development costs and returns for each development prototypes evaluated. Finally, **Chapter 4** provides a brief conclusion on the purposes and goals of this and other development impact fee comparison studies.

The appendices provide a substantial amount of additional supporting detail and information, including:

- **APPENDIX A** provides detailed information on the Development Prototypes.
- **APPENDIX B** provides information on assumptions around location and corresponding service provider (e.g., water district, school district) assignments within each jurisdiction.
- **APPENDIX C** provides fee comparison summaries and detailed fee estimation information for each WRCOG jurisdiction/area and each land use category.

2. Development Impact Fee Review and Comparison

To accomplish the study purpose outlined in **Chapter 1**, development impact fees were estimated for each WRCOG jurisdictions as well as for selected neighboring jurisdictions in Coachella Valley and San Bernardino County. This required detailed research into fee schedules and calculation methodologies for each of these jurisdictions and associated service providers.

All the development impact fee estimates shown are based on fee schedules and information available at the time the research was conducted, primarily during the summer of 2022. EPS attempted to use the most current and up-to-date fee information to enhance comparability and create a representation of fee levels at a single moment in time. However, limited online availability of complete fee information in some jurisdictions and annual fee program update schedules (typically in July) in several jurisdictions added an additional challenge in pinpointing fees at a given moment in time. While every effort was made to ensure that fees are updated and comparable, the final estimates should be considered as planning-level approximations. The actual fees due for a particular project will depend on the specifications of the individual project and the fee schedule at the time of project application.

The first section below provides some key definitions. The subsequent section provides a detailed description of the fee research methodology. The final section provides findings concerning development impacts fees in WRCOG member jurisdictions and other jurisdictions studied. In general, the definitions and approach in this study are consistent with those in the 2018-19 Study to maintain consistency. In some situations, as noted below, refinements were necessary; for example, some water districts provided new information on the water meter assumptions to be used in fee calculations.

Study Definition

Development impact fees have become an increasingly used mechanism among California jurisdictions to require new development to fund the demands it places on local and regional infrastructure and capital facilities. As already noted, this report defines development impact fees as one-time fees collected for the purposes of funding infrastructure and capital facilities. This includes fees for the funding of a broad range of capital improvements, including water, sewer, storm drain, transportation, parks and recreation, public safety, and numerous other types of civic/community facilities. The majority of these fees are adopted under or consistent with the Mitigation Fee Act, though the analysis also includes other one-time capital facilities fees, such as parkland in-lieu fees under the Quimby Act and one-time charges through Community Facilities Districts or Benefit Assessment Districts among others.

This report does not include estimates of other types of fees charged by cities including permitting, planning, and processing fees that are charged on new development, and that do not fund capital facilities/infrastructure. These fees are typically associated with some sort of review

or administrative service provided by a jurisdiction and are typically more modest charges relative to development impact fees (most studies find them to be in the 5 to 15 percent range of development impact fees, between 1 and 2 percent of total development costs).

Some typical fee types that fall in this category of permitting, planning, and processing fees and that are standard across most development projects include:

- **Building Permit Fee** – This fee is charged in a various of ways. Jurisdictions charge based on development size, development valuation, or flat fee.
- **Plan Check Fee** – This fee is charged in a various of ways. Jurisdictions charge based on development size, development valuation, flat fee, percentage of the Building Permit Fee, or an hourly charge.
- **California Building Standards Commission Fee** – This fee is calculated by charging \$1 per \$25,000 of a development’s valuation multiplied by the development’s area.
- **Strong Motion Instrumentation Program Fee** – This fee is calculated by charging \$13 per \$100,000 of a development’s valuation multiplied by the development’s area.
- **Technology Surcharge** – This fee is charged differently by jurisdiction. Some jurisdictions charge based on the development’s valuation and area, while other some jurisdictions choose to charge this as a percentage of the Building Permit Fee.

Many other fee types exist that are project-dependent and may be related to: various inspections, tentative tract/parcel maps, conditional use permits, plan amendments, annexations, and a wide variety of minor permits. These are typically charged through some combination of flat fee, deposit, and/or actual hourly costs incurred by planning or building department staffs.

Methodology

In order to provide a fee comparison that was as close as possible to an “apples-to-apples” comparison, WRCOG staff and EPS identified the following parameters to guide the study:

- Jurisdictions to be studied.
- Land uses to be evaluated and associated development prototypes.
- Selection of service providers where there are multiple service providers in same jurisdiction.
- Categorization of the various types of development impact fees

This section describes these study parameters as well as the process of review with the jurisdictions/relevant service providers.

Selection of Jurisdictions for Prototype Analysis

Jurisdictions selected for this analysis include all eighteen (18) WRCOG member cities. WRCOG staff and the EPS also identified three additional unincorporated areas to study, the March JPA, Temescal Valley, and Winchester, all locations where substantial growth is occurring and/or planned within the WRCOG region.

A separate prototype was tested for each city within the WRCOG, as well as three unincorporated areas. Wherever possible, this analysis sought to use the same jurisdictional assumptions as in the 2018-19 Study. Where cities or unincorporated areas are served by multiple school districts, utility districts, and other subdistricts or assessment zones, assumptions were made around subarea locations, as discussed later in this Chapter.

Table 3 shows the cities/communities evaluated, including the twenty-one (21) WRCOG cities/communities and the nine (9) non-WRCOG comparison communities.

Table 3 Jurisdictions Included in Fee Study

WRCOG Jurisdiction		Coachella Valley	San Bernardino County
Banning	Murrieta	Indio	Fontana
Beaumont	Norco	Palm Desert	Yucaipa
Calimesa	Perris	Palm Springs	San Bernardino
Canyon Lake	Riverside		Ontario
Corona	San Jacinto		Chino
Eastvale	Temecula		Rialto
Hemet	Wildomar		
Jurupa Valley	Temescal Valley		
Lake Elsinore	Winchester		
Menifee	March JPA		
Moreno Valley			

Land Uses and Development Prototypes

Land Uses

Development impact fees are levied on a variety of residential and nonresidential land uses with variations for different uses and certain product types often built into the fee programs.

For the purposes of this study, five (5) common land use types that reflect typical development projects and are consistent with prior studies were selected: single-family residential, multifamily residential, retail, office, and "high-cube" industrial²

Development Prototype Selections

Within each of the five (5) general land use types selected, this study identifies a detailed development prototype meant to represent a typical development that may likely occur anywhere within the WRCOG region. Based on the characteristics of the prototype, the development impact fees can be calculated for each jurisdiction based on applicable fee levels.

² "High Cube" is defined as warehouses/distribution centers with a minimum gross floor area of 200,000 sq. ft., minimum ceiling height of 24 feet, and minimum dock-high door loading ratio of 1 door per 10,000 sq. ft.

Choosing a representative prototype that is the same across all jurisdictions ensures that the fee comparison will be “apples-to-apples”.

As a starting point, this study utilized the development prototypes used in the 2018-19 Study for each of the five land uses. EPS then reviewed recent data on new single-family, multifamily, office, retail, and industrial developments throughout WRCOG jurisdictions to confirm whether the prototypes still match common characteristics.

Information on multifamily, retail, office, and industrial developments built between 2017 and 2022 was reviewed as was information on single-family developments between 2019 and 2022. Single-family developments were reviewed over a shorter timeframe based on the much larger size of the dataset available (the number of homes built has been much greater relative to the number of other projects). From this data, EPS identified the median building/home size in square feet (and lot size for single-family developments) for each of the land use types and compared these against the prior prototypes.

Based on this analysis, EPS confirmed that all prototypes were still representative of typical projects in the WRCOG region and could be used in this study update. That said, the number of very large industrial projects has increased in recent years, along with the median project size. WRCOG Staff and EPS considered doubling the size of the industrial prototype to reflect this trend and focus specifically on high-cube development, however, it was ultimately decided that utilizing the same prototype as prior studies would be more valuable in providing a better comparison to fee levels in the 2018-19 Study. Furthermore, it was determined that the selected industrial prototype still reflects a common, high-cube industrial development, and the per square foot fee estimates can still be viewed as representative of typical development impact fees for industrial projects.

These prototypes used were also vetted and reviewed in 2018 by the WRCOG Planning Directors’ Committee, Public Works Committee, and Technical Advisory Committee. The prototypes are summarized below along with images that represent examples projects with matching characteristics.

Single-Family Residential Development

50-unit residential subdivision; 2,700 square foot homes and 7,200 square foot lots



Example Prototype Single-Family Home, City of Riverside

Multifamily Residential Development
200-unit market-rate, 260,000 gross square foot apartment building



Example Prototype Multi-Family Development, City of Temecula

Retail Development
10,000-gross square foot retail building



Example Prototype Retail Development, City of Hemet

Office Development

20,000-gross square foot, Class A or Class B office building



Example Prototype Office Development, City of Hemet

Industrial Development

265,000 gross square foot “high cube” industrial building³



Example Prototype Industrial Development, City of Perris

In addition to building size, several other development characteristics can affect development impact fees. For example, many water facilities fees are tied to the number and size of meters

³ “High cube” is defined as warehouses/distribution centers with a minimum gross floor area of 200,000 sq. ft., minimum ceiling height of 24 feet, and minimum dock-high door loading ratio of 1 door per 10,000 sq. ft.

associated with a new development. Other fees are tied to the gross site or lot area. EPS utilized a set of additional development prototypes assumptions detailed in **Appendix A**.

In general, and wherever possible, these assumptions were kept consistent with those used in the 2018-19 Study to improve comparability. The 2018-19 assumptions were developed based on a review of equivalent assumptions used in other regional fee studies (e.g., in the San Joaquin Valley and the Sacramento Valley) and refined through feedback from Western Riverside County service providers. In a few cases, fee calculation formulas required even more assumptions, such as estimates of water/sewage flow rates, which were specific to and provided by each service provider.

Where assumptions differed from 2018-19, changes primarily occurred where service providers provided updated information on their typical water meter assumptions or otherwise recommended changes. In certain cases, small deviations from listed prototype assumptions were used. For example, Jurupa Community Services District (JCSD) indicated that they typically permit new single-family homes with $\frac{3}{4}$ " water pipes, which is slightly smaller than the prototype assumption of a 1" pipe, but $\frac{3}{4}$ " is more representative of typical/comparable development fees (JCSD charges much higher fees for the larger 1" pipes, so developers rarely use them) and was used in the estimate.

Subarea Location Assumptions

In some cities, there are multiple service providers providing the same type of facilities in different parts of the city. For example, some cities are served by two or more distinct school districts, and many cities are served by two or more water and/or sewer districts. Therefore, an assumption around location within a subarea or zone associated with a given service provider had to be made in order to calculate each fee estimate. Where possible, these assumptions were kept consistent with those used in the 2018-19 Study, and which were developed based on the following factors:

- Suggestions from the City.
- Commonality of service provider between multiple cities; for example, Eastern Municipal Water District serves many cities.
- Scale/nature of service areas was also considered; for example, in some cases the majority of a City was served by one service provider and/or the majority of the growth areas were served by a particular service provider.
- In some cases, there was one service provider – e.g., the City – with different fees by City subarea (e.g., storm drain). In these cases, an effort was made to select the area expected to see the most growth based on discussions with City and WRCOG staff.
- In other cases, area-specific one-time fees/assessments/special taxes were in place to cover the costs of capital facilities in a new growth area. Where substantial in scale, these areas and the associated area fees were used in the fee comparison.

The location and corresponding service provider assignment assumptions are shown in **Appendix B**.

Fee Types and Categories

The primary focus of the fee research is to develop estimates of existing development impact fees charged on new development in the selected jurisdictions. While some fees are highly uniform, such as school district fees, there is substantial variation in the naming and types of facilities included in other development impact fees. The fee review sought to organize the full set of fees in a normalized set of categories to allow for best comparison. The key fee categories are as follows, which are consistent with the 2018-19 Study:

- **Regional Transportation Fees.** This category includes the respective TUMFs in Western Riverside County and Coachella Valley. TUMF in Western Riverside County is charged by WRCOG directly on the following bases:
 - **Single-Family Residential Development** - Per unit basis.
 - **Multifamily Residential Development** - Per unit basis.
 - **Retail Development** - Per gross building square foot basis. There is no fee on the first 3,000 square feet of an retail development.
 - **Industrial Development** - Per gross building square foot basis. The industrial fee includes a base fee on square footage up to 200,000 square feet and then, where the building meets the definition of a "high cube" building⁴, an effective discount of 73 percent in the base fee for all additional development above 200,000 square feet.
 - **Office Development** – Per gross building square foot basis.

This category also includes regional transportation impact fees in other subregions/jurisdictions where they are clearly called out. In San Bernardino County, cities are similarly required to contribute towards regional transportation funding, but not all of them distinguish between local and regional fees, in which case all transportation fees fall under the "Other City Fees" category.

- **Water and Sewer Fees.** All development locations studied were subject to some form of water and sewer development impact fees, whether a connection or capacity related charge, and these are combined into one category. These are typically collected either by a city or directly by a service provider
- **Other City Fees.** Beyond water/sewer fees (which are sometimes charged or collected by cities), jurisdictions frequently adopt a large number of additional citywide (or countywide)

⁴ "High Cube" is defined as warehouses/distribution centers with a minimum gross floor area of 200,000 sq. ft., minimum ceiling height of 24 feet, and minimum dock-high door loading ratio of 1 door per 10,000 sq. ft.

fees used to fund various capital facilities. This category captures a wide variety of fees including: local transportation fees, parks and recreation facilities fees, Quimby Act in-lieu parkland fees, storm drain fees, public safety facilities fees, other civic/community facilities fees, and, on occasion, affordable housing, or public art in-lieu fees.

- **School Fees.** School facilities fees are governed by State law and therefore show more similarity between jurisdictions than most fees. Under State law, School Districts can charge specified Level 1 development impact fees. If School Districts go through the process of identifying and estimating required capital improvement costs, higher Level 2 fees can be charged to fund up to 50 percent of the School District's capital improvement costs. Only five school districts serving WRCOG jurisdictions charged Level 2 fees at the time of this study.
- **Other Area/Regional Fees.** A final category was developed to capture other fees not included in the above categories, typically other sub-regional fees or area-specific fees. For example, this category includes the Western Riverside County Multiple Species Habitat Conservation Plan mitigation fee, various Road and Bridge Benefit Districts (RBBB) fees, as well as other one-time community facilities district charges/fees for infrastructure/capital facilities applied in particular growth areas.

Fee Estimation and Review Process

For WRCOG member jurisdictions, EPS worked with WRCOG staff to complete the following data collection and review process to come up with each fee estimate:

- Confirm base assumptions including development prototype characteristics and set of service providers
- Use online sources to obtain development impact fee schedules from each jurisdiction or service provider.
- Identify and list development impact fees charged in jurisdiction and/or for each service provider.
- Where fee schedule provided insufficient information, review available mitigation fee nexus studies, ordinances, or resolutions, as applicable.
- Where sufficient data was not available or incomplete, contact City, County, or other service provider to obtain/confirm appropriate fee schedules.
- Develop initial estimates of each development impact fee for each development prototype.
- Review estimates in comparison with 2018 fee amounts to identify unusual or unexpected discrepancies or large changes in fee levels.
- Compile summary charts showing initial fee estimates and share with representatives of each jurisdiction and/or relevant service providers (e.g., Eastern Municipal Water District).
- Receive feedback, corrections, and refinements (and in some cases actual fee calculations).
- Refine fee estimates based on feedback and confirm changes with jurisdictions.

For non-WRCOG jurisdictions, the process followed was largely the same, except that fee estimate information was not reviewed by jurisdiction representatives.

Findings from WRCOG Member Jurisdiction Fee Review

General findings from fee research for the WRCOG region are summarized below.

On average, WRCOG TUMF residential fees represent close to 20 percent of total development impact fees for both single-family and multifamily development. Regional Transportation Fees (or TUMF) for both single-family TUMF and multifamily TUMF represent around 20 percent of the respective average total development impact fees, with the percentage for single-family development being slightly lower at 17.7% compared with 20.5% for multifamily development. However, within individual jurisdictions, fee totals vary widely – from \$41,338 per unit to \$82,711 per unit for single-family development and from \$19,267 per unit to \$47,196 per unit for multifamily development – and TUMF, which is the same across jurisdictions, therefore varies as a percent of total fees from 12.2 percent to 24.4 percent for single-family development and 13.9 percent to 34.2 percent for multifamily development (see **Table 4**, and **Figure 5**). Nominal average fee totals by fee category are shown in **Table 5**.

Table 4 TUMF as a Proportion of Total Fees

Item	Average	Range	
		Low	High
Single Family			
Total Fees per Unit	\$57,078	\$41,338	\$82,711
TUMF as a % of Total Fees	17.7%	24.4%	12.2%
Multifamily			
Total Fees per Unit	\$32,099	\$19,267	\$47,196
TUMF as a % of Total Fees	20.5%	34.2%	13.9%
Industrial			
Total Fees per SF	\$6.48	\$4.02	\$10.98
TUMF as a % of Total Fees	24.2%	39.0%	14.3%
Retail			
Total Fees per SF	\$25.27	\$14.21	\$39.61
TUMF as a % of Total Fees	21.4%	38.0%	13.6%
Office			
Total Fees per SF	\$17.04	\$8.30	\$25.11
TUMF as a % of Total Fees	14.4%	29.5%	9.8%

* Average and ranges as shown encompass 21 jurisdiction, including 18 cities and the incorporated areas of Temescal Valley, Winchester, and March JPA.

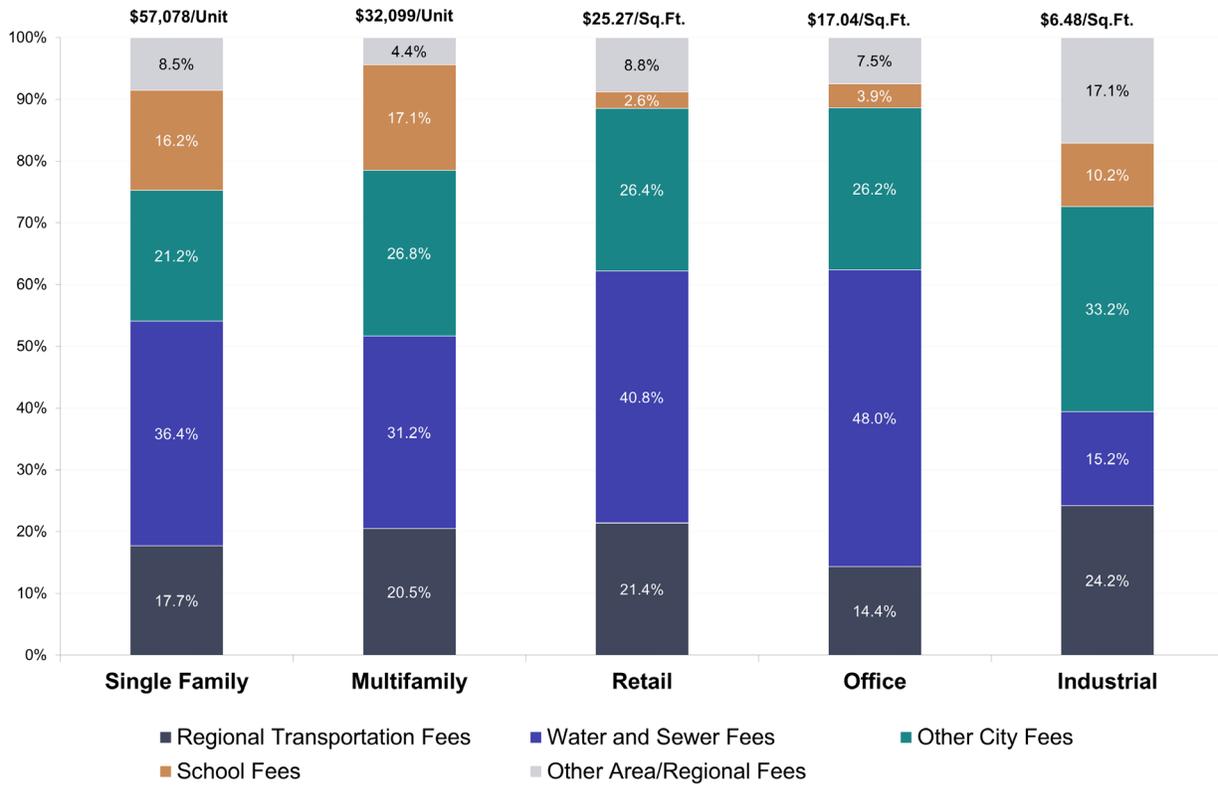
On average, WRCOG nonresidential TUMF shows more variation in level and in proportion of overall development impact fees (between 10 percent and 39 percent) than for the residential fee categories. Average total retail fees are about \$25 per square foot, of which Regional Transportation Fees represent 21 percent. Due to the variation in the total fees on retail development among jurisdictions (from \$14.21 to \$39.26 per square foot), TUMF as a percent of total fees ranges from 13.6 percent to 38 percent. Average total industrial fees are substantially lower at \$6.48 per square foot with a range from \$4.08 per square foot to \$10.98 per square foot. TUMF represents about 24 percent of the average total industrial fees, with a range from 14.3 percent to 39 percent. Total fees on office development fall in between the retail and industrial fees at an average of \$17.04 per square foot and a range from \$8.30 to \$25.11 per square foot. The TUMF fee represents a relatively low 14.4 percent of average overall fees on office development with a range from 9.8 percent to 29.5 percent (see **Table 4**, **Table 5**, and **Figure 5**).

Nonresidential development impact fees show more variation in terms of the distribution between fee categories. Retail fees are dominated by water and sewer fees (40.8 percent) as well as Regional Transportation Fees (21.4 percent). Fees for industrial buildings, which are typically less intensive water users, are lower overall and more dominated on a proportionate basis by Other City fees (33.2 percent) and Regional Transportation Fees (24.2 percent). Office fees reflect a different pattern with substantial Water and Sewer Fees at 48 percent followed by Other City fees at 26.2 percent (see **Table 5** and **Figure 5**).

Table 5 Average Development Impact Fee Costs by Category in WRCOG Region

Fee	Single Family (per Unit)	Multifamily (per Unit)	Industrial (per Sq.Ft)	Retail (per Sq.Ft)	Office (per Sq.Ft)
Regional Transportation Fees	\$10,104	\$6,580	\$1.57	\$5.40	\$2.45
Water and Sewer Fees	\$20,772	\$10,012	\$0.99	\$10.31	\$8.19
Other City Fees	\$12,075	\$8,608	\$2.15	\$6.66	\$4.47
School Fees	\$9,275	\$5,480	\$0.66	\$0.66	\$0.66
Other Area/Regional Fees	<u>\$4,853</u>	<u>\$1,418</u>	<u>\$1.11</u>	<u>\$2.23</u>	<u>\$1.27</u>
Total Fees	\$57,078	\$32,099	\$6.48	\$25.27	\$17.04

Figure 5 Average Development Impact Fee Costs in WRCOG Jurisdictions



Unincorporated jurisdictions have slightly lower total fees as compared to the average for all WRCOG study jurisdictions. For single-family and multifamily residential uses, total fees for the unincorporated study areas were 85 percent and 95 percent, respectively, of the WRCOG average total fee amount for residential uses, as shown in **Table 6**. For nonresidential uses, total fees for unincorporated study areas were between 67 and 73 percent of the WRCOG average for nonresidential uses. Across land use types, this difference can be primarily attributed to fewer fees in the Other City Fees category.

Table 6 Unincorporated Jurisdictions/March JPA and Total Jurisdictions Comparisons

Item	Single Family (per Unit)	Multifamily (per Unit)	Industrial (per Sq.Ft)	Retail (per Sq.Ft)	Office (per Sq.Ft)
Unincorporated Jurisdictions and March JPA	\$48,672	\$30,341	\$4.37	\$17.61	\$12.49
Total Jurisdiction	\$57,078	\$32,099	\$6.48	\$25.27	\$17.04
Unincorporated Jurisdictions and March JPA / Total Jurisdiction	85%	95%	67%	70%	73%

Fee Level Changes since 2018-19 Study

Table 7 through **Table 11** provide additional detail on the changes in fee levels by fee category.

Table 7 Single Family 2018-2022 Fee Comparison

Single Family	Average Fee Per Dwelling Unit			
	2018	2022	\$ Change	% Change
Regional Transportation Fees	\$8,873	\$10,104	\$1,231.00	13.9%
Water and Sewer Fees	\$17,070	\$20,772	\$3,702	21.7%
Other City Fees	\$10,055	\$12,075	\$2,020	20.1%
School Fees	\$8,785	\$9,275	\$489	5.6%
Other Area/Regional Fees	\$2,686	\$4,853	\$2,167	80.7%
Total Fees	\$47,470	\$57,078	\$9,609	20.2%

Table 8 Multifamily 2018-2022 Fee Comparison

Multifamily	Average Fee Per Dwelling Unit			
	2018	2022	\$ Change	% Change
Regional Transportation Fees	\$6,134	\$6,580	\$446	7.3%
Water and Sewer Fees	\$9,636	\$10,012	\$376	3.9%
Other City Fees	\$7,231	\$8,608	\$1,377	19.0%
School Fees	\$5,191	\$5,480	\$289	5.6%
Other Area/Regional Fees	\$1,512	\$1,418	-\$94	-6.2%
Total Fees	\$29,706	\$32,099	\$2,393	8.1%

Table 9 Retail 2018-2022 Fee Comparison

Retail	Average Fee Per Square Foot			
	2018	2022	\$ Change	% Change
Regional Transportation Fees	\$7.50	\$5.40	-\$2.10	-27.9%
Water and Sewer Fees	\$9.84	\$10.31	\$0.47	4.8%
Other City Fees	\$4.75	\$6.66	\$1.91	40.3%
School Fees	\$0.59	\$0.66	\$0.07	11.7%
Other Area/Regional Fees	\$0.95	\$2.23	\$1.28	135.7%
Total Fees	\$23.63	\$25.27	\$1.64	6.9%

Table 10 Office 2018-2022 Fee Comparison

Office	Average Fee Per Square Foot			
	2018	2022	\$ Change	% Change
Regional Transportation Fees	\$2.19	\$2.45	\$0.26	11.9%
Water and Sewer Fees	\$7.34	\$8.19	\$0.84	11.5%
Other City Fees	\$3.39	\$4.47	\$1.07	31.6%
School Fees	\$0.59	\$0.66	\$0.07	11.7%
Other Area/Regional Fees	\$0.54	\$1.27	\$0.73	135.8%
Total Fees	\$14.06	\$17.04	\$2.98	21.2%

Table 11 Industrial 2018-2022 Fee Comparison

Industrial	Average Fee Per Square Foot			
	2018	2022	\$ Change	% Change
Regional Transportation Fees	\$1.45	\$1.57	\$0.11	7.9%
Water and Sewer Fees	\$1.04	\$0.99	-\$0.05	-4.7%
Other City Fees	\$1.65	\$2.15	\$0.50	30.1%
School Fees	\$0.59	\$0.66	\$0.07	11.7%
Other Area/Regional Fees	\$0.47	\$1.11	\$0.64	137.1%
Total Fees	\$5.20	\$6.48	\$1.27	24.5%

Findings from Fee Comparison with Non-WRCOG Jurisdictions

Figure 6 through **Figure 9** compare the average overall WRCOG development impact fees (and their proportionate distributions between the five major fee categories) with other cities/groups of cities for all five land uses/development prototypes studied. The comparative cities/subregions include selected jurisdictions in the Coachella Valley and San Bernardino County.

Average development impact fees for WRCOG jurisdictions are equal to or somewhat higher than the average of selected San Bernardino County cities. When compared with the average of selected San Bernardino County cities (Fontana, Yucaipa, San Bernardino, Ontario, Chino, and Rialto), the WRCOG average is higher for all land uses, and roughly equivalent for multifamily and industrial. New development in San Bernardino County cities is required to make payments towards regional transportation infrastructure, though the distinction between the regional and local transportation fees is often unclear. Overall, the combination of Regional Transportation Fees, Other City fees, and Area/Other Regional fees is lower in San Bernardino County than in Riverside County for all land uses.

The average development impact fees for selected Coachella Valley cities are lower than the WRCOG averages for all land uses. The average for selected Coachella Valley cities (Indio, Palm Desert, and Palm Springs) is substantially lower for single-family, multifamily, office, and retail development, and modestly lower industrial development. In the case of residential uses, this is primarily due to lower Regional Transportation Fees and Other City Fees. For nonresidential uses, this is more generally attributable to lower Water and Sewer Fees and lower Other Area/Regional Fees.

Figure 6 Average Single-Family Development Impact Fee Costs and Proportions in Neighboring Jurisdictions

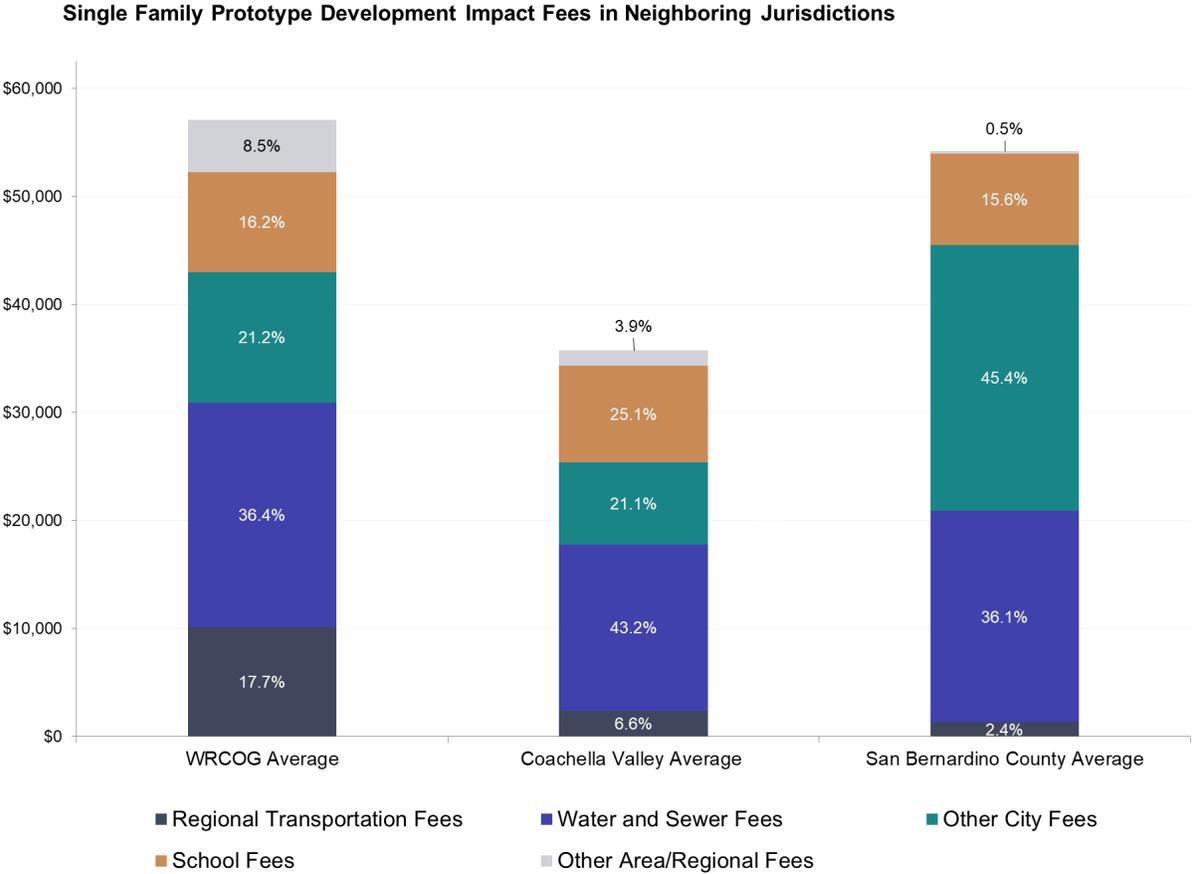


Figure 7 Average Multifamily Development Impact Fee Costs and Proportions in Neighboring Jurisdictions

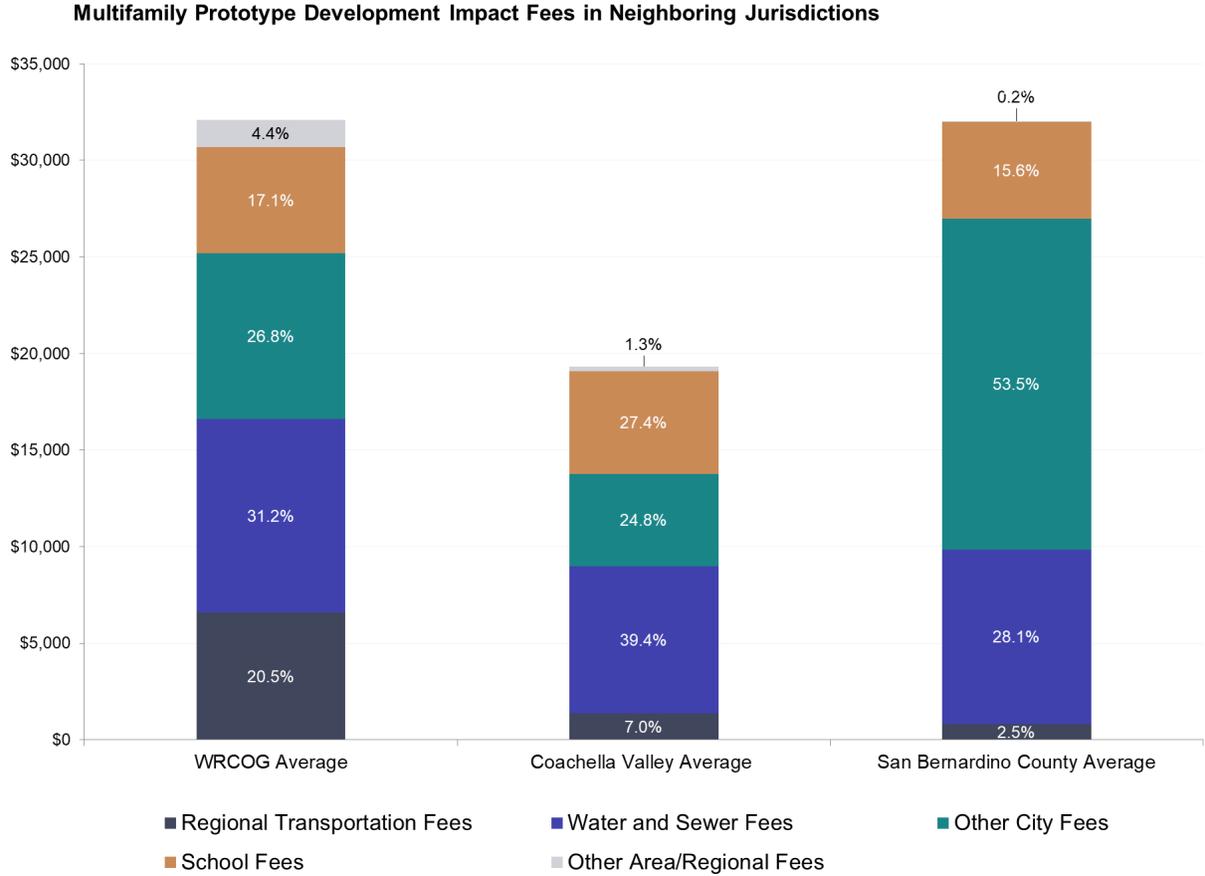


Figure 8 Average Retail Development Impact Fee Costs and Proportions in Neighboring Jurisdictions

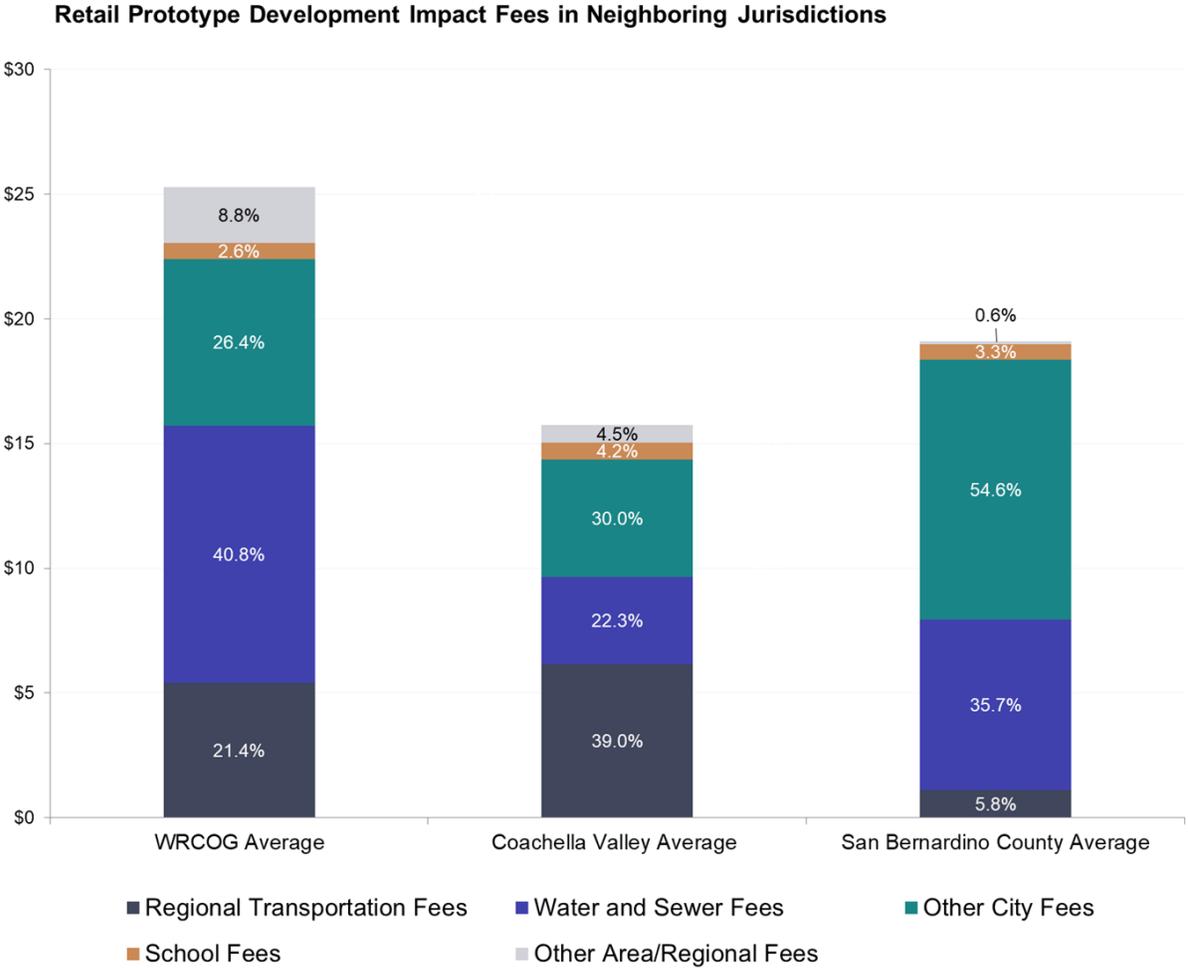


Figure 9 Average Office Development Impact Fee Costs and Proportions in Neighboring Jurisdictions

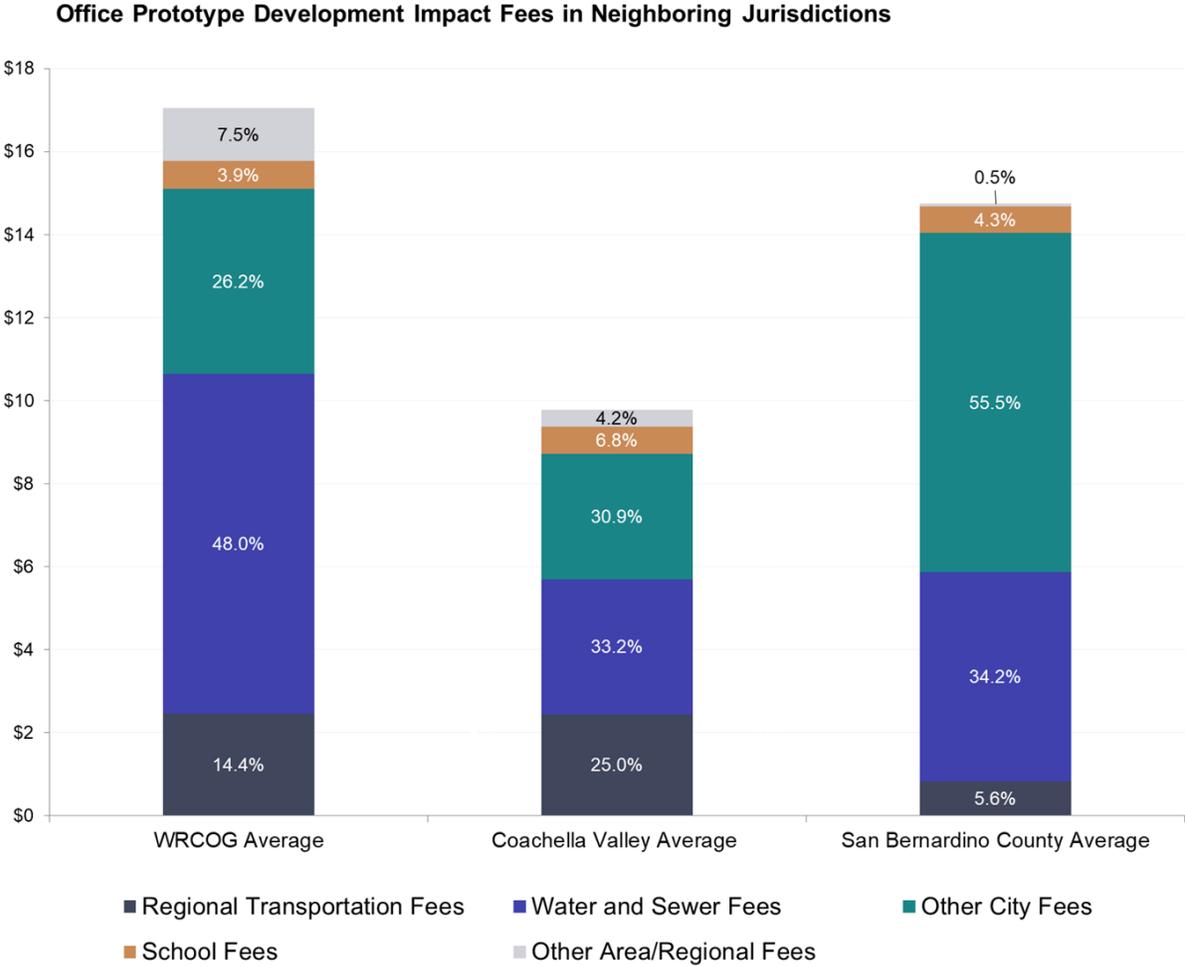
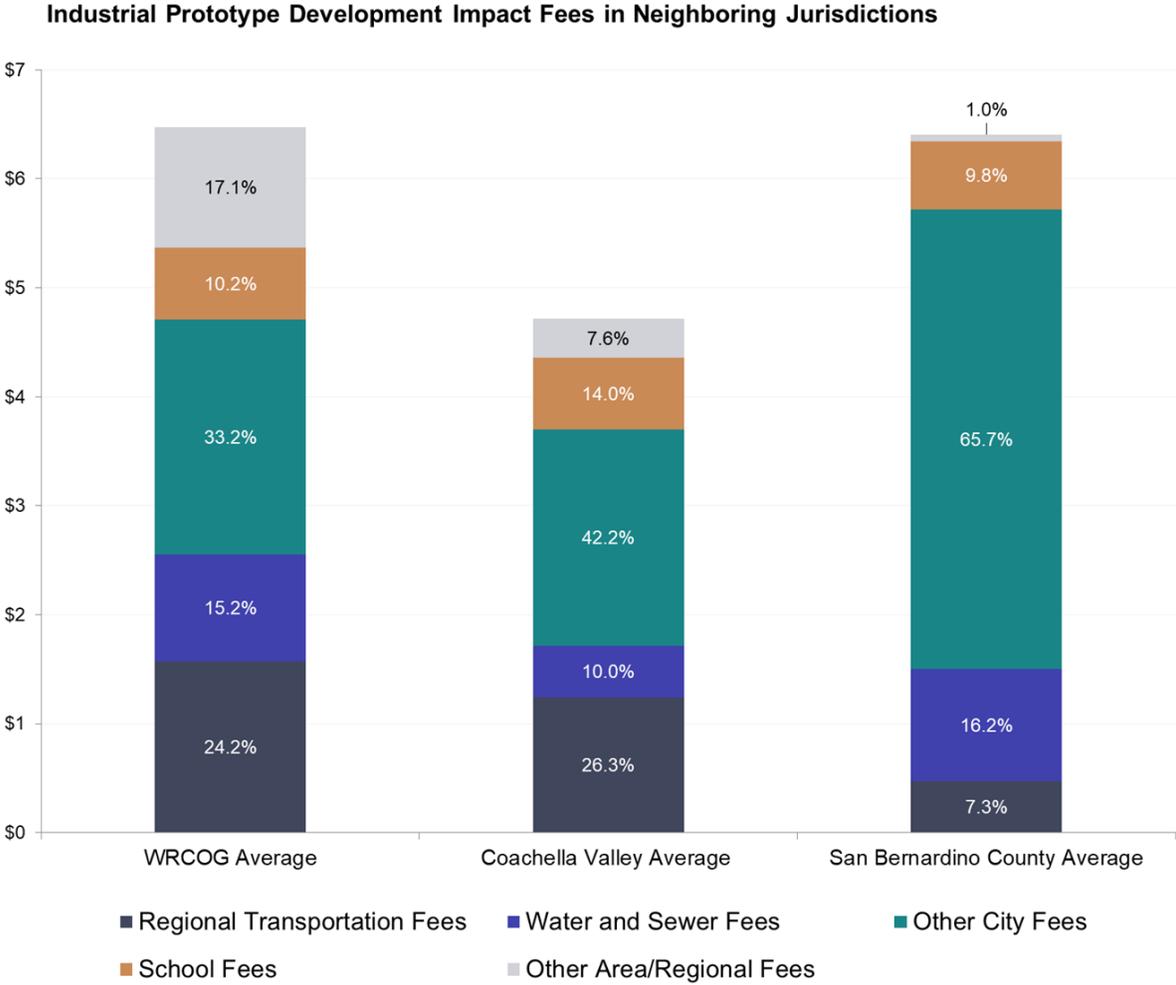


Figure 10 Average Industrial Development Impact Fee Costs and Proportions in Neighboring Jurisdictions



3. Development Impact Fees and Development Costs

This chapter evaluates development impact fees, including the TUMF, in Western Riverside County in the context of overall development costs. The first section below provides an overview of the complex factors that influence decisions to develop, one of which is development cost. The subsequent section describes the methodology used to estimate development costs for different land use types. The next section provides conclusions concerning the level of fees and TUMF in the context of overall costs.

It is critical to note that this analysis uses generalized development prototypes and development cost and return estimates to draw overall conclusions about development impact fees relative to development costs. This analysis does not represent a project-specific analysis as the development program, development costs, and returns associated with any individual project can vary widely. No conclusions concerning the feasibility of any specific project should be drawn from this analysis.

Economics of Development

Key Factors in New Development

The drivers of growth and development are complex and multifaceted, and market conditions influenced by broader global, national, and regional economic conditions are typically the strongest factor. Though regional and local policies (including the choice of whether and how much to charge in impact fees) will not be sufficient to attract or capture development when market conditions are poor, they can influence the feasibility and pace of development during more moderate or strong market conditions. Market strength is typically reflected by the price point or lease rate that users/homeowners/renters are willing to pay.

Developers (whether looking to do speculative development or to provide build-to-suit developments for larger users) will review a number of conditions before determining whether to move forward with site acquisition/optioning and pre-development activities. Factors will include: (1) the availability of appropriate sites, (2) the availability of/proximity to/quality of infrastructure/facilities (e.g., proximity to transportation corridors, schools, and other amenities), (3) local market strength (achievable sales prices/lease rates) in the context of competitive supply, (4) expected development costs (including land acquisition costs, construction materials and labor costs, the availability and costs of financing, and development impact fees, among others), and, (5) where sites are unentitled, the entitlement risk.

When the strength of market demand for new residential and nonresidential development is sufficient, it typically spurs more detailed review and evaluation of sites by developers. Even in cases where market factors look strong, there is a complex balance between development revenues, development costs, land costs, and required developer returns that must be achieved

to catalyze new development. Modest fluctuations in development revenues (i.e., market prices), development costs (materials, labor costs, etc.), and landowner expectations (perceived value of land) can all affect development decisions as can assessments of entitlement risk and complexity, where entitlements are still required.

While many of these factors, such as the price of steel, the complexities of CEQA, the market for labor, and land values, are outside of the control of local public agencies, development impact fees represent one factor that can be adjusted at the local level. That said, given limited sources of revenue for local jurisdictions, there are policy tradeoffs to not charging development impact fees, especially as they can have long-term influence on other factors that influence market demand, including local infrastructure/amenities, transportation connections to job centers, and school district quality.

Methodology

Every development project is different and will have different development costs. For the purposes of this analysis, EPS considered the same set of land use prototypes as for the fee review and comparison and developed an illustrative estimate of the full set of development costs. The steps taken in developing the development cost estimates are described in the subsections below.

Land Uses Evaluated

The development cost evaluation was completed for the same development prototypes as used in the estimation of development impact fees described in **Chapter 2**:

- Residential Single-family Development – Single-family homes in a 50-unit subdivision
- Residential Multifamily Development – Multifamily apartments in a 200-unit building
- Industrial Development – Industrial space in a 265,000 square foot “high cube” building
- Office Development – Office space in a 20,000 square foot office building
- Retail Development – Retail space in a 10,000 square foot retail building

Development Cost Estimates

An illustrative static pro forma structure was developed. The pro forma incorporated different categories of development costs (see below). It also considered potential land values/acquisition costs based on a residual land value approach that considered potential development values, subtracted direct and indirect development costs and developer return requirements, and indicated a potential residual land value. The development values were refined based on available market data ranges and the need to generate a land value of an appropriate level to support land acquisition and new development. Available information on land transactions was also reviewed. As noted above, this analysis is designed to provide overall insights on general economic relationships and does not draw conclusions concerning the feasibility of individual projects.

It is also important to note that the pro formas developed were specifically configured to represent a potentially feasible set of relationships, in terms of revenues, costs, and returns. This allows for consideration of development impact fees in the context of illustrative projects that would make sense to undertake. To the extent, development costs/returns are higher than those indicated – a reality which could certainly be true for many projects – development values would need to be higher or feasibility is not likely to be attained. To the extent, this is true, development impact fees as a proportion of development costs/returns would be lower than those shown.

In this study, major cost categories were revised from the 2018-19 Study, including direct construction costs, land costs, and development impact fees.

- **Direct Construction Costs** – Site Work/Improvements and Vertical Construction Costs. Estimates were taken from Marshal & Swift (a construction cost data provider) estimates, available pro formas, and information from developers where available.
- **Indirect Costs** – Architecture and Engineering Costs, Sales and Marketing, Financing, Development Impact Fee, and other soft costs. Estimates were taken from Marshal & Swift, the WRCOG Fee Comparison, available pro formas, and information from developers where available.
- **Developer Return Requirements** – Developer return requirements were set to be equal to between 9 and 10 percent of development value for all land uses. This represented between 10 and 20 percent of direct and indirect construction costs consistent with typical developer hurdle returns.
- **Land Costs** – Land costs were based on the estimated residual land values when costs and returns were subtracted from estimates of development value and/or information on actual land transactions. Land costs as a percent of development value were reviewed to make sure they fell within a viable range.

Results

As context for the description of the results of this analysis, it is worth repeating that there will be considerable variation throughout Western Riverside County in terms of different development cost components and overall development costs. On an average/illustrative basis, overall development costs included in this analysis may be conservative as they do not include union labor costs and may be conservative with regard to entitlement costs. Given that the focus of this analysis is on the relationship between development impact fees and total development costs, an underestimate in total development costs would mean that the proportionate significance of impact fees has been overestimated.

It is again important to note that the analysis shown here is not an evaluation of development feasibility. Such an analysis would require a more-location specific analysis and is highly dependent on site characteristics, local market conditions, and site land values, among other factors.

Table 12 summarizes the estimated development costs/returns on a per residential unit and per Nonresidential building square foot basis. **Table 13** converts the cost estimates into percent allocations out of the total development/return. It should be noted that the total cost/return (equivalent to the 100 percent) equals the sum of direct and indirect costs, estimated land costs, and required development return. This total cost/return is equivalent to the sales prices/capitalized building value a developer would need to command to cover all costs/return requirements. To the extent, actual costs are higher (e.g., higher land costs or construction costs), the achievable sales prices/capitalized lease rates would also need to be higher.

Table 12 Average Development Cost and Return Estimates by Development Prototype

Development Costs, Land Values, and Return	Single Family (per Unit)	Multifamily (per Unit)	Industrial (per Sq.Ft)	Retail (per Sq.Ft)	Office (per Sq.Ft)
<u>DIRECT</u>					
Basic Site Work/ Lot Improve	\$30,000	\$9,257	\$11.50	\$25.00	\$14.29
Direct Construction Cost	<u>\$302,400</u>	<u>\$220,350</u>	<u>\$80.00</u>	<u>\$158.00</u>	<u>\$203.00</u>
Hard Cost Total	\$332,400	\$229,607	\$91.50	\$183.00	\$217.29
<u>INDIRECT</u>					
TUMF	\$10,104	\$6,580	\$1.57	\$5.40	\$2.45
Other Development Impact Fees	\$46,974	\$25,519	\$4.91	\$19.87	\$14.59
Other Soft Costs	<u>\$74,420</u>	<u>\$53,791</u>	<u>\$18.30</u>	<u>\$35.46</u>	<u>\$44.34</u>
Soft Cost Total	\$131,498	\$85,890	\$24.78	\$60.73	\$61.38
Total Direct and Indirect Cost:	\$463,898	\$315,497	\$116.28	\$243.73	\$278.66
Developer Return Requirement	\$63,800	\$40,863	\$15.00	\$34.61	\$38.18
Land Value	\$110,302	\$52,269	\$33.80	\$95.93	\$45.70
TOTAL COST/RETURN	\$638,000	\$408,629	\$165.08	\$374.27	\$362.54

* Assumes generally feasible market conditions (i.e. ability to generate developer return and positive land value).

Table 13 Proportional Development Costs and Returns by Development Prototype

Development Costs, Land Values, and Return	Single Family	Multifamily	Industrial	Retail	Office
DIRECT					
Basic Site Work/ Lot Improve	4.7%	2.3%	7.0%	6.7%	3.9%
Direct Construction Cost	<u>47.4%</u>	<u>53.9%</u>	<u>48.5%</u>	<u>42.2%</u>	<u>56.0%</u>
Hard Cost Total	52.1%	56.2%	55.4%	48.9%	59.9%
INDIRECT					
TUMF	1.6%	1.6%	1.0%	1.4%	0.7%
Other Development Impact Fees	7.4%	6.2%	3.0%	5.3%	4.0%
Other Soft Costs	<u>11.7%</u>	<u>13.2%</u>	<u>11.1%</u>	<u>9.5%</u>	<u>12.2%</u>
Soft Cost Total	20.6%	21.0%	15.0%	16.2%	16.9%
Total Direct and Indirect Cost:	72.7%	77.2%	70.4%	65.1%	76.9%
Developer Return Requirement	10.0%	10.0%	9.1%	9.2%	10.5%
Land Value	17.3%	12.8%	20.5%	25.6%	12.6%
TOTAL COST/RETURN (%)	100.0%	100.0%	100.0%	100.0%	100.0%

* Assumes generally feasible market conditions (i.e. ability to generate developer return and positive land value).

Key findings include:

- Direct construction costs represent the largest proportion of total development costs/returns, typically followed by other land costs, other soft costs (collectively), developer returns, and development impact fees.** Unsurprisingly, direct construction costs are the largest cost, representing between 42.2 percent and 56 percent of total costs/returns for the prototypes evaluated. Land costs are likely to be most variable, and depending on circumstance, range from 12.6 percent to 25.6 percent for the prototypes. Other soft costs collectively are the next highest component, though their subcomponents (not shown), such as sales and marketing, architecture and engineering, financing costs, are smaller. The expected hurdle developer return at 9 to 10 percent is the next highest factor. The range for total development impact fees is below all these other ranges, though when indirect costs are considered individually development impact fees are larger than other subcomponents.
- Total development impact fees represent between 4 percent and 8.9 percent of total development costs/returns for the prototype feasible projects.** Total development impact fees represent 8.9 percent and 7.9 percent of total development costs/returns respectively for single-family and multifamily developments, respectively. As discussed in Chapter 2, these capital facilities fees included water and sewer fees, school district fees, other local jurisdiction fees, TUMF, and other agency/subarea fees. As is common, nonresidential development impact fees are lower as a percent though show a

significant range from 4 percent for industrial development, to 4.7 percent for office development, to 6.8 percent for retail development. Since the 2018-19 Study, the percent of costs that the development impact fees represent has seen a minimal change. The largest change was seen in the proportion of fees on multifamily projects, which decreased by 1 percentage point.

- **TUMF represent between 0.7 percent and 1.6 percent of total development costs/returns for the prototype feasible projects.** As a proportion of overall development costs, TUMF represent 1.6 percent total residential development costs for both single-family and multifamily. For nonresidential uses there is greater variation with TUMF representing 0.7 percent of total costs for office development, 1 percent of total costs for industrial development, and 1.4 percent of total costs for retail development. TUMF represent between 14.4 percent and 24.2 percent of total development impact fees, on average, as indicated in the Fee Comparison with the highest ratios for industrial development and lowest for office development.

4. Conclusions

The Western Riverside Council of Governments (WRCOG) commissioned this and prior studies to provide increased regional understanding of development impact fees on new development in Western Riverside County. It is common practice for new and updated Development Impact Fee Nexus Studies to be accompanied by some consideration of impact fees in neighboring and peer communities and, less frequently, by consideration of impact fees in the context of overall development costs and economics. This is true where individual jurisdictions are introducing/updating a single development impact fee category (e.g. transportation or parks) as well as when undertaking a more comprehensive update to multiple fee categories.

Following the first study in 2016, WRCOG recommended that this report and study be updated periodically to ensure the regional understanding of the region's impact fees remains current in the context of: (1) frequent adjustments to fee levels by individual jurisdictions, (2) changing development cost and economic conditions, and (3) less frequent, but highly significant changes in State law that affect the use and availability of other public financing tools.

The development of this updated study follows that recommendation and represents the second effort to bring the original study up to date.

APPENDIX A: Development Prototypes



Single Family Prototype

- Reflects median home size for Western Riverside County home sales since 2014

Product Type:	Single Family Detached Unit
Development Type:	Residential Subdivision
No. of Acres:	10 Acres
No. of Units:	50 Units
Building Sq.Ft.	2,700 Sq.Ft.
No. of Bedrooms:	4
No. of Bathrooms:	3
Garage Space (Sq.Ft.):	500 Sq.Ft.
Habitable Space (Sq.Ft.):	2,200 Sq.Ft.
Lot Size:	7,200 Sq.Ft.
Density:	5 DU/AC
Lot Width:	60 Ft.
Lot Depth:	120 Ft.
Total Lot Dimensions (Sq.Ft.):	7,200 Sq.Ft.
Water Meter Size	One 1 Inch Meter



Example Prototype Home, City of Riverside

Multi-Family Prototype

- Reflects median building size for multi-family developments since 2010



Example Prototype Multi-Family Development, City of Temecula

Product Type:	Multi Family Apartment Unit
Development Type:	Multi Family Apartment Building
Number of Acres:	10 Acres
Apartment Building Square Feet:	260,000 Sq.Ft.
FAR:	0.60
Number of Stories:	3
Dwelling Units:	200
Density:	20.0 DU/AC
Average Unit Size:	1,100
Water Meter Sizes*:	Eight 2 inch Meters
Roof Area:	86,667 Sq.Ft.
Lot Width:	515.0 Ft.
Lot Depth:	846.6 Ft.

*Note: Assumption is for analytical simplicity. Different assumptions are used where recommended by individual jurisdictions.

Industrial Prototype

- Reflects median building size for industrial developments since 2010

Product Type:	Warehouse/ Distribution
Criteria:	Meets criteria for High-Cube
No. of Acres:	15.2 Acres
Rentable Square Feet:	265,000 Sq.Ft.
FAR:	0.4
Water Meter Sizes:	One 2 Inch Meter
Roof Area:	265,000 Sq.Ft.
Lot Width:	813.7 Ft.
Lot Depth:	813.7 Ft.



Example Prototype Industrial Development, City of Perris

Retail Prototype

- Reflects building size for retail developments since 2010



Example Prototype Retail Development, City of Hemet

Product Type:	Retail Building
No. of Acres:	1.15 Acres
Rentable Square Feet:	10,000 Sq.Ft.
FAR:	0.2
No. of Stories:	1
Water Meter Sizes:	One 2 Inch Meter
Roof Area:	10,000 Sq.Ft.
Lot Width:	223.6 Ft.
Lot Depth:	223.6 Ft.

Office Prototype

- Reflects median building size for office developments since 2010

Product Type:	Office Building
Number of Acres:	1.3 Acres
Rentable Square Feet:	20,000 Sq.Ft.
FAR:	0.35
No. of Stories:	2
Water Meter Sizes:	One 2 Inch Meter
Roof Area:	10,000 Sq.Ft.
Lot Width:	239.0 Ft.
Lot Depth:	239.0 Ft.



Example Prototype Office Development, City of Hemet

APPENDIX B:
Location & Service Provider Assumptions



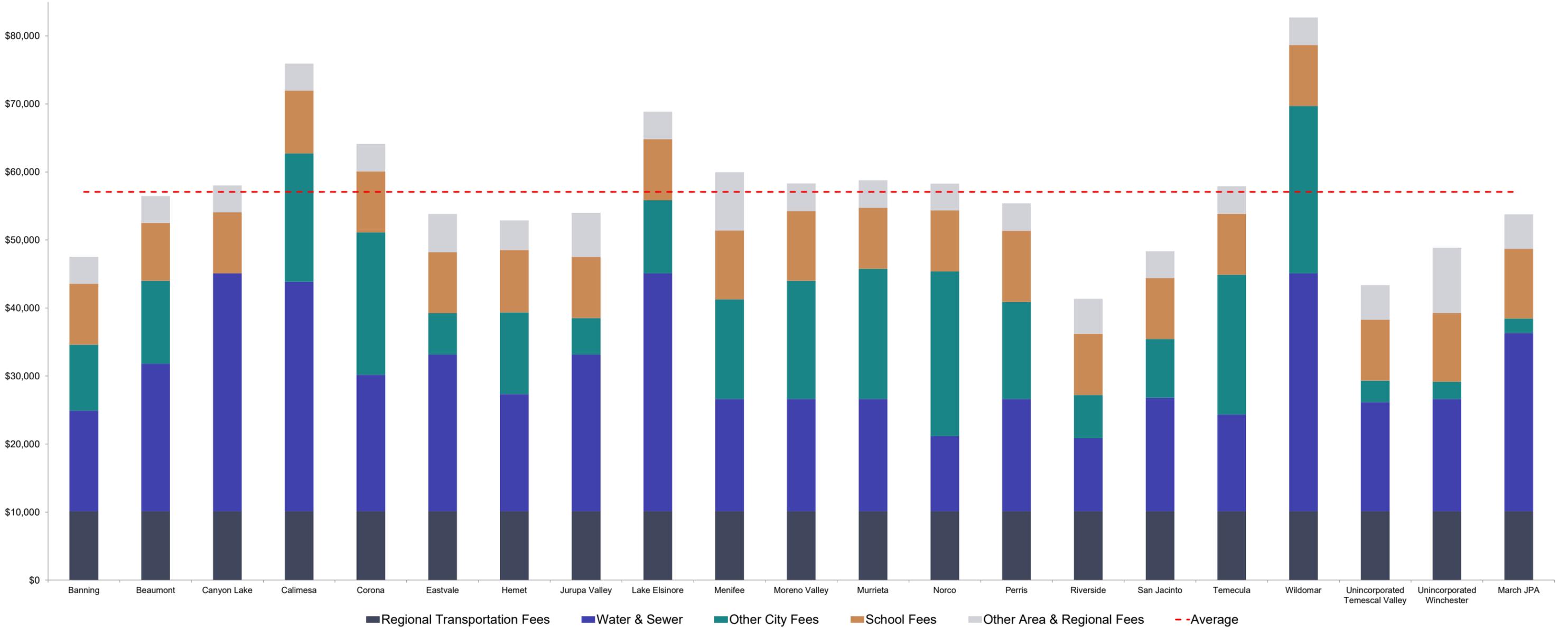
Study Location and Service Provider Assumptions

City / Location	School District	Water District	Sewer District
<u>Western Riverside Council of Governments</u>			
1 Banning	Banning Unified School District	City of Banning	City of Banning
2 Beaumont	Beaumont Unified School District	Beaumont-Cherry Valley Water District	City of Beaumont Sewer & Refuse Service
3 Calimesa	Yucaipa- Calimesa Joint Unified School District	Yucaipa Valley Water District	Yucaipa Valley Water District
4 Canyon Lake	Lake Elsinore Unified School District	Elsinore Valley Municipal Water District	Elsinore Valley Municipal Water District
5 Corona	Corona-Norco Unified School District	City of Corona	City of Corona
6 Eastvale	Corona-Norco Unified School District	Jurupa Community Services District (JCSD)	Jurupa Community Services District (JCSD)
7 Hemet	Hemet Unified School District	Eastern Municipal Water District (EMWD)	Eastern Municipal Water District (EMWD)
8 Jurupa Valley	Jurupa Unified School District	Jurupa Community Services District (JCSD)	Jurupa Community Services District (JCSD)
9 Lake Elsinore	Lake Elsinore Unified School District	Elsinore Valley Municipal Water District	Elsinore Valley Municipal Water District
10 Menifee	Menifee Union (Elementary) & Perris Union (High)	Eastern Municipal Water District (EMWD)	Eastern Municipal Water District (EMWD)
11 Moreno Valley	Moreno Valley Unified School District	Eastern Municipal Water District (EMWD)	Eastern Municipal Water District (EMWD)
12 Murrieta	Murrieta Valley Unified School District	Eastern Municipal Water District (EMWD)	Eastern Municipal Water District (EMWD)
13 Norco	Corona-Norco Unified School District	City of Norco	City of Norco
14 Perris	Perris Union High & Perris Union Elementary	Eastern Municipal Water District (EMWD)	Eastern Municipal Water District
15 Riverside	Riverside Unified School District	City of Riverside	City of Riverside
16 San Jacinto	San Jacinto Unified School District	Eastern Municipal Water District	Eastern Municipal Water District (EMWD)
17 Temecula	Temecula Valley Unified School District	Rancho California Water District	Eastern Municipal Water District (EMWD)
18 Wildomar	Lake Elsinore Unified School District	Elsinore Valley Municipal Water District	Elsinore Valley Municipal Water District
19 Unincorporated Temescal Valley	Corona-Norco Unified School District	Temescal Valley Water District	Temescal Valley Water District
20 Unincorporated Winchester	Menifee Union (Elementary) & Perris Union (High)	Eastern Municipal Water District (EMWD)	Eastern Municipal Water District (EMWD)
21 March JPA	Moreno Valley Unified School District	Western Municipal Water District (WMWD)	Western Municipal Water District (WMWD)
<u>San Bernardino County</u>			
1 Fontana	Fontana unified School District	Fontana Water Company	City of Fontana
2 Yucaipa	Yucaipa- Calimesa Joint Unified School District	Yucaipa Valley Water District	Yucaipa Valley Water District
3 San Bernardino	San Bernardino City Unified School District	East Valley Water District	San Bernardino Municipal Water Department
4 Ontario	Ontario-Montclier School District	Inland Empire Utilities Agency	Inland Empire Utilities Agency (formerly Ontario Municipal Utilities Company)
5 Chino	Chino Valley Unified School District	Inland Empire Utilities Agency	Inland Empire Utilities Agency (formerly City of Chino Public Works Department)
6 Rialto	Rialto Unified School District	Rialto Water Services	Rialto Water Services
<u>Coachella Valley Association of Governments</u>			
1 Indio	Desert Sands Unified School District	Indio Water Authority	Valley Sanitary District
2 Palm Desert	Desert Sands Unified School District	Coachella Valley Water District	Coachella Valley Water District
3 Palm Spring	Palm Springs Unified School District	Desert Water Agency	Desert Water Agency

APPENDIX C:
Development Impact Fee Comparison by WRCOG Jurisdictions

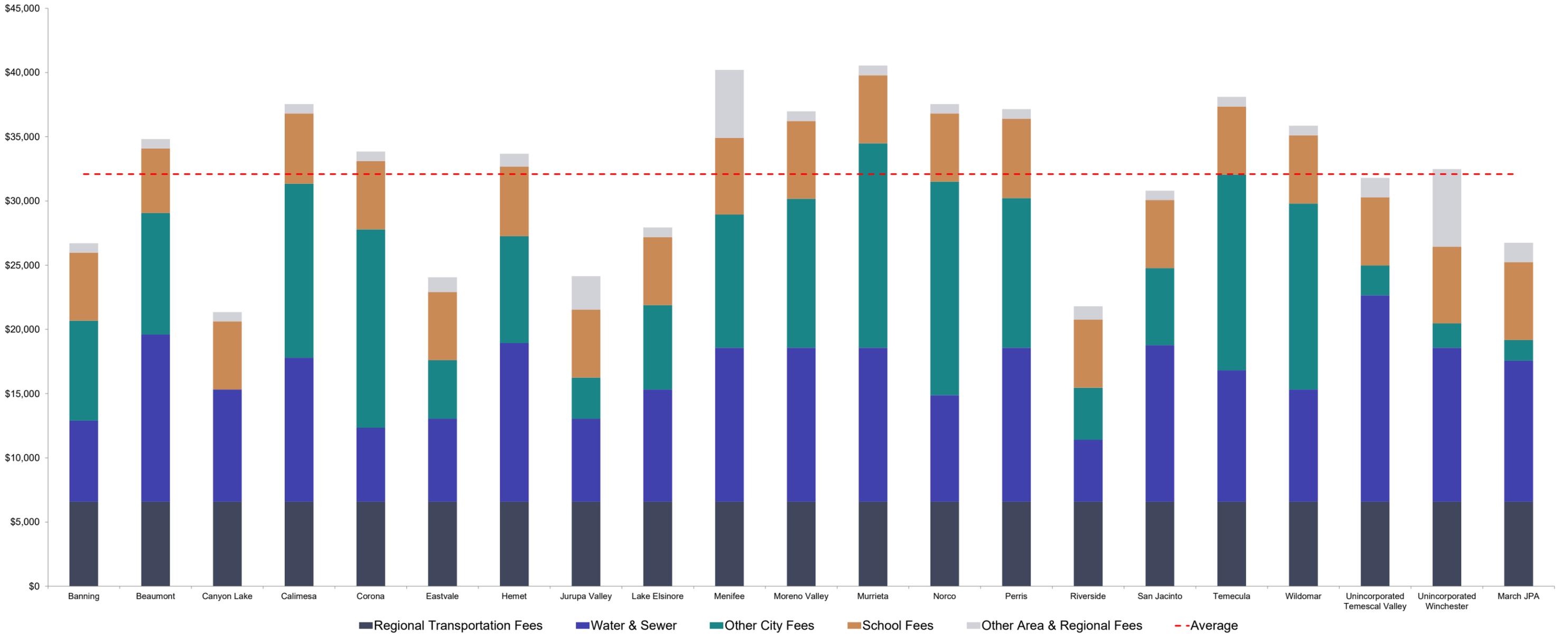


**Single Family Prototype
Development Fees by Jurisdiction (Per Unit)**



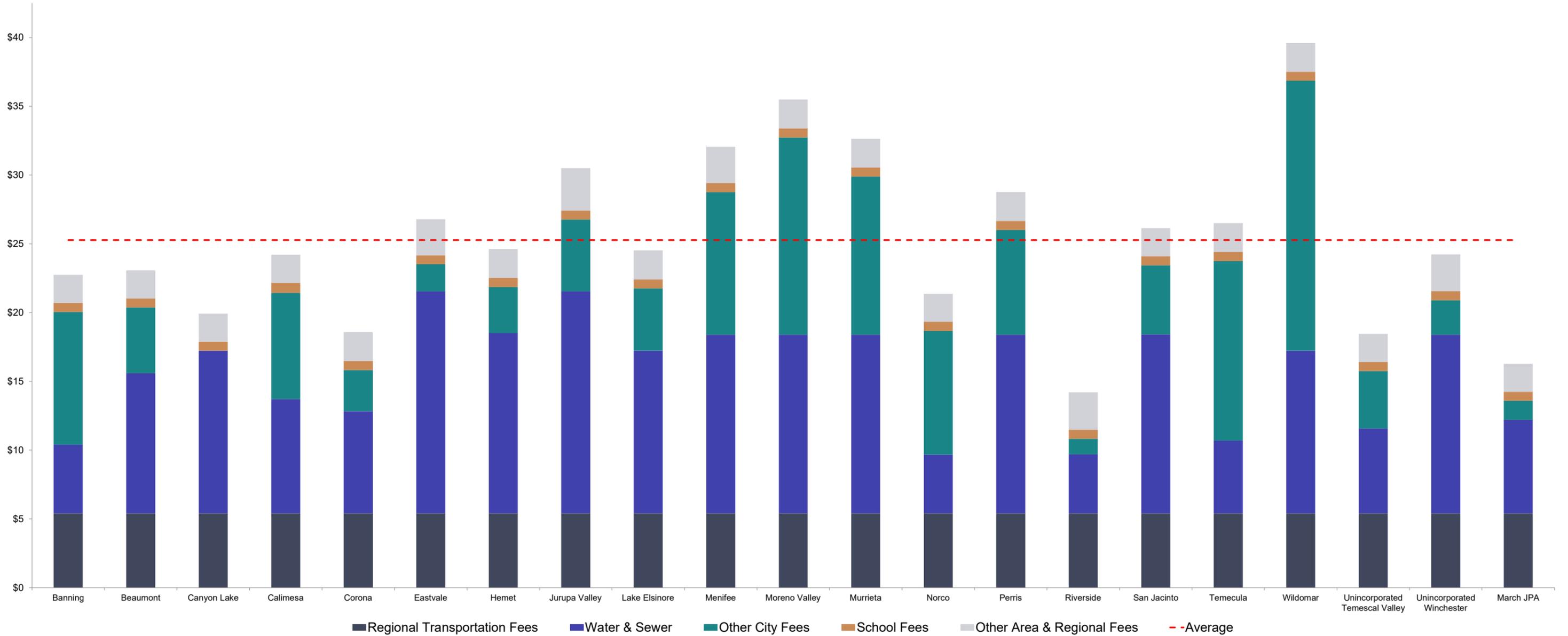
Fee estimates for specified development prototypes as of 2022. Actual fees will vary based on project specifics and any fee updates.
 "Other Area Fees/ Regional Fees" include, but are not limited to, roads and bridges, regional parks, trails, multiservice center fees, area specific fees, and habitat mitigation fees.

**Multifamily Prototype
Development Fees by Jurisdiction (Per Unit)**



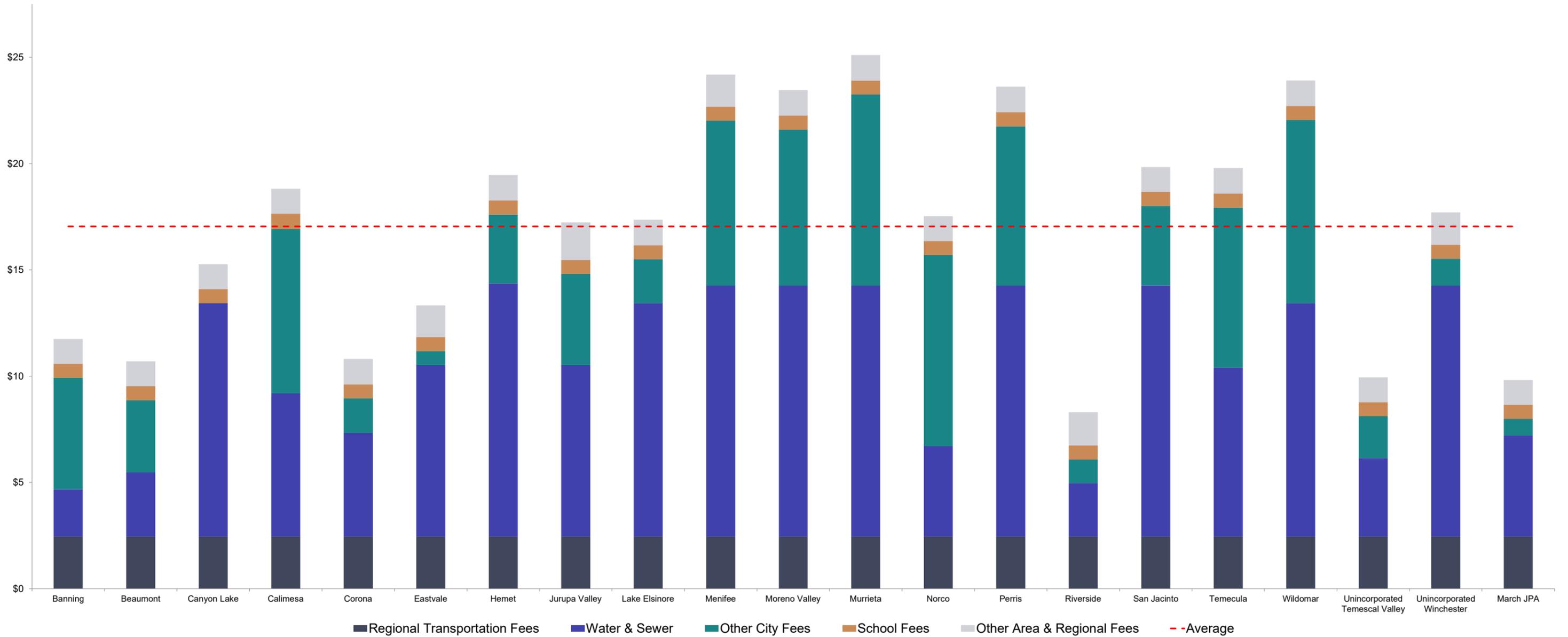
Fee estimates for specified development prototypes as of 2022. Actual fees will vary based on project specifics and any fee updates.
 "Other Area Fees/ Regional Fees" include, but are not limited to, roads and bridges, regional parks, trails, multiservice center fees, area specific fees, and habitat mitigation fees.

**Retail Prototype
Development Fees by Jurisdiction (Per Square Foot)**



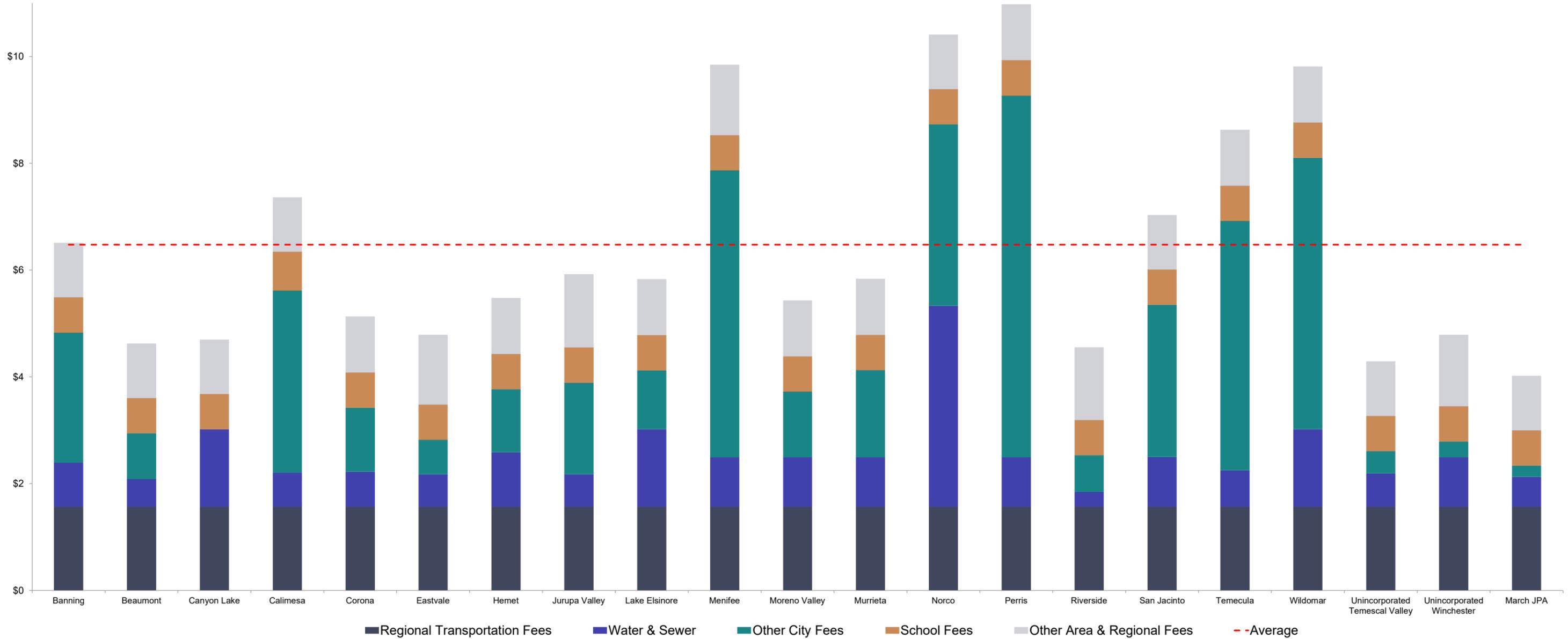
Fee estimates for specified development prototypes as of 2022. Actual fees will vary based on project specifics and any fee updates.
 "Other Area Fees/ Regional Fees" include, but are not limited to, roads and bridges, regional parks, trails, multiservice center fees, area specific fees, and habitat mitigation fees.

**Office Prototype
Development Fees by Jurisdiction (Per Square Foot)**



Fee estimates for specified development prototypes as of 2022. Actual fees will vary based on project specifics and any fee updates.
 "Other Area Fees/ Regional Fees" include, but are not limited to, roads and bridges, regional parks, trails, multiservice center fees, area specific fees, and habitat mitigation fees.

**Industrial Prototype
Development Fees by Jurisdiction (Per Square Foot)**



Fee estimates for specified development prototypes as of 2022. Actual fees will vary based on project specifics and any fee updates.
 "Other Area Fees/ Regional Fees" include, but are not limited to, regional parks, trails, multiservice center fees, area specific fees, and habitat mitigation fees.



Western Riverside Council of Governments Administration & Finance Committee

Staff Report

Subject: Finance Department Activities Update
Contact: Andrew Ruiz, Chief Financial Officer, aruiz@wrcog.us, (951) 405-6740
Date: April 12, 2023

Requested Action(s):

1. Receive and file.

Purpose:

The purpose of this item is to provide an update on the Agency financials through February 2023.

WRCOG 2022-2027 Strategic Plan Goal:

Goal #3 - Ensure fiscal solvency and stability of the Western Riverside Council of Governments.

Background:

On April 3, 2023, the Executive Committee adopted a new Strategic Plan with specific fiscal-related goals:

1. Maintain sound, responsible fiscal policies.
2. Develop a process to vet fiscal impact(s) and potential risk(s) for all new programs and projects.
3. Provide detailed financial statements for public review online.

Regarding goal #1, staff have planned out a process to go through and revise all of its fiscal-related policies. They plan to have them vetted and revised by the end of the fiscal year. Staff will begin by updating its investment policy with the assistance of its financial advisor, Public Financial Management (PFM), and will seek input from the Finance Directors Committee at its next meeting.

Regarding goal #3, staff have updated the public financial statements with significantly more detail, including breaking out each line item by fund, department, and program. These detailed financial statements provide more transparency into each of the Agency's funds and programs.

As staff continue to work through these goals, input from WRCOG's Committee structure will be important to ensure the goals are met.

Financial Report Summary Through February 2023

The Agency's Financial Report summary through February 2023, a detailed overview of WRCOG's financial statements in the form of combined Agency revenues and costs, plus a detailed breakout, are

provided as an attachment to this Staff Report.

The Financial Report also includes a fund-level, budget-to-actual report, as well as additional graphs. Additionally, some account descriptions have been broken out and cleaned up. These changes have been made based on input received from members of WRCOG's various committees.

Fiscal Year (FY) 2023/2024 Agency Budget

While work on the Fiscal Year 2023/2024 budget process started earlier in the Fiscal Year with the Classification and Compensation Study and long-range fiscal modeling, staff have started to bring forward items related to the Fiscal Year 2023/2024 budget to its various committees, starting with the Finance Directors Committee in February. A separate item on the budget is in this agenda packet with additional details.

Prior Action(s):

None.

Fiscal Impact:

Finance Department activities are included in the Agency's adopted Fiscal Year 2022/2023 Budget under the Administration Department under Fund 110.

Attachment(s):

[Attachment 1 - February 2023 Agency Financials](#)

Attachment

February 2023
Agency Financials



Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Description	Actual	FY 23 Budget	Variance
Revenues			
Member Dues	294,410	294,410	-
Fellowship	81,948	100,000	18,052
Operating Transfer Out	1,359,145	2,476,847	1,117,701
Solid Waste - SB1383	117,593	117,593	-
HERO Admin Revenue	337,685	1,130,000	792,315
Greenworks PACE Commercial Revenue	69,021	100,000	30,979
Twain PACE Commercial Revenue	-	10,000	10,000
PACE Funding Recording Revenue	38	-	(38)
Regional Streetlights Revenue	131,852	135,542	3,691
Solid Waste	174,206	173,157	(1,049)
Used Oil Grants	198,398	198,398	-
Clean Cities	123,800	270,167	146,367
Inland Regional Energy Network (I-REN)	614,991	7,738,349	7,123,358
REAP Revenue	230,186	750,000	519,814
LTF Revenue	1,072,500	1,072,500	-
Other Misc Revenue-RIVTAM	17,500	25,000	7,500
TUMF Commercial - Admin Fee	39,778	72,000	32,222
TUMF Retail - Admin Fee	36,449	72,000	35,551
TUMF Industrial - Admin Fee	341,913	480,000	138,087
TUMF Single Family - Admin Fee	1,010,786	1,320,000	309,214
TUMF Multi Family - Admin Fee	395,815	456,000	60,185
TUMF Commercial - Program Revenue	1,057,278	1,728,000	670,722
TUMF Retail - Program Revenue	677,113	1,728,000	1,050,887
TUMF Industrial - Program Revenue	9,013,947	11,520,000	2,506,053
TUMF Single Family - Program Revenue	23,117,161	31,680,000	8,562,839
TUMF Multi Family - Program Revenue	9,084,549	10,944,000	1,859,451
Beaumont TUMF Settlement Revenue	1,955,458	10,884,000	8,928,542
General Fund Investment / Interest Revenue	90,508	180,000	89,492
TUMF Investment Revenue / Earnings	797,305	1,985,000	1,187,695
Total Revenues	\$ 52,441,335	\$ 87,640,963	\$ 35,199,628



Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

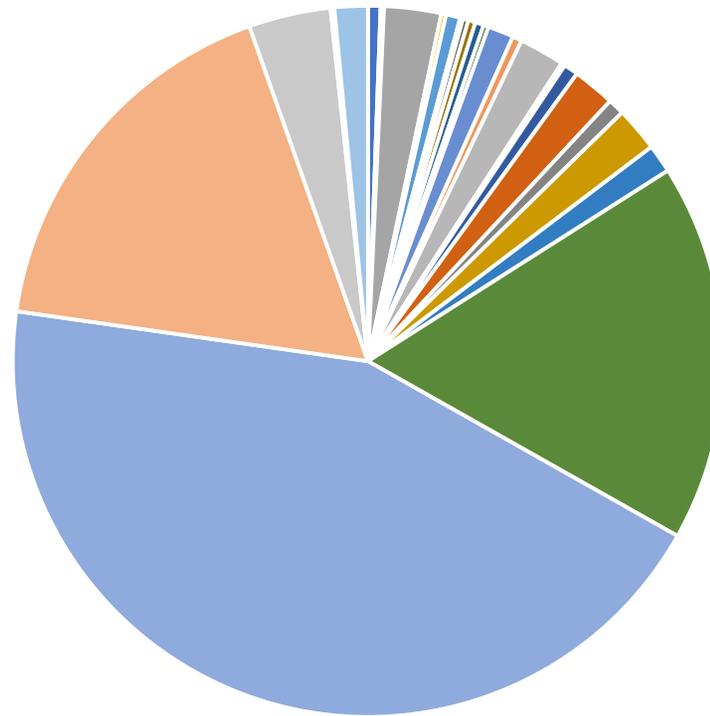
Description	Actual	FY 23 Budget	Variance
Expenses			
Salaries & Wages - Fulltime	1,782,219	3,254,202	1,471,983
Fringe Benefits	811,872	1,448,358	636,486
Overhead Allocation	1,157,638	2,174,586	1,016,947
General Legal Services	1,391,414	2,057,092	665,678
Audit Svcs - Professional Fees	-	30,000	30,000
Bank Fees	3,525	67,008	63,483
Commissioners Per Diem	43,050	72,000	28,950
Parking Cost	19,309	28,000	8,691
Office Lease	225,581	340,000	114,419
WRCOG Auto Fuels Expenses	104	1,000	896
WRCOG Auto Maintenance Expense	-	500	500
Parking Validations	4,820	20,712	15,892
Staff Recognition	2,547	3,100	553
Coffee and Supplies	411	2,500	2,089
Event Support	81,618	164,750	83,132
Program/Office Supplies	8,999	22,550	13,551
Computer Supplies	2,669	7,000	4,331
Computer Software	38,762	102,500	63,738
Rent/Lease Equipment	8,440	15,000	6,560
Membership Dues	17,497	362,250	344,753
Subscriptions/Publications	22,822	9,200	(13,622)
Meeting Support Services	357	3,350	2,993
Postage	4,034	7,850	3,816
Other Expenses	1,698	4,600	2,902
Storage	3,703	5,500	1,797
Printing Services	1,856	6,650	4,794
Computer Hardware	1,410	11,700	10,290
Misc Office Equipment	-	3,000	3,000
Communications - Regular Phone	14,771	17,500	2,729
Communications - Cellular Phones	7,717	17,650	9,933
Communications - Computer Services	5,743	40,000	34,257
Communications - Web Site	6,610	8,000	1,390
Equipment Maintenance	290	7,500	7,210
Maintenance - Building and Improvement	13,034	12,000	(1,034)



Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

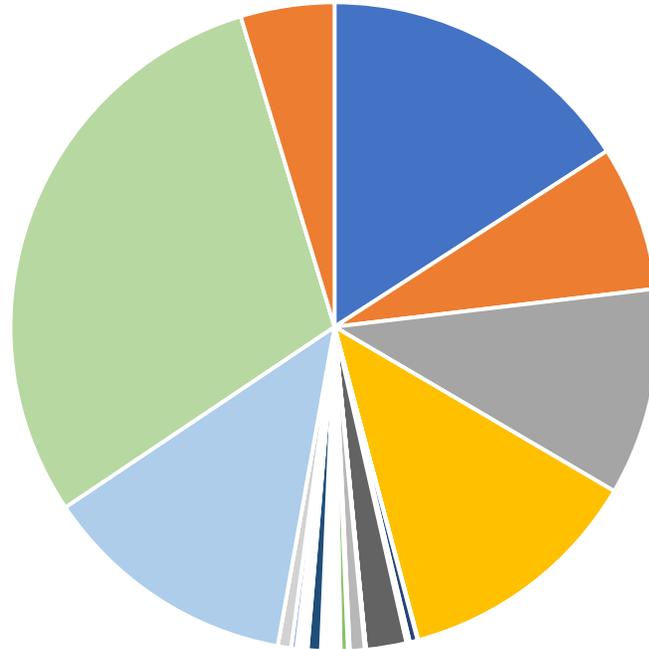
Description	Actual	FY 23 Budget	Variance
Insurance - Gen/Busi Liab/Auto	73,569	104,266	30,697
WRCOG Auto Insurance	3,181	6,000	2,819
Data Processing Support	15,649	8,000	(7,649)
Recording Fee	5,362	13,000	7,638
Seminars/Conferences	11,659	31,850	20,191
Travel - Mileage Reimbursement	4,013	31,910	27,897
Travel - Ground Transportation	932	15,050	14,118
Travel - Airfare	2,876	56,750	53,874
Lodging	9,469	110,100	100,631
Meals	4,096	16,990	12,894
Other Incidentals	29	1,500	1,471
Training	3,137	159,375	156,238
OPEB Repayment	-	110,526	110,526
Supplies/Materials	1,232	8,650	7,418
Advertising Media - Newspaper Ad	29,000	29,048	48
Staff Education Reimbursement	-	7,500	7,500
Compliance Settlements	75,280	100,000	24,720
Direct Costs	-	1,111,056	1,111,056
Consulting Labor	1,434,721	5,241,110	3,806,389
TUMF Project Reimbursement	3,333,405	25,000,000	21,666,595
COG REN Reimbursement	-	1,474,000	1,474,000
Beaumont Settlement Distributions	525,000	6,488,595	5,963,595
Total Expenses	\$ 11,217,128	\$ 50,452,884	\$ 39,235,756

Revenues



- Member Dues
- Solid Waste - SB1383
- Twain PACE Commercial Revenue
- Solid Waste
- Inland Regional Energy Network (I-REN)
- Other Misc Revenue-RIVTAM
- TUMF Industrial - Admin Fee
- TUMF Commercial - Program Revenue
- TUMF Single Family - Program Revenue
- General Fund Investment / Interest Revenue
- Fellowship
- HERO Admin Revenue
- PACE Funding Recording Revenue
- Used Oil Grants
- REAP Revenue
- TUMF Commercial - Admin Fee
- TUMF Single Family - Admin Fee
- TUMF Retail - Program Revenue
- TUMF Multi Family - Program Revenue
- TUMF Investment Revenue / Earnings
- Operating Transfer Out
- Greenworks PACE Commercial Revenue
- Regional Streetlights Revenue
- Clean Cities
- LTF Revenue
- TUMF Retail - Admin Fee
- TUMF Multi Family - Admin Fee
- TUMF Industrial - Program Revenue
- Beaumont TUMF Settlement Revenue

Expenditures



- | | | | |
|------------------------------------|--|--------------------------------------|-------------------------------------|
| ■ Salaries & Wages - Fulltime | ■ Fringe Benefits | ■ Overhead Allocation | ■ General Legal Services |
| ■ Audit Svcs - Professional Fees | ■ Bank Fees | ■ Commissioners Per Diem | ■ Parking Cost |
| ■ Office Lease | ■ WRCOG Auto Fuels Expenses | ■ WRCOG Auto Maintenance Expense | ■ Parking Validations |
| ■ Staff Recognition | ■ Coffee and Supplies | ■ Event Support | ■ Program/Office Supplies |
| ■ Computer Supplies | ■ Computer Software | ■ Rent/Lease Equipment | ■ Membership Dues |
| ■ Subscriptions/Publications | ■ Meeting Support Services | ■ Postage | ■ Other Expenses |
| ■ Storage | ■ Printing Services | ■ Computer Hardware | ■ Misc Office Equipment |
| ■ Communications - Regular Phone | ■ Communications - Cellular Phones | ■ Communications - Computer Services | ■ Communications - Web Site |
| ■ Equipment Maintenance | ■ Maintenance - Building and Improvement | ■ Insurance - Gen/Busi Liab/Auto | ■ WRCOG Auto Insurance |
| ■ Data Processing Support | ■ Recording Fee | ■ Seminars/Conferences | ■ Travel - Mileage Reimbursement |
| ■ Travel - Ground Transportation | ■ Travel - Airfare | ■ Lodging | ■ Meals |
| ■ Other Incidentals | ■ Training | ■ OPEB Repayment | ■ Supplies/Materials |
| ■ Advertising Media - Newspaper Ad | ■ Staff Education Reimbursement | ■ Compliance Settlements | ■ Direct Costs |
| ■ Consulting Labor | ■ TUMF Project Reimbursement | ■ COG REN Reimbursement | ■ Beaumont Settlement Distributions |

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Administration								
Revenues								
110	12	40001	0000	0000	Member Dues	\$ 294,410	\$ 294,410	\$ -
110	12	49001	0000	0000	Interest Revenue - Other	90,508	180,000	89,492
110	12	97001	0000	0000	Operating Transfer Out	1,359,145	2,476,847	1,117,701
Total Revenues						\$ 1,744,064	\$ 2,951,257	\$ 1,207,193
Expenses								
110	12	60001	0000	0000	Salaries & Wages - Fulltime	\$ 550,068	\$ 989,480	\$ 439,412
110	12	61000	0000	0000	Fringe Benefits	368,383	449,211	80,829
110	12	65101	0000	0000	General Legal Services	51,745	115,000	63,255
110	12	65401	0000	0000	Audit Svcs - Professional Fees	-	30,000	30,000
110	12	65505	0000	0000	Bank Fees	-	2,000	2,000
110	12	65507	0000	0000	Commissioners Per Diem	43,050	70,000	26,950
110	12	71615	0000	0000	Parking Cost	19,309	28,000	8,691
110	12	73001	0000	0000	Office Lease	225,581	340,000	114,419
110	12	73003	0000	0000	WRCOG Auto Fuels Expenses	104	1,000	896
110	12	73004	0000	0000	WRCOG Auto Maintenance Expense	-	500	500
110	12	73102	0000	0000	Parking Validations	1,559	10,000	8,442
110	12	73104	0000	0000	Staff Recognition	2,287	3,100	813
110	12	73106	0000	0000	Coffee and Supplies	411	2,500	2,089
110	12	73107	0000	0000	Event Support	14,400	45,000	30,600
110	12	73108	0000	0000	Program/Office Supplies	8,854	20,000	11,146
110	12	73109	0000	0000	Computer Equipment/Supplies	2,669	5,500	2,831
110	12	73110	0000	0000	Computer Software	24,735	35,000	10,265
110	12	73111	0000	0000	Rent/Lease Equipment	8,440	15,000	6,560
110	12	73113	0000	0000	Membership Dues	14,952	30,000	15,048
110	12	73114	0000	0000	Subscription/Publications	13,630	6,000	(7,630)
110	12	73115	0000	0000	Meeting Support Services	95	500	405
110	12	73116	0000	0000	Postage	3,662	5,000	1,338
110	12	73117	0000	0000	Other Household Exp	1,698	1,500	(198)
110	12	73119	0000	0000	Storage	432	1,500	1,068
110	12	73120	0000	0000	Printing Services	1,856	1,000	(856)

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
110	12	73122	0000	0000	Computer Hardware	1,410	8,000	6,590
110	12	73201	0000	0000	Communications - Regular Phone	14,771	17,500	2,729
110	12	73204	0000	0000	Communications - Cellular Phones	2,981	7,500	4,519
110	12	73206	0000	0000	Communications - Computer Services	5,743	40,000	34,257
110	12	73209	0000	0000	Communications - Web Site	6,610	8,000	1,390
110	12	73302	0000	0000	Equipment Maintenance - Comp/Software	290	5,000	4,710
110	12	73303	0000	0000	Maintenance - Building and Improvement	13,034	12,000	(1,034)
110	12	73405	0000	0000	Insurance - Gen/Busi Liab/Auto	73,569	100,266	26,697
110	12	73407	0000	0000	WRCOG Auto Insurance	3,181	6,000	2,819
110	12	73601	0000	0000	Seminars/Conferences	6,141	3,500	(2,641)
110	12	73611	0000	0000	Travel - Mileage Reimbursement	1,941	3,500	1,559
110	12	73612	0000	0000	Travel - Ground Transportation	416	1,500	1,084
110	12	73613	0000	0000	Travel - Airfare	1,131	3,000	1,869
110	12	73620	0000	0000	Lodging	3,595	1,500	(2,095)
110	12	73630	0000	0000	Meals	2,272	3,500	1,228
110	12	73650	0000	0000	Training	2,447	30,000	27,553
110	12	73660	0000	0000	OPEB Repayment	-	110,526	110,526
110	12	73801	0000	0000	Staff Education Reimbursement	-	7,500	7,500
110	12	85100	0000	0000	Direct Costs	-	111,056	111,056
110	12	85101	0000	0000	Consulting Labor	190,084	250,000	59,916
Total Expenses						\$ 1,687,536	\$ 2,936,639	\$ 1,249,103

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Fellowship								
Revenues								
110	12	40009	4700	0000	Fellowship	\$ 81,948	\$ 100,000	\$ 18,052
Total Revenues						\$ 81,948	\$ 100,000	\$ 18,052
Expenses								
110	12	60001	4700	0000	Salaries & Wages - Fulltime	\$ 27,181	\$ 174,412	\$ 147,231
110	12	61000	4700	0000	Fringe Benefits	1,823	15,660	13,837
110	12	65101	4700	0000	General Legal Services	507	100	(407)
110	12	73102	4700	0000	Parking Validations	-	1,000	1,000
110	12	73104	4700	0000	Staff Recognition	260	-	(260)
110	12	73107	4700	0000	Event Support	-	1,000	1,000
110	12	73108	4700	0000	Program/Office Supplies	-	500	500
110	12	73115	4700	0000	Meeting Support Services	-	250	250
110	12	73116	4700	0000	Postage	-	100	100
110	12	73601	4700	0000	Seminars/Conferences	-	150	150
110	12	73611	4700	0000	Travel - Mileage Reimbursement	-	1,000	1,000
110	12	73612	4700	0000	Travel - Ground Transportation	-	150	150
110	12	73630	4700	0000	Meals	-	350	350
110	12	73650	4700	0000	Training	-	250	250
110	12	85101	4700	0000	Consulting Labor	-	500	500
Total Expenses						\$ 29,771	\$ 195,422	\$ 165,651

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Clean Cities								
Revenues								
120	80	41402	1010	0000	Air Quality - Other Reimburse	\$ 123,800	\$ 270,167	\$ 146,367
120	80	41701	1010	0000	LTF Revenue	70,000	70,000	-
Total Revenues						\$ 193,800	\$ 340,167	\$ 146,367
Expenses								
120	80	60001	1010	0000	Salaries & Wages - Fulltime	\$ 91,999	\$ 170,523	\$ 78,524
120	80	61000	1010	0000	Fringe Benefits	32,202	86,260	54,058
120	80	63000	1010	0000	Overhead Allocation	24,000	36,000	12,000
120	80	73107	1010	0000	Event Support	8,354	10,000	1,646
120	80	73115	1010	0000	Meeting Support Services	246	500	254
120	80	73122	1010	0000	Computer Hardware	-	700	700
120	80	73204	1010	0000	Communications - Cellular Phones	354	600	246
120	80	73601	1010	0000	Seminars/Conferences	-	1,000	1,000
120	80	73611	1010	0000	Travel - Mileage Reimbursement	64	500	436
120	80	73612	1010	0000	Travel - Ground Transportation	392	750	358
120	80	73613	1010	0100	Travel - Airfare	1,253	3,500	2,247
120	80	73620	1010	0100	Lodging	2,166	3,500	1,334
120	80	73630	1010	0000	Meals	159	500	341
120	80	73640	1010	0000	Other Incidentals	-	500	500
120	80	73703	1010	0000	Supplies/Materials	-	1,000	1,000
120	80	85101	1010	0000	Consulting Labor	14,668	23,950	9,282
Total Expenses						\$ 175,858	\$ 339,783	\$ 163,924

Western Riverside Council of Governments
 Budget-to-Actuals
 As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Love Your Neighborhood								
Revenues								
110	80	41201	1035	0000	Solid Waste	\$ 50,000	\$ 50,000	\$ -
Total Revenues						\$ 50,000	\$ 50,000	\$ -
Expenses								
110	80	60001	1035	0000	Salaries	\$ 5,417	\$ 9,086	\$ 3,669
110	80	61000	1035	0000	Fringe Benefits	1,574	4,518	2,944
110	80	65101	1035	0000	General Legal Services	135	-	(135)
110	80	73107	1035	0000	Event Support	3,600	10,000	6,400
110	80	85101	1035	0000	Consulting Labor	-	26,396	26,396
Total Expenses						\$ 10,726	\$ 50,000	\$ 39,274

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Solid Waste								
Revenues								
110	80	40301	1038	0000	Solid Waste - SB1383	\$ 117,593	\$ 117,593	\$ -
110	80	41201	1038	0000	Solid Waste	124,206	123,157	(1,049)
Total Revenues						\$ 241,800	\$ 240,750	\$ (1,049)
Expenses								
110	80	60001	1038	0000	Salaries	\$ 39,127	\$ 61,429	\$ 22,301
110	80	61000	1038	0000	Fringe Benefits	10,714	31,224	20,510
110	80	63000	1038	0000	Overhead Allocation	8,000	12,000	4,000
110	80	65101	1038	0000	Legal	1,048	1,000	(48)
110	80	73102	1038	0000	Parking Validations	-	500	500
110	80	73107	1038	0000	Event Support	733	2,000	1,267
110	80	73114	1038	0000	Subscriptions/Publications	-	250	250
110	80	73204	1038	0000	Cell Phone Expense	600	500	(100)
110	80	73209	1038	0000	Communications - Web Site	-	-	-
110	80	73601	1038	0000	Seminars/Conferences	285	500	215
110	80	73611	1038	0000	Mileage Reimbursement	-	250	250
110	80	73612	1038	0000	Ground Transportation	-	150	150
110	80	73613	1038	0000	Airfare	-	250	250
110	80	73630	1038	0000	Meals	-	500	500
110	80	73650	1038	0000	Training	235	500	265
110	80	85101	1038	0000	Consulting Labor	88,824	129,556	40,733
Total Expenses						\$ 149,566	\$ 240,609	\$ 91,043

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Used Oil								
Revenues								
140	80	41401	2057	0000	Used Oil Grants	\$ 198,398	\$ 198,398	\$ -
Total Revenues						\$ 198,398	\$ 198,398	\$ -
Expenses								
140	80	60001	2057	0000	Salaries & Wages - Fulltime	\$ 49,843	\$ 76,400	\$ 26,557
140	80	61000	2057	0000	Fringe Benefits	14,423	38,486	24,063
140	80	63000	2057	0000	Overhead Allocation	13,226	19,839	6,613
140	80	65101	2057	0000	General Legal Services	-	1,000	1,000
140	80	73102	2057	0000	Parking Validations	-	250	250
140	80	73107	2057	0000	Event Support	29,531	20,000	(9,531)
140	80	73108	2057	0000	Program/Office Supplies	-	500	500
140	80	73113	2057	0000	Membership Dues	-	500	500
140	80	73115	2057	0000	Meeting Support Services	-	1,000	1,000
140	80	73119	2057	0000	Storage	3,271	4,000	729
140	80	73120	2057	0000	Printing Services	-	1,000	1,000
140	80	73204	2057	0000	Communications - Cellular Phones	322	200	(122)
140	80	73405	2057	0000	Insurance - Gen/Busi Liab/Auto	-	1,000	1,000
140	80	73601	2057	0000	Seminars/Conferences	700	2,000	1,300
140	80	73611	2057	0000	Travel - Mileage Reimbursement	-	1,000	1,000
140	80	73612	2057	0000	Travel - Ground Transportation	-	500	500
140	80	73613	2057	0000	Travel - Airfare	492	-	(492)
140	80	73620	2057	0000	Meals	331	-	(331)
140	80	73630	2057	0000	Meals	-	500	500
140	80	73703	2057	0000	Supplies/Materials	-	1,000	1,000
140	80	73704	2057	0000	Advertising Media - Newspaper Ad	29,000	29,048	48
Total Expenses						\$ 141,139	\$ 198,223	\$ 57,084

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Streetlights								
Revenues								
110	67	40615	2026	0000	Regional Streetlights Revenue	\$ 131,852	\$ 135,542	\$ 3,691
Total Revenues						\$ 131,852	\$ 135,542	\$ 3,691
Expenses								
110	67	60001	2026	0000	Salaries	\$ 56,505	\$ 67,444	\$ 10,940
110	67	61000	2026	0000	Fringe Benefits	15,183	27,245	12,063
110	67	63000	2026	0000	Overhead Allocation	8,000	12,000	4,000
110	67	65101	2026	0000	Legal	9,025	750	(8,275)
110	67	65505	2026	0000	Streetlights Bank Fees	-	508	508
110	67	73102	2026	0000	Parking Validations	-	150	150
110	67	73107	2026	0000	Event Support	-	1,000	1,000
110	67	73108	2026	0000	Program/Office Supplies	-	500	500
110	67	73114	2026	0000	Subscriptions/Publications	-	1,600	1,600
110	67	73115	2026	0000	Meeting&Support	-	600	600
110	67	73116	2026	0000	Postage	33	150	117
110	67	73204	2026	0000	Communications - Cellular Phones	405	500	95
110	67	73601	2026	0000	Seminars/Conferences	-	1,200	1,200
110	67	73611	2026	0000	Travel - Mileage Reimbursement	145	250	105
110	67	73612	2026	0000	Travel-Ground Transportation	123	500	377
110	67	73613	2026	0000	Travel - Airfare	-	1,000	1,000
110	67	73620	2026	0000	Lodging	574	800	226
110	67	73630	2026	0000	Meals	32	250	218
110	67	73650	2026	0000	Training	-	500	500
110	67	73703	2026	0000	Supplies/Materials	1,050	2,900	1,850
110	67	85101	2026	0000	Consulting Labor	2,100	15,433	13,333
Total Expenses						\$ 93,174	\$ 135,280	\$ 42,107

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Inland Regional Energy Network - Public Sector								
Revenues								
180	67	41480	2080	71XX	IREN - Public Sector	\$ 287,665	\$ 4,739,958	\$ 4,452,293
Total Revenues						\$ 287,665	\$ 4,739,958	\$ 4,452,293
Expenses								
180	67	60001	2080	7101	Salaries & Wages - Fulltime	\$ 108,037	\$ 221,281	\$ 113,243
180	67	61000	2080	7101	Fringe Benefits	34,479	100,535	66,056
180	67	63000	2080	7101	Overhead Allocation	87,305	350,457	263,152
180	67	65101	2080	7101	General Legal Services	3,673	5,194	1,521
180	67	65101	2080	7111	General Legal Services	3,673	5,194	1,521
180	67	65101	2080	7102	General Legal Services	1,631	2,306	675
180	67	65101	2080	7112	General Legal Services	1,631	2,306	675
180	67	65505	2080	7101	Bank Fees	-	1,500	1,500
180	67	73102	2080	7101	Parking Validations	-	1,000	1,000
180	67	73107	2080	7103	Event Support	4,167	12,500	8,333
180	67	73107	2080	7113	Event Support	4,167	12,500	8,333
180	67	73113	2080	7101	Membership Dues	-	25,000	25,000
180	67	73117	2080	7101	Other Household Exp	-	1,000	1,000
180	67	73120	2080	7101	Printing Services	-	2,500	2,500
180	67	73122	2080	7101	Computer Hardware	-	1,000	1,000
180	67	73125	2080	7101	Misc. Office Equipment	-	1,000	1,000
180	67	73204	2080	7101	Communications - Cellular Phones	463	3,600	3,137
180	67	73601	2080	7101	Seminars/Conferences	-	10,000	10,000
180	67	73611	2080	7101	Travel - Mileage Reimbursement	602	10,530	9,928
180	67	73612	2080	7101	Travel - Ground Transportation	-	5,000	5,000
180	67	73613	2080	7101	Travel - Airfare	-	25,000	25,000
180	67	73620	2080	7101	Lodging	336	35,004	34,668
180	67	73620	2080	7111	Lodging	336	34,996	34,661
180	67	73630	2080	7101	Meals	50	1,504	1,454
180	67	73630	2080	7111	Meals	46	1,376	1,330
180	67	73703	2080	7101	Supplies/Materials	-	1,000	1,000
180	67	85100	2080	7101	Direct Costs	-	1,000,000	1,000,000

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
180	67	85101	2080	7101	Consulting Labor	12,204	638,806	626,602
180	67	85101	2080	7102	Consulting Labor	2,946	154,184	151,238
180	67	85101	2080	7103	Consulting Labor	3,386	177,221	173,835
180	67	85101	2080	7111	Consulting Labor	12,832	671,685	658,853
180	67	85101	2080	7112	Consulting Labor	2,946	154,184	151,238
180	67	85101	2080	7113	Consulting Labor	2,758	144,341	141,584
180	67	85182	2080	7101	COG REN Reimbursement	-	916,256	916,256
Total Expenses						\$ 287,665	\$ 4,729,958	\$ 4,442,294

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Inland Regional Energy Network - Workforce Education and Training								
Revenues								
180	67	41480	2080	72XX	IREN - Workforce Education and Training	\$ 212,325	\$ 1,923,361	\$ 1,711,036
Total Revenues						\$ 212,325	\$ 1,923,361	\$ 1,711,036
Expenses								
180	67	60001	2080	7201	Salaries & Wages - Fulltime	\$ 68,945	\$ 136,088	\$ 67,143
180	67	61000	2080	7201	Fringe Benefits	27,381	56,124	28,743
180	67	63000	2080	7201	Overhead Allocation	59,009	111,309	52,300
180	67	65101	2080	7201	General Legal Services	3,673	5,194	1,521
180	67	65101	2080	7202	General Legal Services	1,631	2,306	675
180	67	65101	2080	7211	General Legal Services	3,673	5,194	1,521
180	67	65101	2080	7212	General Legal Services	1,631	2,306	675
180	67	73102	2080	7201	Parking Validations	-	1,000	1,000
180	67	73107	2080	7203	Event Support	4,167	12,500	8,333
180	67	73107	2080	7213	Event Support	4,167	12,500	8,333
180	67	73113	2080	7201	Membership Dues	-	302,000	302,000
180	67	73117	2080	7201	Other Expenses	-	1,000	1,000
180	67	73120	2080	7201	Printing Services	-	1,000	1,000
180	67	73122	2080	7201	Computer Hardware	-	1,000	1,000
180	67	73125	2080	7201	Misc Office Equipment	-	1,000	1,000
180	67	73601	2080	7203	Seminars/Conferences	79	1,250	1,171
180	67	73601	2080	7213	Seminars/Conferences	79	1,250	1,171
180	67	73611	2080	7201	Mileage Reimbursement	54	10,530	10,476
180	67	73612	2080	7201	Ground Transportation	-	2,500	2,500
180	67	73613	2080	7201	Airfare	-	10,000	10,000
180	67	73620	2080	7201	Lodging	336	7,000	6,664
180	67	73620	2080	7211	Lodging	336	7,000	6,665
180	67	73630	2080	7201	Meals	50	1,502	1,452
180	67	73630	2080	7211	Meals	46	1,378	1,332
180	67	73650	2080	7201	Training	-	126,125	126,125
180	67	73703	2080	7201	Supplies/Materials	-	500	500
180	67	85101	2080	7201	Consulting Labor	12,204	251,065	238,861

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
180	67	85101	2080	7202	Consulting Labor	2,946	60,598	57,652
180	67	85101	2080	7203	Consulting Labor	3,386	69,652	66,266
180	67	85101	2080	7211	Consulting Labor	12,204	251,065	238,861
180	67	85101	2080	7212	Consulting Labor	2,946	60,598	57,652
180	67	85101	2080	7213	Consulting Labor	3,386	69,652	66,266
180	67	85182	2080	7201	COG REN Reimbursement	-	341,155	341,155
Total Expenses						\$ 212,325	\$ 1,923,341	\$ 1,711,016

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Inland Regional Energy Network - Codes and Standards								
Revenues								
180	67	41480	2080	73XX	IREN - Codes and Standards	\$ 115,002	\$ 1,075,030	\$ 960,028
Total Revenues						\$ 115,002	\$ 1,075,030	\$ 960,028
Expenses								
180	67	60001	2080	7301	Salaries & Wages - Fulltime	27,172	66,439	39,267
180	67	61000	2080	7301	Fringe Benefits	8,900	28,691	19,792
180	67	63000	2080	7301	Overhead Allocation	22,098	103,597	81,500
180	67	65101	2080	7301	General Legal Services	3,673	5,194	1,521
180	67	65101	2080	7302	General Legal Services	1,631	2,306	675
180	67	65101	2080	7311	General Legal Services	3,673	5,194	1,521
180	67	65101	2080	7312	General Legal Services	1,631	2,306	675
180	67	73102	2080	7301	Parking Validations	-	1,000	1,000
180	67	73107	2080	7303	Event Support	4,167	12,500	8,333
180	67	73107	2080	7313	Event Support	4,167	12,500	8,333
180	67	73113	2080	7301	Membership Dues	-	1,000	1,000
180	67	73117	2080	7301	Other Expenses	-	1,000	1,000
180	67	73120	2080	7301	Printing Services	-	1,000	1,000
180	67	73122	2080	7301	Computer Hardware	-	1,000	1,000
180	67	73125	2080	7301	Misc Office Equipment	-	1,000	1,000
180	67	73601	2080	7301	Seminars/Conferences	-	2,500	2,500
180	67	73611	2080	7301	Mileage Reimbursement	54	1,000	946
180	67	73612	2080	7301	Ground Transportation	-	2,500	2,500
180	67	73613	2080	7301	Airfare	-	10,000	10,000
180	67	73620	2080	7301	Lodging	336	7,000	6,664
180	67	73620	2080	7311	Lodging	336	7,000	6,664
180	67	73630	2080	7301	Meals	50	1,502	1,452
180	67	73630	2080	7311	Meals	46	1,378	1,332
180	67	73703	2080	7311	Supplies/Materials	-	500	500
180	67	85101	2080	7301	Consulting Labor	12,204	191,052	178,848
180	67	85101	2080	7302	Consulting Labor	2,946	46,113	43,167
180	67	85101	2080	7303	Consulting Labor	3,386	53,002	49,617

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
180	67	85101	2080	7311	Consulting Labor	12,204	191,051	178,847
180	67	85101	2080	7312	Consulting Labor	2,946	46,112	43,167
180	67	85101	2080	7313	Consulting Labor	3,386	53,002	49,617
180	67	85182	2080	7301	COG REN Reimbursement	-	216,589	216,589
Total Expenses						\$ 115,002	\$ 1,075,030	\$ 960,028

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
PACE Funding								
Revenues								
110	67	40611	2104	0000	PACE Revenue	\$ 38	\$ -	\$ (38)
Total Revenues						\$ 38	\$ -	\$ (38)
Expenses								
110	67	73506	2104	0000	Recording Fee-PACE	\$ 68	\$ -	\$ (68)
Total Expenses						\$ 68	\$ -	\$ (68)
Nuveen (Greenworks)								
Revenues								
110	67	40604	2105	0000	WRCOG HERO CAFTA Revenue	\$ 69,021	\$ 100,000	\$ 30,979
Total Revenues						\$ 69,021	\$ 100,000	\$ 30,979
Expenses								
110	67	60001	2105	0000	Salaries & Wages -Greenworks Lending	\$ 39,165	\$ 61,792	\$ 22,627
110	67	61000	2105	0000	Fringe Benefits	17,719	31,869	\$ 14,150
110	67	63000	2105	0000	Overhead Allocation	16,000	24,000	\$ 8,000
110	67	73506	2105	0000	Recording Fee	174	1,000	\$ 826
110	67	85101	2105	0000	Consulting Labor	10,000	24,757	\$ 14,757
Total Expenses						\$ 83,058	\$ 143,417	\$ 60,360
Twain								
Revenues								
110	67	40607	2115	0000	PACE Commercial Sponsor Revenue	\$ -	\$ 10,000	\$ 10,000
Total Revenues						\$ -	\$ 10,000	\$ 10,000
Expenses								
110	67	65101	2115	0000	General Legal Services	\$ 660	\$ 3,000	\$ 2,340
110	67	73506	2115	0000	Recording Fee	-	2,000	2,000
110	67	85101	2115	0000	Consulting Labor	-	5,000	5,000
Total Expenses						\$ 660	\$ 10,000	\$ 9,340

Western Riverside Council of Governments
 Budget-to-Actuals
 As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
California Resiliency Challenge								
Expenses								
110	67	60001	2225	0000	Salaries & Wages - Fulltime	\$ 8,001	\$ 8,035	\$ 34
110	67	61000	2225	0000	Fringe Benefits	2,104	3,635	1,531
110	67	65101	2225	0000	General Legal Services	608	250	(358)
110	67	85101	2225	0000	Consulting Labor	84,275	119,127	34,853
Total Expenses						\$ 94,988	\$ 131,047	\$ 36,059

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
HERO								
Revenues								
110	67	40621	5000	0000	Hero Admin Fees	\$ 337,685	\$ 1,130,000	\$ 792,315
Total Revenues						\$ 337,685	\$ 1,130,000	\$ 792,315
Expenses								
110	67	60001	5000	0000	Stwide AB811 Salaries & Wages	\$ 208,906	\$ 326,906	\$ 118,000
110	67	61000	5000	0000	Fringe Benefit	92,520	182,932	90,412
110	67	63000	5000	0000	Overhead Allocation	266,667	400,000	133,333
110	67	65101	5000	0000	GENERAL LEGAL SERVICES	358,141	400,000	41,859
110	67	65505	5000	0000	Bank Fee	3,525	48,000	44,475
110	67	65507	5000	0000	Commissioners Per Diem	-	2,000	2,000
110	67	73102	5000	0000	Parking Validations	-	200	200
110	67	73107	5000	0000	Statewide - Event Support	-	500	500
110	67	73108	5000	0000	General Supplies	-	300	300
110	67	73109	5000	0000	Computer Supplies	-	1,000	1,000
110	67	73110	5000	0000	Computer Software	4,997	2,000	(2,997)
110	67	73113	5000	0000	NWCC- Membership Dues	168	1,500	1,332
110	67	73114	5000	0000	Subscriptions/Publications	1,990	1,000	(990)
110	67	73115	5000	0000	Meeting Support Services	16	500	484
110	67	73116	5000	0000	Postage	339	2,000	1,661
110	67	73204	5000	0000	Cellular Phone	995	1,500	505
110	67	73504	5000	0000	Data Processing Support	15,649	8,000	(7,649)
110	67	73506	5000	0000	Recording Fee	5,120	10,000	4,880
110	67	73601	5000	0000	Seminar/Conferences	-	2,500	2,500
110	67	73611	5000	0000	Travel - Mileage Reimbursement	33	500	468
110	67	73612	5000	0000	Travel - Ground Transportatoin	-	500	500
110	67	73613	5000	0000	Travel - Airfare	-	2,500	2,500
110	67	73620	5000	0000	Lodging	-	1,500	1,500
110	67	73630	5000	0000	Meals	326	500	174
110	67	73640	5000	0000	Statewide Other Incidentals	-	500	500
110	67	73650	5000	0000	Training	455	2,000	1,545
110	67	73703	5000	0000	Supplies/Materials	-	1,500	1,500

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
110	67	81010	5000	0000	Compliance Settlements	75,280	100,000	24,720
110	67	85101	5000	0000	CA HERO Direct Exp	3,782	70,000	66,218
Total Expenses						\$ 1,038,909	\$ 1,570,338	\$ 531,429

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
TUMF Administration								
Revenues								
110	65	43001	1148	0000	Commerical/Service	\$ 39,778	\$ 72,000	\$ 32,222
110	65	43002	1148	0000	Retail	36,449	72,000	35,551
110	65	43003	1148	0000	Industrial	341,913	480,000	138,087
110	65	43004	1148	0000	Residential/Multi/Single	1,010,786	1,320,000	309,214
110	65	43005	1148	0000	Multi-Family	395,815	456,000	60,185
110	65	43027	1148	0000	Beaumont TUMF Settlement Revenue	-	205,932	205,932
Total Revenues						\$ 1,824,741	\$ 2,605,932	\$ 781,191
Expenses								
110	65	60001	1148	0000	Salaries & Wages Fulltime	\$ 242,052	\$ 425,181	\$ 183,130
110	65	61000	1148	0000	Fringe Benefits	87,950	189,249	101,298
110	65	63000	1148	0000	Overhead Allocation	533,333	800,000	266,667
110	65	65101	1148	0000	General Legal Services	48,111	75,000	26,889
110	65	65505	1148	0000	Bank Fees	-	15,000	15,000
110	65	73102	1148	0000	Parking Validations	-	500	500
110	65	73108	1148	0000	General Supplies	145	500	355
110	65	73109	1148	0000	Computer Supplies	-	500	500
110	65	73110	1148	0000	Computer Software	9,030	65,000	55,970
110	65	73113	1148	0000	Membership Dues	877	1,500	623
110	65	73114	1148	0000	Subscriptions/Publications	6,966	100	(6,866)
110	65	73116	1148	0000	POSTAGE	-	100	100
110	65	73117	1148	0000	Other Household Expenses	-	100	100
110	65	73120	1148	0000	Printing Services	-	150	150
110	65	73204	1148	0000	Cellular Phone	1,292	3,000	1,708
110	65	73302	1148	0000	Equipment Maintenance	-	2,500	2,500
110	65	73405	1148	0000	Insurance - Gen/Busi Liab/Auto	-	3,000	3,000
110	65	73601	1148	0000	Seminar/Conferences	-	1,500	1,500
110	65	73611	1148	0000	Travel - Mileage Reimbursement	155	1,500	1,345
110	65	73612	1148	0000	Travel - Ground Transportation	-	250	250
110	65	73613	1148	0000	Travel-AirFare	-	750	750
110	65	73620	1148	0000	Lodging	-	800	800

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
110	65	73630	1148	0000	Meals	396	1,000	604
110	65	73640	1148	0000	Other Incidentals	29	500	471
110	65	85101	1148	0000	Outside Consultants	349,893	450,000	100,107
Total Expenses						\$ 1,280,229	\$ 2,037,680	\$ 757,451

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
TUMF (Zone Revenues)								
Revenues								
220	65	43001	1148	0000	Commercial/Svcs	\$ 1,057,278	\$ 1,728,000	\$ 670,722
220	65	43002	1148	0000	Retail	677,113	1,728,000	1,050,887
220	65	43003	1148	0000	Industrial	9,013,947	11,520,000	2,506,053
220	65	43004	1148	0000	Residential/Multi/Single	23,117,161	31,680,000	8,562,839
220	65	43005	1148	0000	Multi Family	9,084,549	10,944,000	1,859,451
220	65	43027	1148	0000	Beaumont TUMF Settlement Revenue	1,955,458	10,678,068	8,722,610
220	65	49104	1148	0000	Citizens Trust Investment Interest	797,305	1,985,000	1,187,695
Total Revenues						\$ 45,702,810	\$ 70,263,068	\$ 24,560,258
Expenses								
220	65	65101	1148	3307	Beaumont Legal Svcs-URBAN LOGIC	\$ 2,694	\$ 2,694	\$ -
220	65	65101	1148	3310	General Legal Services	873,594	1,390,077	516,483
220	65	65101	1148	3311	General Legal Services	7,229	7,229	-
220	65	85195	1148	0000	Beaumont Settlement Distributions	525,000	6,488,595	5,963,595
220	65	85160	1148	0000	TUMF Project Reimbursement	3,333,405	25,000,000	21,666,595
Total Expenses						\$ 4,741,922	\$ 32,888,595	\$ 28,146,673

Western Riverside Council of Governments
 Budget-to-Actuals
 As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Grant Writing								
Expenses								
110	65	85101	1300	0000	Consulting Labor	\$ -	\$ 20,000	\$ 20,000
Total Expenses						\$ -	\$ 20,000	\$ 20,000

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Local Transportation Fund								
Revenues								
210	65	41701	1400	0000	LTF Revenue	\$ 1,002,500	\$ 1,002,500	\$ -
Total Revenues						\$ 1,002,500	\$ 1,002,500	\$ -
Expenses								
210	65	60001	1400	0000	Salaries & Wages - Fulltime	\$ 173,499	\$ 375,872	\$ 202,373
210	65	61000	1400	0000	Fringe Benefits	63,879	166,069	102,190
210	65	63000	1400	0000	Overhead Allocation	120,000	180,000	60,000
210	65	65101	1400	0000	General Legal Services	-	2,000	2,000
210	65	73102	1400	0000	Parking Validations	-	500	500
210	65	73107	1400	0000	Event Support	-	250	250
210	65	73108	1400	0000	Program/Office Supplies	-	250	250
210	65	73110	1400	0000	Computer Software	-	500	500
210	65	73113	1400	0000	Membership Dues	1,500	750	(750)
210	65	73114	1400	0000	Subscriptions/Publications	236	250	14
210	65	73116	1400	0000	Postage	-	500	500
210	65	73204	1400	0000	Communications - Cellular Phones	304	250	(54)
210	65	73601	1400	0000	Seminars/Conferences	4,375	4,500	125
210	65	73611	1400	0000	Travel - Mileage Reimbursement	965	1,350	385
210	65	73612	1400	0000	Travel - Ground Transportation	-	750	750
210	65	73613	1400	0000	Travel - Airfare	-	750	750
210	65	73620	1400	0000	Lodging	1,120	4,000	2,880
210	65	73630	1400	0000	Meals	293	1,250	957
210	65	73703	1400	0000	Supplies/Materials	182	250	68
210	65	85101	1400	0000	Consulting Labor	185,328	250,000	64,672
Total Expenses						\$ 551,681	\$ 990,040	\$ 438,359

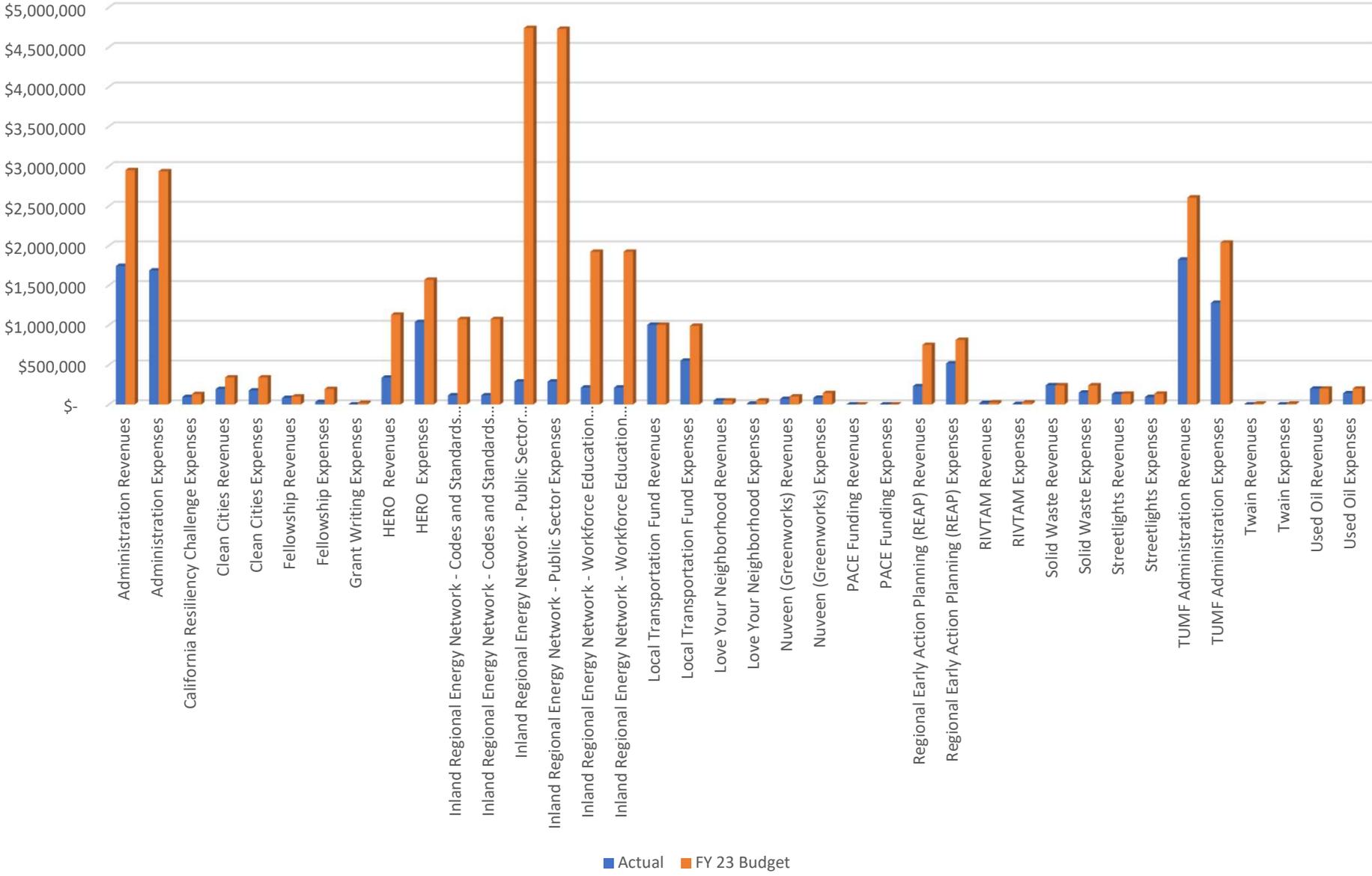
Western Riverside Council of Governments
 Budget-to-Actuals
 As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
RIVTAM								
Revenues								
110	65	42001	2039	0000	Other Misc Revenue-RIVTAM	\$ 17,500	\$ 25,000	\$ 7,500
Total Revenues						\$ 17,500	\$ 25,000	\$ 7,500
Expenses								
110	65	60001	2039	0000	Salaries & Wages - Fulltime	\$ 4,231	\$ 6,686	\$ 2,455
110	65	61000	2039	0000	Fringe Benefits	1,661	3,601	1,940
110	65	85101	2039	0000	Consulting Labor	-	14,571	14,571
Total Expenses						\$ 5,892	\$ 24,859	\$ 18,967

Western Riverside Council of Governments
Budget-to-Actuals
As of February 28, 2023

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Regional Early Action Planning (REAP)								
Revenues								
110	65	41606	2235	0000	REAP Revenue	\$ 230,186	\$ 750,000	\$ 519,814
Total Revenues						\$ 230,186	\$ 750,000	\$ 519,814
Expenses								
110	65	60001	2235	0000	Salaries & Wages - Fulltime	\$ 87,488	\$ 86,234	\$ (1,254)
110	65	61000	2235	0000	Fringe Benefits	32,552	37,566	5,015
110	65	63000	2235	0000	Overhead Allocation	-	125,383	125,383
110	65	65101	2235	6001	General Legal Services	2,366	5,000	2,634
110	65	85101	2235	0000	Consulting Labor	394,554	558,437	163,883
Total Expenses						\$ 516,959	\$ 812,620	\$ 295,661

Budget-to-Actual Program Level





Western Riverside Council of Governments
Budget-to-Actuals - Fund Level
As of February 28, 2023

Description	Actual	FY 23 Budget	Variance
General Fund - 110			
Revenues			
Member Dues	294,410	294,410	-
Fellowship	81,948	100,000	18,052
Solid Waste - SB1383	117,593	117,593	-
HERO Admin Revenue	337,685	1,130,000	792,315
Greenworks PACE Commercial Revenue	69,021	100,000	30,979
Twain PACE Commercial Revenue	-	10,000	10,000
PACE Funding Recording Revenue	38	-	(38)
Regional Streetlights Revenue	131,852	135,542	3,691
Solid Waste	174,206	173,157	(1,049)
REAP Revenue	230,186	750,000	519,814
Other Misc Revenue-RIVTAM	17,500	25,000	7,500
TUMF Commercial - Admin Fee	39,778	72,000	32,222
TUMF Retail - Admin Fee	36,449	72,000	35,551
TUMF Industrial - Admin Fee	341,913	480,000	138,087
TUMF Single Family - Admin Fee	1,010,786	1,320,000	309,214
TUMF Multi Family - Admin Fee	395,815	456,000	60,185
Beaumont TUMF Settlement Revenue	-	205,932	205,932
Operating Transfer Out	1,359,145	2,476,847	1,117,701
General Fund Investment / Interest Revenue	90,508	180,000	89,492
Total Revenues	4,728,835	8,098,481	3,369,646
Expenses			
Salaries & Wages - Fulltime	1,262,724	2,207,599	944,875
Fringe Benefits	630,608	972,193	341,585
Overhead Allocation	832,000	1,373,383	541,383
General Legal Services	479,337	613,704	134,367
Audit Svcs - Professional Fees	-	30,000	30,000
Bank Fees	3,525	65,508	61,983
Commissioners Per Diem	43,050	72,000	28,950
Parking Cost	19,309	28,000	8,691
Office Lease	225,581	340,000	114,419
WRCOG Auto Fuels Expenses	104	1,000	896
WRCOG Auto Maintenance Expense	-	500	500
Parking Validations	1,559	12,350	10,792
Staff Recognition	2,547	3,100	553



Western Riverside Council of Governments
Budget-to-Actuals - Fund Level
As of February 28, 2023

Description	Actual	FY 23 Budget	Variance
Coffee and Supplies	411	2,500	2,089
Statewide - Event Support	18,733	59,500	40,767
General Supplies	8,999	21,800	12,801
Computer Supplies	2,669	7,000	4,331
Computer Software	38,762	102,000	63,238
Rent/Lease Equipment	8,440	15,000	6,560
Membership Dues	15,997	33,000	17,003
Subscriptions/Publications	22,586	8,950	(13,636)
Meeting Support Services	111	1,850	1,739
POSTAGE	4,034	7,350	3,316
Other Household Expenses	1,698	1,600	(98)
Storage	432	1,500	1,068
Printing Services	1,856	1,150	(706)
Computer Hardware	1,410	8,000	6,590
Communications - Regular Phone	14,771	17,500	2,729
Cellular Phone	6,274	13,000	6,726
Communications - Computer Services	5,743	40,000	34,257
Communications - Web Site	6,610	8,000	1,390
Equipment Maintenance	290	7,500	7,210
Maintenance - Building and Improvement	13,034	12,000	(1,034)
Insurance - Gen/Busi Liab/Auto	73,569	103,266	29,697
WRCOG Auto Insurance	3,181	6,000	2,819
Data Processing Support	15,649	8,000	(7,649)
Recording Fee	5,362	13,000	7,638
Seminar/Conferences	6,426	9,350	2,924
Travel - Mileage Reimbursement	2,274	7,000	4,726
Travel - Ground Transportation	539	3,050	2,511
Travel-AirFare	1,131	7,500	6,369
Lodging	4,169	4,600	431
Meals	3,026	6,100	3,074
Other Incidentals	29	1,000	971
Training	3,137	33,250	30,113
OPEB Repayment	-	110,526	110,526
Supplies/Materials	1,050	4,400	3,350
Staff Education Reimbursement	-	7,500	7,500
Compliance Settlements	75,280	100,000	24,720
Direct Costs	-	111,056	111,056
Consulting Labor	1,123,512	1,683,777	560,265
Total Expenses	4,991,536	8,307,913	3,316,377



Western Riverside Council of Governments
Budget-to-Actuals - Fund Level
As of February 28, 2023

Description	Actual	FY 23 Budget	Variance
Clean Cities Fund - 120			
Revenues			
Air Quality - Other Reimburse	123,800	270,167	146,367
LTF Revenue	70,000	70,000	-
Total Revenues	193,800	340,167	146,367
Expenses			
Salaries & Wages - Fulltime	91,999	170,523	78,524
Fringe Benefits	32,202	86,260	54,058
Overhead Allocation	24,000	36,000	12,000
Event Support	8,354	10,000	1,646
Meeting Support Services	246	500	254
Computer Hardware	-	700	700
Communications - Cellular Phones	354	600	246
Seminars/Conferences	-	1,000	1,000
Travel - Mileage Reimbursement	64	500	436
Travel - Ground Transportation	392	750	358
Travel - Airfare	1,253	3,500	2,247
Lodging	2,166	3,500	1,334
Meals	159	500	341
Other Incidentals	-	500	500
Supplies/Materials	-	1,000	1,000
Consulting Labor	14,668	23,950	9,282
Total Expenses	175,858	339,783	163,924



Western Riverside Council of Governments
Budget-to-Actuals - Fund Level
As of February 28, 2023

Description	Actual	FY 23 Budget	Variance
Used Oil Fund - 140			
Revenues			
Used Oil Grants	198,398	198,398	-
Total Revenues	198,398	198,398	-
Expenses			
Salaries & Wages - Fulltime	49,843	76,400	26,557
Fringe Benefits	14,423	38,486	24,063
Overhead Allocation	13,226	19,839	6,613
General Legal Services	-	1,000	1,000
Parking Validations	-	250	250
Event Support	29,531	20,000	(9,531)
Program/Office Supplies	-	500	500
Membership Dues	-	500	500
Meeting Support Services	-	1,000	1,000
Storage	3,271	4,000	729
Printing Services	-	1,000	1,000
Communications - Cellular Phones	322	200	(122)
Insurance - Gen/Busi Liab/Auto	-	1,000	1,000
Seminars/Conferences	700	2,000	1,300
Travel - Mileage Reimbursement	-	1,000	1,000
Travel - Ground Transportation	-	500	500
Travel - Airfare	492	-	(492)
Meals	331	500	169
Supplies/Materials	-	1,000	1,000
Advertising Media - Newspaper Ad	29,000	29,048	48
Total Expenses	141,139	198,223	57,084



Western Riverside Council of Governments
Budget-to-Actuals - Fund Level
As of February 28, 2023

Description	Actual	FY 23 Budget	Variance
Inland Regional Energy Network (I-REN) Fund - 180			
Revenues			
I-REN Revenues	614,991	7,738,349	7,123,358
Total Revenues	614,991	7,738,349	7,123,358
Expenses			
Salaries & Wages - Fulltime	204,155	423,808	219,654
Fringe Benefits	70,759	185,350	114,591
Overhead Allocation	168,412	565,363	396,951
General Legal Services	28,560	40,388	11,828
Bank Fees	-	1,500	1,500
Parking Validations	3,261	7,612	4,351
Event Support	25,000	75,000	50,000
Membership Dues	-	328,000	328,000
Other Expenses	-	3,000	3,000
Printing Services	-	4,500	4,500
Computer Hardware	-	3,000	3,000
Misc Office Equipment	-	3,000	3,000
Communications - Cellular Phones	463	3,600	3,137
Seminars/Conferences	158	15,000	14,842
Mileage Reimbursement	710	22,060	21,350
Ground Transportation	-	10,000	10,000
Airfare	-	45,000	45,000
Lodging	2,013	98,000	95,987
Meals	287	8,640	8,353
Training	-	126,125	126,125
Supplies/Materials	-	2,000	2,000
Direct Costs	-	1,000,000	1,000,000
Consulting Labor	111,213	3,283,383	3,172,170
COG REN Reimbursement	-	1,474,000	1,474,000
Total Expenses	614,991	7,728,330	7,113,338



Western Riverside Council of Governments
Budget-to-Actuals - Fund Level
As of February 28, 2023

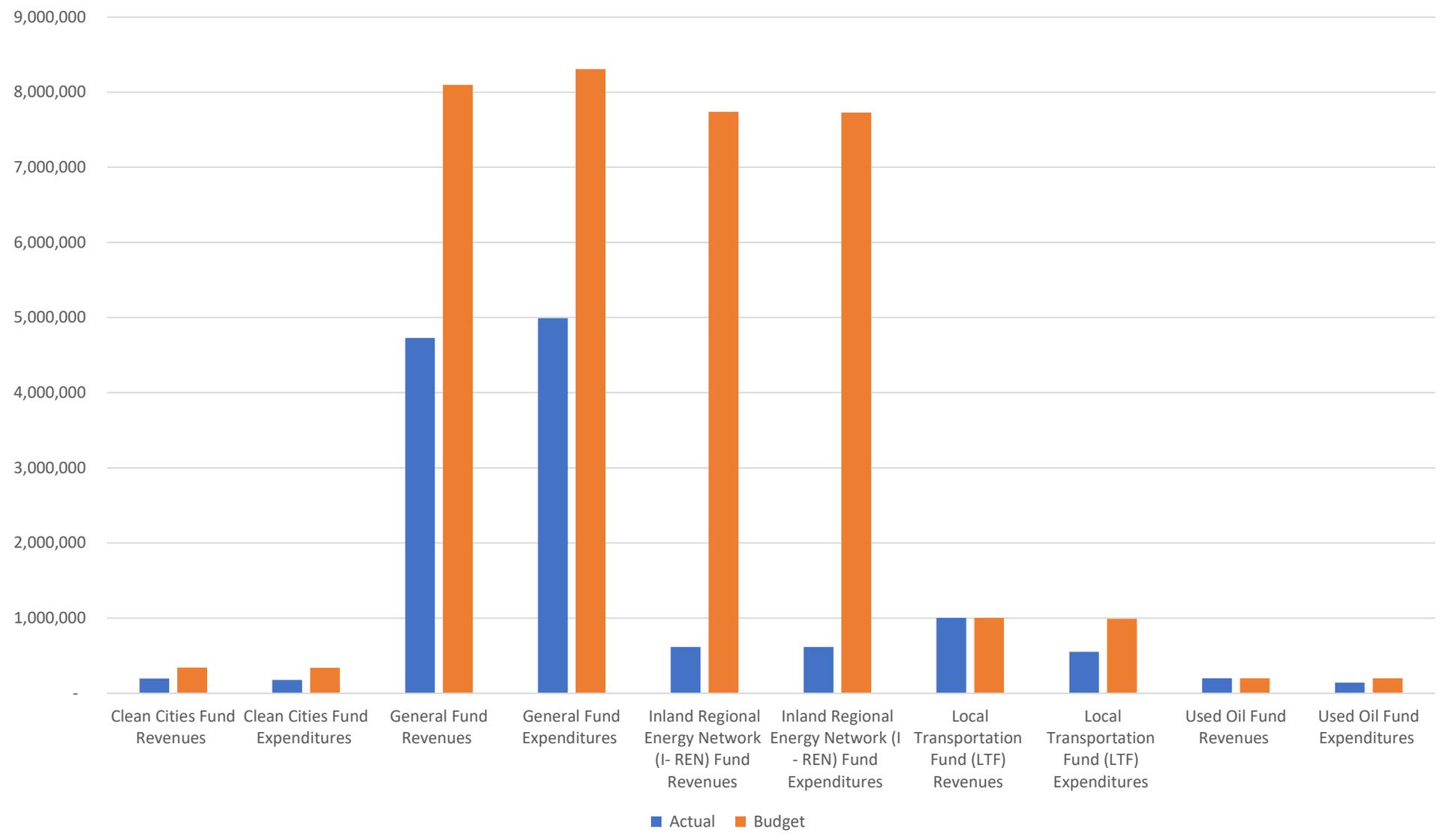
Description	Actual	FY 23 Budget	Variance
Local Transportation Fund (LTF) - 210			
Revenues			
LTF Revenue	1,002,500	1,002,500	-
Total Revenues	1,002,500	1,002,500	-
Expenses			
Salaries & Wages - Fulltime	173,499	375,872	202,373
Fringe Benefits	63,879	166,069	102,190
Overhead Allocation	120,000	180,000	60,000
General Legal Services	-	2,000	2,000
Parking Validations	-	500	500
Event Support	-	250	250
Program/Office Supplies	-	250	250
Computer Software	-	500	500
Membership Dues	1,500	750	(750)
Subscriptions/Publications	236	250	14
Postage	-	500	500
Communications - Cellular Phones	304	250	(54)
Seminars/Conferences	4,375	4,500	125
Travel - Mileage Reimbursement	965	1,350	385
Travel - Ground Transportation	-	750	750
Travel - Airfare	-	750	750
Lodging	1,120	4,000	2,880
Meals	293	1,250	957
Supplies/Materials	182	250	68
Consulting Labor	185,328	250,000	64,672
Total Expenses	551,681	990,040	438,359



Western Riverside Council of Governments
Budget-to-Actuals - Fund Level
As of February 28, 2023

Description	Actual	FY 23 Budget	Variance
Transportation Uniform Mitigation Fee (TUMF) Fund - 220			
Revenues			
Commercial/Svcs	1,057,278	1,728,000	670,722
Retail	677,113	1,728,000	1,050,887
Industrial	9,013,947	11,520,000	2,506,053
Residential/Multi/Single	23,117,161	31,680,000	8,562,839
Multi Family	9,084,549	10,944,000	1,859,451
Beaumont TUMF Settlement Revenue	1,955,458	10,678,068	8,722,610
TUMF Investment Revenue / Earnings	797,305	1,985,000	1,187,695
Total Revenues	45,702,810	70,263,068	24,560,258
Expenses			
General Legal Services	883,517	1,400,000	516,483
TUMF Project Reimbursement	3,333,405	25,000,000	21,666,595
Beaumont Settlement Distributions	525,000	6,488,595	5,963,595
Total Expenses	4,741,922	32,888,595	28,146,673

Budget-to-Actual Fund Level





Western Riverside Council of Governments Administration & Finance Committee

Staff Report

Subject: WRCOG Fiscal Year 2023/2024 Budget
Contact: Dr. Kurt Wilson, Executive Director, kwilson@wrcog.us, (951) 405-6701
 Andrew Ruiz, Chief Financial Officer, aruiz@wrcog.us, (951) 405-6740
Date: April 12, 2023

Requested Action(s):

1. Receive and file.

Purpose:

The purpose of this item is to provide a presentation on the Fiscal Year 2023/2024 budgeted revenues.

WRCOG 2022-2027 Strategic Plan Goal:

Goal #3 - Ensure fiscal solvency and stability of the Western Riverside Council of Governments.

Background:

Fiscal Year 2023/2024 Revenue Proposals

As part of the ongoing analysis and evolution of the WRCOG budgeting process, this year's focus is largely on improving transparency in order to better communicate the agency's finances. This provides a better vantage point to work toward the budgeting principles of 1) ensuring the fair distribution of funds and funding requests, 2) requiring non-comprehensive programs (those which do not benefit the entirety of the member agencies) to be self-sustaining, 3) focusing on the long-term health of each fund, and 4) moving toward these goals in an incremental way when full scale immediate changes are impractical.

Based on feedback received from the Executive Committee on April 3, 2023, the Administration & Finance Committee is requested to provide feedback on the modifications made to four areas of the proposed budget. Additionally, the launch of I-REN creates some unique budget authority challenges, and feedback is requested on the proposed process for addressing this issue.

Member Dues

Revised FY 2023/2024 Proposal: No changes are proposed to current year dues; however, the process will begin immediately to evaluate specific components of the dues structure and amount. Specifically, the Technical Advisory Committee (TAC) will be asked to provide recommendations in two areas:

1. What criteria are most consistent with the fair and equitable distribution of costs related to member dues? The TAC will be asked to evaluate whether the current process (adjusted for current data)

remains appropriate or whether a different methodology would best accomplish the goal. Criteria may include population, assessed value, or another measure.

2. Should dues 1) remain static until action is taken each year in the budget process, 2) contain an automatic escalator (fixed percentage, Consumer Price Index, etc.), or 3) be modeled after the practice of some peer agencies where the Administrative cost is determined each year then allocated among the member agencies in accordance with the prescribed formula?

Background: WRCOG member dues are currently set at \$294k, which is a fixed amount that has not changed since Fiscal Year 2008/2009 where they were reduced by 15% due to the Great Recession and never increased. Since then the only adjustment to the overall dues levels have been to the addition of the City of Beaumont and the Riverside County Superintendent of Schools, but Morongo also withdrew its membership from WRCOG.

Previously, WRCOG would distribute its dues based on population and assessed value (which is described in the WRCOG Bylaws); similar to what other regional agencies such as CVAG and SCAG, which calculate and distribute dues based off of population and Assessed Valuation. Others, such as SGVCOG, calculate its dues based off of its total general operating budget and assign a base fee plus a per capita amount.

WRCOG dues were originally calculated based off a weighted average of population and assessed value for cities and the county, while the Water Districts and the Riverside County Office of Education used fixed amounts. The weighted average allocation has not been updated, which provides an opportunity to adjust the allocation among agencies and improve the fairness of the cost. The core figure to be allocated has not been adjusted since 2009. At that time, the amount was decreased in response to global economic conditions but, unlike other fees that were decreased at that time, the fee did not recover as conditions improved. Separate from the decrease, CPI has increased approximately 27% in that time and has caused WRCOG to rely more heavily on revenues from other programs to fund core functions. The additional evaluation period will allow a more thorough analysis of the issue to be considered in time for the FY 2024/2025 budget process.

Solid Waste Dues

Revised FY 2023/2024 Proposal: Increase dues of those member agencies opting into the Solid Waste Program by \$1,116 - \$8,200 per member agency based on proportional share and participation in the optional AB 939 filing component. This action allows the Program to achieve self-sufficiency and reflects the current cost of responding to growing State mandates.

Background: The State of California requires local government compliance with an increasingly burdensome, complex, and technical set of mandates related to Solid Waste and Recycling programs. Citing the specialized skill set and time demands of interpreting and complying with this evolving body of mandates, several WRCOG member agencies asked WRCOG to serve as a convened, clearinghouse, and technical advisor for issues related to Solid Waste. The Program has been successful despite the challenges of implementing new requirements. The Solid Waste Program provides technical assistance, serves as a central contractor, and allows participating members to collaborate and share information.

Providing these services falls outside of WRCOG's core functions and is intended to be a self-sustaining Program funded by the members who have requested and who benefit from the program. Members of the Solid Waste Program pay dues which are calculated on a per household basis at a cost of \$0.17 per

occupied housing unit (updated annually based on data from the California Department of Finance). The basis for the \$0.17 was set in the early 2000's on the Program's cost around that time, and while dues have gone up due to population increasing, they have not been adjusted based on current costs of providing an expanded scope of services required by new State mandates.

An optional piece of the Solid Waste dues is report preparation for Assembly Bill 939 (AB 939) compliance, which is also based on outdated resource assumptions. Eighteen member agencies are members of the Solid Waste Program, and 12 members elect to have WRCOG complete their AB 939 compliance reports. Current member dues are budgeted at a combined \$124k but fully allocating the associated overhead required to operate the program would result in expenditures of \$160k. Reaching the goal of self-sufficiency for this Program will require dues to reflect the increased workload brought on by State actions and updated staffing costs. For FY 2023/2024, this requires adjusting the dues range for members opting into the Program. The adjustment increases the dues of participating agencies between \$1,116 - \$8,200 per member agency depending on their proportional share and whether they participate in the optional AB 939 filing program. For those participating in the AB 939 filing program, the annual fee increases from \$2,045 to \$3,722 and is included in the estimate above.

Clean Cities Dues

FY 2023/2024 Proposed Changes: Increase dues by 10% for members opting into the Program with the potential for future increases partially offset by securing new grant revenues as the program works toward self-sufficiency.

Background: The Clean Cities Program is comprised of 11 WRCOG member agencies whose dues combine with ongoing funding from the U.S. Department of Energy which oversees the national Clean Cities Program. At the current rates, those sources are not sufficient to support the Program at a level of self-sufficiency. Currently, additional funds are received from the University of West Virginia; however, those funds are expected to expire at the end of FY 2023/2024. Revenue increases or expenditure decreases will be needed to ensure the long-term sustainability of the Program.

Efforts are currently underway to evaluate Program expenditures in search of additional savings. Concurrently, aggressive efforts to acquire grant funding were approved as part of the current year's budget and those efforts are underway. As more grant funds are received, the burden on Clean Cities member dues is decreased. At both the State and Federal level, the Clean Cities initiative has gained momentum and the pool of potential grant funding sources has grown exponentially. While WRCOG is well-positioned and aggressively pursuing these funds, the predictability of receiving future grant awards is not accurate enough to quantify in the budget at this point.

WRCOG members participating in Clean Cities are able to fund the majority of their dues using funds provided by California Assembly Bill 2766 (AB 2766). AB 2766 is a statewide program which uses funds collected through vehicle registrations to fund air quality improvement programs throughout California. These funds are sent to the various Air Districts including the South Coast Air Quality Management District (SCAQMD). The Air District then distributes these funds to each jurisdiction to implement programs that improve regional air quality. The Clean Cities Program meets these goals since it encourages the use of alternative fueled vehicles and conducts education and outreach. One of the main tasks of the Clean Cities Program is the preparation of AB 2766 compliance reports, which document activities related to improving regional air quality. The Program cost is directly related to the scope of services, amount of required labor, and cost of labor. While those costs have increased, the

revenues have remained the same, and serve as a barrier to the program reaching a sustainable level of self-sufficiency. WRCOG submits these reports to SCAQMD on behalf of members who participate in the Clean Cities Program. Agencies who elect not to participate in the Clean Cities Program are still required to prepare AB 2766 compliance reports but are able to do so separate from WRCOG. Currently, 11 WRCOG member agencies choose to participate in the Clean Cities Program.

WRCOG members currently participating in Clean Cities pay dues based off of a tiered population structure from \$3,000 to \$25,000 (from less than 25,000 to more than 250,000) as shown below with current and proposed amounts. Current expenditures are anticipated to be over \$400k against budgeted revenues of \$422k; however, the member dues and the DOE allocation make up \$240k of the \$422k in revenues, a difference of \$282k. Of the \$282k, most of these revenues are one-time grants/partnerships, but \$70k is being allocated from the Local Transportation Fund due to the nexus between transportation and Clean Cities justified in the LTF work plan. While there may be an opportunity for the LTF allocation to continue, there is still a significant deficit that needs to be made up either by securing additional grant revenues or significantly increasing Clean Cities membership dues.

Fellowship

FY 2023/2024 Proposed Changes: Continue the Program as is until or unless the Program funds are depleted and stop the Program if/when that happens. Seek additional funding from State or Federal government grants, targeted fundraising, sponsorships, or support from the WRCOG Supporting Foundation in order to extend the life of the Program.

The Fellowship Program was established in 2016 and has placed over 80 Fellows in WRCOG member agencies and has been widely recognized as a successful effort to entice and train local talent by introducing and preparing them for public service careers. These Fellows are treated as WRCOG employees, but work directly for member agency staff. The Program was funded through an initial allocation totaling \$1,380,000. In recent years, the Program instituted a cost sharing model with member agencies sharing the cost of their assigned Fellows; however, with no replenishment of the initial seed funding, the available funds have continued to deplete. At the start of FY 2023/2024 those available Program funds will only total approximately \$200k.

Despite its success, the lack of a dedicated funding source jeopardizes the sustainability of the Program. While no funding structure changes are proposed for FY 2023/2024, this proposal envisions the Program only lasting as long as the available funds. In order to delay or prevent the end of the Program, WRCOG staff will work with partners to identify possible funding sources from government, philanthropy, or the WRCOG Supporting Foundation.

I-REN Budget Authority

FY 2023/2024 Proposed Changes: Use the WRCOG annual Budget Resolution to 1) set the maximum revenue and expenditure limits for I-REN, 2) require all I-REN spending to conform to the WRCOG-approved I-REN Business Plan, 3) delegate full budget amendment authority to the WRCOG Executive Committee, and 4) delegate limited budget authority to the I-REN Executive Committee to meet the programming needs of the I-REN.

The Inland Energy Network (I-REN) is a cooperative effort between WRCOG, the Coachella Valley

Association of Governments (CVAG), and the San Bernardino County Council of Governments (SBCOG) that is authorized and funded by the California Public Utilities Commission (CPUC). The I-REN is governed by an Executive Committee consisting of voting members from each of the three participating agencies. They meet regularly and devote substantial time and attention to the technical and governance responsibilities of the I-REN.

I-REN is a partnership controlled by a series of agreements among the participating agencies, the CPUC, and the Investor Owned Utilities (Southern California Edison and Southern California Gas Company). These agreements allocate roles and responsibilities among each organization and designate WRCOG as the Administrative Lead for I-REN. In that capacity, WRCOG administers the Program under the direction of the I-REN Executive Committee and with the consent of the WRCOG Executive Committee. While the I-REN is a partnership with clear roles and responsibilities along with a shared governance structure, it is not a Joint Powers Authority or other legal entity. Since it is not a standalone entity, WRCOG, acting in its capacity as the Administrative Lead for the Program, incorporates the I-REN budget into the WRCOG budget.

This creates a unique situation in which 1) the CPUC is committed to fully funding the I-REN and thereby mitigating risk to WRCOG, 2) the I-REN Executive Committee makes programmatic budget decisions within any constraints imposed by the CPUC or the WRCOG Executive Committee, and 3) WRCOG retains final budget authority and responsibility as part of its own budget.

The I-REN Executive Committee includes three representatives from the WRCOG Executive Committee and is well-positioned to make the complex and technical financial allocations required to administer the Program. With no legal authority of its own, the I-REN Executive Committee must rely on delegated authority from WRCOG. Blanket authority would impose an undue risk to WRCOG but retaining full line-item authority would force an undue burden on WRCOG.

In order to balance the need for WRCOG to protect itself from financial risk and liability, yet provide programmatic flexibility to the governing body of the Program, this proposal bifurcates duties. WRCOG would retain ultimate responsibility and authority over the I-REN budget but would, subject to revocation by WRCOG, delegate authority to the I-REN Executive Committee. In this scenario, WRCOG would establish the maximum revenue and expenditure limits for the I-REN. It would also prescribe the broad parameters for spending funds by limiting expenditures to items included in the WRCOG-approved I-REN Business Plan. This provides an added level of protection for WRCOG and retains WRCOG's ability to revoke the delegation in the future. It also provides limited authority to the I-REN Executive Committee to meet the programmatic needs of the I-REN.

An additional complication is that the CPUC allocates funding on a calendar basis rather than the fiscal year that WRCOG and its member agencies utilize. This creates an asymmetric budgeting cycle where the FY 2023/2024 WRCOG budget addresses only the second half of the I-REN 2023 budget and the first half of the I-REN 2024 budget. Fortunately, the six-year approval cycle approved by the CPUC includes a prescriptive amount of funding, so fluctuations are expected to be minor and likely the result of delayed or expedited projects.

The delegation of authority allowing the I-REN Executive Committee to approve the I-REN budget as long as it is within the WRCOG-approved dollar amount and consistent with the WRCOG-approved I-REN Business Plan will be addressed in the WRCOG Budget Resolution. Similarly, the delegation of budget amendment authority to the WRCOG Executive Committee will also be addressed in the

WRCOG Budget Resolution.

Proposed Budget Resolution

Resolution NUMBER XX-XX

A RESOLUTION OF THE GENERAL ASSEMBLY OF THE WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS ADOPTING THE FISCAL YEAR 2023/2024 AGENCY BUDGET

WHEREAS, The Western Riverside Council of Governments (WRCOG) operates on a fiscal year basis, beginning on July 1 of each year and continuing until June 30 of the succeeding year; and

WHEREAS, Article III, Section 3.3 of the WRCOG Joint Powers Agreement states that prior to July 1 of each year, the General Assembly shall adopt a final budget for the expenditures of WRCOG during the following fiscal year; and

WHEREAS, Article III, Section 6, Subdivision (A) of the WRCOG Bylaws states that the Executive Committee of WRCOG shall prepare and recommend to the General Assembly a yearly budget for funds and distribution and to determine the estimated share of contributions from each member agency; and

WHEREAS, on May 1 2023, a proposed Agency Budget for Fiscal Year 2023/2024 was presented to the Executive Committee, and the Executive Committee recommended the proposed Agency Budget for Fiscal Year 2022/2023 to the General Assembly; and

WHEREAS, WRCOG serves as the administrative lead for the Inland Regional Energy Network (I-REN) and incorporates the I-REN Budget in the WRCOG budget; and

WHEREAS, the I-REN has a governing body consisting of elected officials from throughout the I-REN service area, including WRCOG; and

WHEREAS, the I-REN revenues are fixed, approved, and provided exclusively through the California Public Utilities Commission (CPUC); and

WHEREAS, the categories and amounts of I-REN spending are constrained by the WRCOG-approved I-REN business plan; and

WHEREAS, the CPUC allocates I-REN funding based on a calendar year rather than the WRCOG fiscal year; and

WHEREAS, WRCOG provided the public with proper notice that the meeting to approve the proposed Agency Budget for Fiscal Year 2023/2024 is to be held on June 29, 2023, at the General Assembly meeting; and

WHEREAS, on June 29, 2023, the proposed Agency Budget for Fiscal Year 2023/2024 was presented to the General Assembly and the General Assembly held a public hearing on the proposed Budget.

NOW THEREFORE, BE IT RESOLVED by the General Assembly of the Western Riverside Council of

Governments as follows:

Section 1. RECITALS

The above recitals are incorporated herein by this reference.

Section 2. FINAL BUDGET

(a) The General Assembly hereby approves and adopts the WRCOG Fiscal Year 2023/2024 Agency Budget with expenditure appropriations of \$XX,XXX,XXX.

(b) The continuation of Fiscal Year 2022-23 appropriations to FY 2023-24 is authorized for the completion of programs and activities currently underway.

Section 3. INLAND REGIONAL ENERGY NETWORK (I-REN)

(a) The General Assembly hereby directs the WRCOG Executive Committee to monitor the finances of the I-REN and provides for:

(1) Expanded budget authority to impose new fiscal requirements on the I-REN Executive Committee as it deems necessary; and

(2) Make mid-year budget adjustments in any amount, provided they meet the following criteria:

a) consistent with the intent and purpose of I-REN

b) revenue assumptions are consistent with CPUC allocations

c) expenditures are consistent with the WRCOG-approved I-REN Business Plan

(b) The General Assembly hereby provides the I-REN Executive Committee with limited delegated authority to approve and amend the I-REN budget subject to the following conditions:

a. Revenues shall be consistent with the CPUC funds allocation.

b. Expenditures shall be consistent with the WRCOG-approved I-REN Business Plan.

c. The WRCOG Executive Committee may impose additional constraints at its sole discretion.

d. The WRCOG Executive Committee reserves the right to revoke this limited delegation of authority.

Section 4. AMENDING THE FINAL BUDGET

(a) In accordance with Sections 4.1 and 1.2.2, Subdivision (f) of the WRCOG Joint Powers Agreement and Government Code Section 29092, the General Assembly hereby delegates its power to amend the WRCOG Fiscal Year 2023/2024 Agency Budget and approve Budget transfers throughout the Fiscal Year to the Executive Director within the following control levels:

(1) Level of Budgetary Control – Budgetary control is established at the following levels: a) General Fund – Department Level and b) Other Funds – Fund level.

(b) The Executive Director is authorized to establish and amend revenue estimates and expenditure appropriations subject to the receipt or award of corresponding revenues (i.e., grant funding, donations, contract or bond revenues, and reimbursements).

(c) The Executive Director may revise the schedule of any appropriation made in this resolution where the revision is of a technical nature, is consistent with the intent of the governing board, and provided that any net increase in expenditures is paired with a corresponding revenue increase. Notice of any revisions shall be included in subsequent budget updates to the Executive Committee.

(d) The Executive Director is authorized to adjust classifications, including salary and benefit, and allocation adjustments, and to make related inter-fund transfers and appropriation adjustments, to ensure comparability with similar classifications to maintain equity in WRCOG's salary schedules and to incorporate changes into the Salary Schedule, as appropriate.

Section 5. IMPLEMENTATION OF ANNUAL BUDGET

The Executive Director is hereby authorized to take necessary and appropriate actions to carry out the purpose and intent of this resolution.

PASSED AND ADOPTED by the General Assembly of the Western Riverside Council of Governments on June 29, 2023.

Crystal Ruiz, Chair
WRCOG Executive Committee

Kurt Wilson, Secretary
WRCOG Executive Committee

Approved as to form:

Steven DeBaun
WRCOG Legal Counsel

AYES: _____ NAYS: _____ ABSENT: _____ ABSTAIN: _____

Prior Action(s):

April 3, 2023: The Executive Committee received and filed.

March 16, 2023: The Technical Advisory Committee received and filed.

March 6, 2023: The Executive Committee received and filed.

February 23, 2023: The Finance Directors Committee received and filed.

Fiscal Impact:

The Fiscal Year 2023/2024 Agency Budget currently has anticipated revenues of \$16,970,609. When

excluding the TUMF fund revenues, compared to the Fiscal Year 2022/2023 budget, this amounts to an increase of approximately \$2M to the Agency budget. These increases are primarily due to increased I-REN revenues, decreased TUMF Administration revenues, and decreased HERO revenues.

Attachment(s):

None.



Western Riverside Council of Governments Administration & Finance Committee

Staff Report

Subject: Environmental Department Activities Update - Regional Food Rescue and Technical Assistance RFP

Contact: Olivia Sanchez, Program Manager, osanchez@wrcog.us, (951) 405-6721

Date: April 12, 2023

Requested Action(s):

1. Receive and file.

Purpose:

The purpose of this item is to provide program activity updates from the Solid Waste Program housed in the Environmental Department.

WRCOG 2022-2027 Strategic Plan Goal:

Goal #6 - Develop and implement programs that support resiliency for the subregion.

Background:

WRCOG's Environmental Department assists WRCOG member agencies with addressing state mandates requiring education and outreach programs to reduce greenhouse gas (GHG) emissions. The Environmental Department houses three programs to meet California's goals: 1) the Solid Waste and Recycling Program, which assists in developing strategies to reduce short-lived climate pollutants; 2) a regional Used Oil Recycling Program, designed to promote the proper recycling and disposal of used motor oil and filters; and 3) the Love Your Neighborhood region-wide initiative, which supports marketing and awareness on illegal disposal and littering by using online platforms and community events.

Solid Waste and Recycling

The waste diversion goals set by California under legislation (AB 939, AB 341, AB 1826, AB 827, and SB 1383,) require local jurisdictions to implement techniques that promote resident and business recycling and organic recycling. To regionally address these measures, WRCOG formed the Solid Waste Committee (SWC), comprised of participating WRCOG member jurisdictions.

Regional Food Rescue and Technical Assistance Request for Proposals: To recap, SB 1383 is a short-lived climate pollutant bill that addresses reducing organic waste disposal by 75% and rescuing at least 20% of currently disposed surplus food by the year 2025. Organic waste in landfills emits 20% of the state's methane. SB 1383 outlines specific mandatory requirements for local jurisdictions to undertake to meet these goals. Jurisdictions that fail to comply with SB 1383 requirements could be subject to financial penalties. WRCOG staff has been updating its member agencies regarding SB 1383 in a

variety of means, including regular meetings of the SWC and other Committees.

Since SB 1383 carries measurable requirements and penalizes jurisdictions for failing to meet them, WRCOG staff have discussed potential options to address the SB 1383 regulations. One potential option would be the development of a regional program. Another option would be to have each jurisdiction comply with these requirements individually.

WRCOG staff sent out a survey seeking interest from WRCOG member jurisdictions in such a regional program to assist with edible food recovery and edible food generator / food rescue organization inspections. Members of the SWC indicated that there was general interest in a regional program. WRCOG staff reached out to staff at the San Gabriel Valley Council of Governments (SGVCOG), who had developed a regional edible food program that could serve as a model for WRCOG to replicate. Based on the feedback from the survey and the presentation to SWC members provided by SGVCOG, WRCOG staff issued a Request for Proposals (RFP) for a consultant to provide a scope of work and associated costs for an edible food rescue program. The primary purpose of the RFP was to determine the cost of a regional program and whether there were vendors which could manage and implement this type of program.

The RFP was posted on December 27, 2022, and closed on January 26, 2023. The SWC review team scored the two submitted proposals and conducted interviews on February 28, 2023. The two proposals were close in cost and each scored very close as well. The interviews revealed that both firms and their subcontractors were well adept at providing the services; however, there was consensus on one proposal that the reviewers wanted to progress. In addition, the SWC review team wanted to ensure that other SWC members that were not at the interviews could ask pertinent questions of the selected proposer. WRCOG staff scheduled a meeting on March 14, 2023, in which the review panel discussed and reviewed the proposal.

Some reasons cited by the review panel for the preferred proposal include:

- Local firm (based in Riverside County)
- Multi-lingual capabilities
- Knowledge of Riverside County
- Specialization in SB 1383 outreach projects
- Previous experience working with WRCOG member agencies

Areas that the proposal covers include:

- Project management - team coordination
- Capacity and compliance - food recovery agencies, Tier 1 & Tier 2 edible food waste compliance
- Public outreach - communications & education plan, research, surveys, audience mapping, media audit
- Implementation of outreach and education plan
- Inspection schedule and plan - Tier 1 & Tier 2
- Regional food recovery plan - Careit (app) database, written plan
- Final Report

The budget is broken down by city for a one year total of \$1,031,437. The selected consultant, MSW Consultants, will perform the same scope of work during contract year two and three. Any subsequent

contract years at hourly rates will be increased by no more than the annual change in the Consumer Price Index. If the level of effort decreases after contract year one, MSW Consultants will negotiate a revised scope of work with WRCOG and the member jurisdictions. Member costs to implement a regional program could be offset by funds provided by the SB 1383 Planning Grant Program.

Staff presented this item to the Technical Advisory Committee to gauge its interest in participating in a regional program to implement SB 1383. Members of the SWC have expressed their interest in a regional program; however, WRCOG has not received any formal commitments from member agencies, but will be requesting that member agencies agree to participate in a regional program prior to formally approving a contract for these services. Staff is in the process following up with each city for agreements.

Prior Action(s):

September 14, 2022: The Administration & Finance committee received and filed.

Fiscal Impact:

Any future implementation of a regional program related to SB 1383 would be funded through contributions from participating members.

Attachment(s):

[Attachment 1 - MSW Bid](#)



Regional Food Recovery and Local Assistance

Western Riverside Council of Governments

REQUEST FOR PROPOSAL SUBMISSION NUMBER 22-13



dc

DEGRAVE
COMMUNICATIONS

· PUBLIC RELATIONS ·



Mariposa Eco
Consulting, Inc.

MSW CONSULTANTS

41760 Ivy St., Suite 203 · Murrieta, California 92562

DAVID DAVIS, CMA

David@MSW-Consultants.com

951-694-400 · MSW-Consultants.com

DEGRAVE COMMUNICATIONS

40575 Cal Oaks Rd. D2-137 · Murrieta, CA 92592

LISELLE DEGRAVE, APR

liselle@DeGravePR.com

951-764-0865 · DeGravePR.com

MARIPOSA ECO CONSULTING, INC.

1618 Fairway Oaks Ave. · Banning, California 92220

CYNTHIA LOZANO VANT HUL

cynthia@mariposaecoconsulting.com

909-560-0542 · mariposaecoconsulting.com



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DEAR MR. DAILEY,

MSW Consultants, along with DeGrave Communications, and Mariposa Eco Consulting, are pleased to submit this proposal to perform Regional Food Recovery & Local Assistance to the Western Riverside Council of Governments (WRCOG). We believe our experienced staff and our breadth of knowledge in the solid waste and communications industries enables us to successfully perform this project. The following characteristics of our team set us apart from our competitors.



Team with extensive experience in assisting local governments comply with AB 341, AB 1826 and SB 1383

3

Top Team Members with Accreditations in Public Relations (DeGrave Com)

75+

Collective Years in Marketing, Communications and Branding (DeGrave Com)

15+

Industry awards (DeGrave Com)

Founded in 2000, MSW Consultants has provided solid waste and recycling consulting services exclusively to local governments in the areas of finance, economics, and public policy. With over 30 years experience in the solid waste industry, our organization has provided a broad range of solid waste consulting services to over 80 cities, counties and special districts in the areas of auditing, contract negotiation, rate setting, competitive service procurement, contract compliance, waste diversion, and regulatory compliance.

With DeGrave Communications' in-depth experience in developing award-winning communications, marketing and branding strategies for dozens of public-sector agencies, and first-hand knowledge of Southern California, we believe our team is the perfect fit and will bring a unique understanding to this project. For this project, MSW Consultants will serve as prime contractor. As president of MSW Consultants, I have the authority to bind the firm in a contract with WRCOG. I acknowledge that the proposal will be valid for at least 90 days and will become part of MSW Consultants' professional service agreement with WRCOG.

Collectively, the MSW Consultants/DeGrave/Mariposa Eco Consulting team have an unmatched understanding of the Riverside County region and have worked with several WRCOG member jurisdictions. Our firms will work side-by-side to achieve the objectives, and tasks set forth in this proposal. MSW Consultants will take the lead on the overall project management, and execution of Tasks 1, 2, 4, 5, 6, 7. The DeGrave team will oversee the execution of Task 3, and collaborate with MSW Consultants in Task 7. Mariposa Eco Consulting will support Tasks 4, 5 and 6.

Thank you for the opportunity to submit our proposal. Our team would welcome the opportunity to interview with WRCOG staff and member agencies.

Sincerely yours,

DAVID DAVIS, CMA
PRESIDENT · MSW CONSULTANTS

41760 Ivy St., Suite 203 · Murrieta, California 92562
951.694.4001 · dave@msw-consultants.com

LISELLE REGUIERO DEGRAVE, APR
PRESIDENT · DEGRAVE COMMUNICATIONS, INC.

40575 Cal Oaks Road D2-137 · Murrieta, CA 92562
951.764.0865 · Liselle@DeGravePR.com

CYNTHIA LOZANO VANT HUL PRESIDENT
PRESIDENT · MARIPOSA ECO CONSULTING

1618 Fairway Oaks Avenue · Banning, California 92220
909-560-0542 · cynthia@mariposaecoconsulting.com



D. Firm Capabilities



D. Firm Capabilities

2000

Founded



Locally Based in
Murrieta, CA



Multilingual
Capabilities



Knowledge of
Riverside County



Specialization in SB 1383
Outreach Projects

9

Collectively we have worked with
9 WRCOG Member agencies

D. Firm Capabilities (A & B)

MSW CONSULTANTS

A. MSW Consultants has provided solid waste consulting services to over 80 local governments in the areas of finance, economics, and public policy. We have over 30 years of experience providing consulting service over the full range of integrated waste management including collection, recycling, material processing, and disposal. We are continually helping our clients navigate the myriad of federal, state, and local rules that govern the solid waste management industry.

DEGRAVE COMMUNICATIONS

A. DeGrave Communications has a proven track record of working on dozens of similar projects to those listed in the scope of work. From developing large-scale agency-wide strategic communications plans to smaller waste-specific campaign communication outreach plans, our team has tackled them all. We understand the value of creating plans that are agency-specific, not cookie cutter. Specifically, our team has worked with City of Folsom, City of Newport Beach, City of Agoura Hills and City of Downey to develop communication plans for their unique SB 1383 outreach efforts. We assist our statewide public agencies with social media outreach, website copy and material development daily. As we have transitioned into a digital world, we have been able to help our clients with townhall meetings both in-person and virtually. More recently, we worked with SAWPA to develop a three-county outreach effort for a Trust the Tap campaign in English, Spanish and Chinese. Providing educational materials and resources to SAWPA's member agencies in Orange, Riverside and San Bernardino Counties.

MARIPOSA ECO CONSULTING, INC.

A. Mariposa Eco Consulting integrates all aspects of an environmental

management firm, including air, water, solid waste, sustainable program management, energy, greenhouse gas reduction and measurement, hazardous waste and universal waste management, and resource conservation. We assist our clients with seeing the benefits of a sustainable earth; complying with and improving upon environmental laws, while generating profits and growth.

MSW CONSULTANTS

B. The MSW team consists of professional accountants and outreach specialists with extensive experience with designing and implementing solid waste programs.

DEGRAVE COMMUNICATIONS

B. Our team specializes in working with public agencies. We understand government and we understand WRCOG. Our team has worked internally and externally for public agencies; We understand the unique challenges that government agencies face. Some of our clients include: City of Agoura Hills, City of Folsom, City of Murrieta, City of Eastvale, City of Lake Elsinore, Elsinore Valley Municipal Water District, Western Municipal Water District and Lake Elsinore & San Jacinto Watersheds Authority (SAWPA).

MARIPOSA ECO CONSULTING, INC.

B. Mariposa Eco Consulting works with all aspects of businesses, local government, and communities to design, develop, and implement sustainable programs that work. We take the time to understand the specific circumstances of our clients, including demographics, economics, and environmental factors, allowing our clients to realize profits and compliance.

D. Firm Capabilities (C)

MSW CONSULTANTS

DAVID DAVIS, CMA · PROJECT DIRECTOR

Mr. David Davis is a Certified Management Accountant (CMA) with over 30 years of experience in the field of solid waste management. Mr. Davis' expertise lies in working with municipal managers to maximize the value of the solid waste services provided to their ratepayers. He has held executive management positions in both the private and public sectors and has extensive experience in providing business advisory services to local government in the field of solid waste management.

ROLE: Mr. Davis will serve as the Project Director for this project. He will be the main point of contact and have overall responsibility for the project. He will direct the planning of the project and attend all meetings.

LUCAS ARIAS · PROJECT MANAGER

Lucas is a highly effective project manager. He has substantial experience in the waste industry and has served multiple cities across Los Angeles, Orange, Riverside, and Ventura counties. He graduated from California State University, Northridge with a BA in Jazz Studies. Before entering the waste industry, Mr. Arias has performed as a trumpet player and drummer with multiple artists across the country.

Role: Mr. Arias will serve as Project Manager. He will oversee the day-to-day operation to ensure all milestone and deadlines are met and review all reports for each task on this project. He will serve as task lead for facilitating meetings, assessing capacity and compliance, and developing and implementing the inspection program.

GIRARD MOBLEY · PROJECT ANALYST

Mr. Mobley is a skilled financial and project analyst. He has extensive experience in conducting audits on waste haulers for municipalities, and in providing recycling outreach and education to commercial waste generators. He graduated from San Diego State University with a BS in Business Administration with a focus on Finance and a minor in Economics. He is also a certified practitioner in the zero waste principles and practices.

Role: Mr. Mobley will serve as Project Analyst. He will serve as task lead for developing the food recovery program, drafting the final report and assisting as needed for all other tasks.

ALYSON SCHILL · CEO, CAREIT

Alyson brings an intimate knowledge of zero food waste to powerfully move initiatives forward. She continues to thrive at the heart of shaping and advocating for city, county, and statewide policies and support for food waste prevention. With a background in volunteer management, gleaning, sustainable event production, environmental service-learning leadership in educational institutions, and restaurant management, Alyson combines experiences from across the food waste chain to create meaningful and comprehensive waste reduction programs. Alyson is the CEO of the food donation app, Careit.

Role: Alyson will assist with onboarding jurisdictions into the Careit app and training. She will also provide technical support during inspections to tier generators.

D. Firm Capabilities (C)

KAYLA FRIEDERICH · OUTREACH TECHNICIAN

Ms. Kayla Friederich is a diligent project analyst new to the solid waste industry. She has high standards for reporting quality data and providing effective outreach. Before joining MSW Consultants, Ms. Friederich has customer service experience in food service and retail. She has also gained further communication experience through social media creation by interning with The Water Conservation Garden and by assisting her family's small business.

Role: Ms. Friederich will serve as Outreach Technician. She will assist with capacity and compliance, implementing public outreach, and implementing the inspection program.

DEGRAVE COMMUNICATIONS, INC.

LISELLE DEGRAVE, APR · DIRECTOR

A veteran communicator, Liselle has nearly 20 years of experience and her expertise includes spearheading communications, marketing and outreach projects for public-sector, and non-profit clients throughout California. Her background blends both in-house communications and agency expertise to ensure impactful communications strategies for the clients she serves. She will serve as the principal-in-charge.

Role: Will be involved in Task 3 - overseeing the project management for all outreach efforts as well as strategy.

RACHEL MCGUIRE, MBA, APR · PROJECT MANAGER

Rachel is a recognized leader in the field of public relations and communications and brings nearly 20 years of experience working in-house and in an agency setting to this project along with a proven track record of award-winning communications, marketing, outreach and branding strategies. For this engagement, Rachel will serve as the director leading DeGrave Communication's fully integrated team of communications, marketing and outreach professionals.

Role: Will be involved in Task 3 – serving as project manager for all outreach efforts as well as strategy and developing copy.

JESSICA WINN · ACCOUNT EXECUTIVE

Jessica is a leader in the areas of organization administration and marketing. She has a proven track record of effectively supporting the DeGrave Communications team with community engagement, managing project organization and research. For this endeavor she will serve DeGrave Communication's fully integrated team of communications, marketing and outreach professionals to support research efforts.

Role: Will be involved in Task 3 – serving the team with any member agency requests, scheduling agency workshops and needed organizational support.

ASHLEY RINGGER · STRATEGIC VISUAL DESIGNER

Ashley is an accomplished professional in the fields of communications and public affairs. She brings nearly 15 years of experience in community outreach and engagement as well as graphic and website design to RMG

D. Firm Capabilities (C)

Communications. With a passion for public service and working in water, Ashley has designed communications campaigns and collateral for our clients, including program websites, social media content and graphics, fact sheets, water quality reports and Prop. 218 notifications. A gifted storyteller, graphic artist and web designer she will assist with crafting dynamic visuals together with meaningful content for this project.

Role: Will be involved in Task 3 – designing all needed campaign design elements including, but not limited to e-blasts, social media posts and campaign materials.

MARIPOSA ECO CONSULTING, INC.

CYNTHIA LOZANO VANT HUL · PROJECT MANAGER

Cynthia Lozano Vant Hul (President/Project Manager) is qualified by reasons of education, training background and over 25 years' experience in the solid waste and recycling industry. Cynthia has 14 years' experience providing subcontracting contract services. Cynthia holds a Master of Public Administration degree, from California State University San Bernardino. Since 2003, Cynthia has been a Director with the Southern California Waste Management Forum (SCWMF). In 2022, Cynthia was appointed as the President of the SCWMF. In 2019, she was appointed as a Director to the Women in Solid Waste & Recycling (WISR), new LA Chapter and since 2000 a member in good standings with the California Resource Recovery Association (CRRRA).

Role: Cynthia will assist with the design of the inspection plan and edible food recovery program.

KYLE VANT HUL · PROJECT ANALYST

Kyle Vant Hul (Project Analyst) has 14 years' experience in the solid waste and recycling industry. He is a certified resource, recovery, and recycling consultant. Since 2011, Kyle was the lead recycling trainer for the LAUSD Expanded Recycling program. Kyle have led numerous comprehensive City audits in the Los Angeles, Orange, and Imperial Counties and in the Los Angeles County Garbage Districts. In 2017/2018 Kyle led sixteen Zero Waste Representatives in the Northeast Valley (NEV) City of Los Angeles, recycLA program. Today, Kyle provides the "On the Ground" daily assistance with the Recycling Coordinator staff within the LA Market in completing site assessments, program implementation and training.

ROLE: Kyle will assist with the implementation of the inspection program.

D. Firm Capabilities

D. Firm Capabilities (D)

MSW CONSULTANTS

MSW Consultants is owned by David Davis, CMA and is a small size S-corp located in Murrieta, CA.

DEGRAVE COMMUNICATIONS

DeGrave Communications, Inc. is owned by Liselle DeGrave, APR and is a small size S-corp located in Murrieta, CA.

MARIPOSA ECO CONSULTING, INC.

Mariposa Eco Consulting, Inc. is owned by Cynthia Lozano Vant Hul and is a small sized California corporation located in Banning, CA.

D. Firm Capabilities (E)

MSW CONSULTANTS

MSW Consultants is owned by David Davis, CMA and is an S-corp founded in 2000.

DEGRAVE COMMUNICATIONS

DeGrave Communications, Inc. is currently an S-corp, incorporated in 2018, but founded in 2003 as a sole proprietorship.

MARIPOSA ECO CONSULTING, INC.

Mariposa Eco Consulting, Inc. is a California corporation: #C4009500, incorporated in 2011.

D. Firm Capabilities (F)

There are no special issues, problems, or risks that are likely to be encountered in this project and how the Proposer would propose to address them.

MSW Consultants, DeGrave Communications and Mariposa are all equal opportunity employers and do not condone any type of discrimination in the workplace.

At MSW Consultants, we believe that equal opportunity applies to everyone, we also understand that it is especially important for people in groups that have historically been subjected to unfair treatment in the workplace. Although we don't promise to employ or promote all people in such groups, we do pledge to treat qualified job applicants and employees eligible for promotion fairly. We also pledge to avoid discriminating against them based on conscious or unconscious biases.

Moreover, we prohibit discrimination and harassment of any type and afford equal employment opportunities to employees and applicants without regard to race, color, religion, sex, sexual orientation, gender identity or expression, pregnancy, age, national origin, disability status, genetic information, protected veteran status, or any other characteristic protected by law. We conform to the spirit as well as to the letter of all applicable laws and regulations.

D. Firm Capabilities

D. Firm Capabilities (G)

MSW Consultants is 50% women-owned. We are an SB (Micro) certified firm, CID#: 2001476.

DeGrave Communications is a 51% women-owned, minority-owned, business. We are a WOSB, DBE and SBE certified firm. CUCP 49193 Metro 8782

Mariposa Eco Consulting, Inc. is a Women Business Enterprise (Women-Owned), small and disadvantage certificated company.

D. Firm Capabilities (H)

Experts in municipal waste and outreach make our team one-of-a-kind

WRCOG will benefit from the knowledge and expertise of our handpicked, fully integrated team of municipal waste and outreach professionals. Our proposed team of industry leaders combines MSW Consultants, veteran municipal solid waste management specialists, with DeGrave Communications' award-winning team of seasoned communications professionals along with and Mariposa's added "boots on the ground" grassroots efforts.

Together our seasoned team will provide WRCOG's member jurisdictions with a no-hassle, all-inclusive approach to a Regional Food Recovery & Local Assistance. Our team's streamlined proven strategy combines our firms' efforts and minimizes administrative costs for WRCOG to be able to complete the project with only one consultant to manage.

In addition, all three firms are based in Riverside County and have worked for many WRCOG jurisdictions.

MSW Consultants specializes in providing consulting service exclusively to local governments in the areas of waste contract procurement and negotiation, education and outreach, regulatory compliance, waste contract compliance audits, and customer rate-setting. To avoid any real or apparent conflicts of interest, we choose to not work for private waste companies. As a result, we bring a high level of independence and objectivity to our client engagements. MSW Consultants is currently providing solid waste consulting services to WRCOG members in the cities of Corona and Jurupa Valley and has provided services to the City of Norco.

DeGrave Communications has extensive knowledge of working with WRCOG member agencies, including the cities of Eastvale, Lake Elsinore, Murrieta, Menifee, along with Western Municipal Water District and Eastern Municipal Water District. We are well versed in SB 1383 and proven communication techniques to drive behavior change. We have developed personalized SB 1383 campaigns for the cities Agoura Hills, Newport Beach (award-winning), Folsom and Downey. These unique campaigns consider each agencies needs and goals to ensure long-term success. Our tailored approach to each agency is never cookie cutter and ensures each outreach program is successfully implemented at each agency.

Mariposa Eco Consulting's expertise as an environmental management consulting firm will complement the MSW Consultants team as they serve as a connection point with businesses in the WRCOG area.



E. Approach and Understanding of the Scope of Work Plan

E. Approach and Understanding of the Scope of Work Plan

PROJECT UNDERSTANDING

A key goal of SB 1383 is to collect edible food that would otherwise go to waste, and redistribute it to feed people in need.

To achieve this goal, SB 1383 requires local jurisdictions to promote relationships between certain businesses that generate excess edible food (Tier 1 and Tier 2 generators), and food recovery organizations (e.g., food banks, food runners, etc.). Jurisdictions are required to: 1) conduct education and outreach to businesses, 2) monitor and keep records regarding each business' compliance, and, 3) enforce the regulations.

The approach of SB 1383 is to build upon existing food recovery networks. Moreover, jurisdictions are required to identify any shortfalls in existing capacity, and submit plans to CalRecycle on how they intend to fill any capacity gaps. The regulations require each individual jurisdiction to implement their own edible food recovery program.

However, because existing food recovery networks often cross over individual city boundaries, a regional approach often results in greater efficiency. Instead of throwing good food in the trash, businesses are required to donate that food (and keep a record of their donations). As a result, there is a double benefit. Edible food that would have otherwise been landfilled (and contribute to climate change), is used to reduce food insecurity.

OBJECTIVES

The objectives of this project are to assist WRCOG member jurisdictions by:

- Educating Tier 1 and Tier 2 businesses about their food donation obligations
- Increasing Tier 1 and Tier 2 businesses access to food recovery organizations, and food recovery services

- Monitoring Tier 1 and Tier 2 businesses' compliance with food recovery program requirements
- Identify any gaps in edible food recovery capacity, and help plan to fill those gaps, if needed.

APPROACH

Our approach to this project will be to apply our extensive experience in SB 1383 program implementation, to WRCOG'S specific requirements. We will be fully committed to the overall mission of WRCOG solid waste and recycling strategic goals.

In our proposed scope of work, we have highlighted several specialized approaches that enable us to efficiently accomplish the program objectives. We believe that our experience, and our specialized approaches, uniquely qualify us to perform this work for WRCOG.

DETAILED SCOPE OF WORK AND BUDGET

To accomplish WRCOG's objectives, we propose to perform the tasks detailed below.

Task 1 • Project Management

The purpose of this task is to keep the project on schedule and on task.

SUBTASK 1.1: KICKOFF MEETING/ANNUAL PROJECT STATUS MEETING

We will conduct an initial project kickoff meeting with WRCOG staff and representatives of member jurisdictions. We will also conduct annual project status meetings at the beginning of each year of the project. All meetings will be conducted via video conference call. At these meetings, we will discuss the overall status of the project. This will include, but not be limited to, a review of: 1) project objectives, 2) the scope of work, 3) key issues, 4) work products, and, 5) project schedule.

E. Approach and Understanding of the Scope of Work Plan

Deliverables:

- Meeting notes
- Materials for kickoff meeting and annual project status meetings

SUBTASK 1.2: PROJECT TEAM COORDINATION

In addition to our kickoff meeting and annual project status meetings, we will conduct biweekly meetings, make regular phone calls, send and respond to e-mails, and participate in other communications with WRCOG to keep the project on schedule and within budget.

Deliverables:

- Meeting notifications
- Meeting agendas and notes

TASK 1.3: PROJECT MANAGEMENT UPDATE MEETINGS

We will schedule up to eight (8) meetings with WRCOG staff and representatives of participating cities to provide information and obtain feedback on draft deliverables.

Deliverables:

- Meeting notifications
- Meeting agendas and notes
- Other relevant drafts and documents

Task 2 • Capacity and Compliance

The purpose of this task is to review and determine the capacity of food recovery organizations, and confirm which Tier 1 and Tier 2 generators have written agreements. To accomplish this task, we will build on the information we gathered in the organic waste capacity study that we performed for WRCOG in 2022.

We will review and determine the capacity of food recovery organizations in Subtask 2.1.

We will confirm which commercial edible food generators have written agreements in Subtask 2.2.

SUBTASK 2.1: FOOD RECOVERY AGENCIES AND ORGANIZATIONS

To review and determine the capacity of food recovery organizations, we will:

- Compile the FROs from participating cities into a Regional Detailed Report
- Review and report the FRO available capacity of each participating city
- Determine whether the FROs have a food recovery agreement, if they do not, we will provide them a sample agreement
- Update the list of food recovery organizations and services to update participating jurisdictions' websites to reflect their:
 - Name and physical address
 - Contact information
 - Collection service area
 - Types of recoverable food accepted

Deliverables:

- Regional Detailed Report containing a list of FRO formatted by each participating city

SUBTASK 2.2: TIER 1 AND TIER 2 EDIBLE FOOD WASTE GENERATORS COMPLIANCE

To confirm which commercial edible food generators have written agreements, we will:

- Compile the existing lists of CEFGs from participating cities into the

E. Approach and Understanding of the Scope of Work Plan

Regional Detailed Report from task 2.1

- Review the list to determine if they qualify as Tier 1 or Tier 2 generators
- Review the generators access to capacity via food recovery agreements
- Update the list of Tier 1 and Tier 2 commercial edible food generators by jurisdiction to reflect:
 - Customer name and address
 - Primary contact information
 - Compliance status, including whether they have written agreements with food recovery organizations and donations logs
- Compile this information into the Regional Detailed Report, which will be in the form of one regional document with the information on each participating city formatted by sections.

Deliverables:

- Regional Detailed Report containing a list of CEEGs formatted by participating city

Task 3 • Public Outreach

The purpose of this task is to design and implement a targeted public outreach and education campaign that will increase awareness about food rescue among commercial edible food generators in Western Riverside County. The following approach and methodology has been created especially for WRCOG to successfully roll out edible food recovery to its member jurisdictions. Our goal will be to not only promote compliance with SB 1383, but to develop a strategy that will actually ‘move the needle’ toward the 20% Statewide food rescue goal in Western Riverside County.

TASK 3.1: DEVELOP COMMUNICATIONS AND EDUCATION PLAN

DeGrave will develop **multilingual outreach and education materials,**

and a detailed plan on comprehensive outreach and education efforts, for member jurisdiction’s Tier 1 and Tier 2 edible food generators. Our multi-pronged, strategic communications approach for this task includes the following four phases:

PHASE 1 RESEARCH

Effective Communication, Outreach and Education Strategies are Created – Not Copied. Research is the foundation for effective impactful communication, outreach and education projects and programs. At the start of Task 3.1 our team will embark upon a research and discovery process for this project. Our team will use information gathered in the research phase to solidify objectives, strategies, tactics, timelines and measure results. Here are our team’s recommended steps for this task:

KICK-OFF MEETING

We will commence with a kick-off meeting, which can be held virtually or in-person, and will include key WRCOG, MSW and DeGrave team members. WRCOG will provide an overview of key public outreach deliverables, identify key milestones, project timeline, identify roles and responsibilities of WRCOG and agree on Task 3 deliverables. This meeting will also give us the opportunity to consult with WRCOG on behaviors participating WRCOG cities could participate in to meet Tier 1 and Tier 2 edible food waste mandates as well as determine any barriers to motivation that may be specific to the participating cities. We will also go over commonly asked questions that WRCOG’s participating cities are receiving. This information will help us refine messaging and identify opportunities to further clarify SB 1383 details.

SURVEY

We recommend developing an online survey that is sent out to key stakeholders. This survey will be used to glean qualitative and quantitative

E. Approach and Understanding of the Scope of Work Plan

data on key stakeholders' understanding of SB 1383, how they like to receive information, barriers to participation and motivations for recycling. This data will help us further refine messaging and outreach and education methods. It will also serve as a baseline to measure success.

AUDIENCE IDENTIFICATION AND MAPPING

DeGrave Communications team members have worked with and for many WRCOG agencies. As part of our initial research efforts, we will identify key audiences. Identifying these audiences is important as it will help guide our plan rollout on how to reach these audiences. These key audiences will be gathered into a database for WRCOG.

COMMUNICATIONS AND MEDIA AUDIT

Our audit will focus on a review of what is currently being done throughout WRCOG cities and Tier 1 and 2 edible food waste generators to communicate SB 1383 requirements. We will make recommendations on how, to leverage education and outreach materials from CalRecycle in order to amplify the message.

PHASE 2: PLANNING

We will use the data and insights uncovered in Phase 1 to develop the overall Outreach and Education Plan. Prior to moving to Phase 3: Development of Outreach Materials, we will present our recommended Outreach and Education Plan to the WRCOG team to provide an opportunity for feedback and ensure a mutually agreed upon direction.

PHASE 3: IMPLEMENTATION

Based on the research and suggested strategies and tactics these efforts may include the following items noted below. All collateral items developed will follow WRCOG and/or participating cities' brand and writing style standards. It will also provide clear and effective messaging on edible food

recovery and comply with Article 4. In addition, the materials developed will be multi-lingual and based on resources provided by CalRecycle.

Five Regional Educational Workshops will be organized in-person and/or virtual (with recording).

Possible suggestions for multilingual outreach items for Tier One and Tier Two Edible Food Generators:

- Flyers
- Multilingual Stickers
- Presentation/slide templates
- Social media
- Website content
- Newsletter content
- Fact sheets
- Brochures
- PSAs
- Ads
- News Release templates
- Signage
- Workshops

PHASE 4: EVALUATION

During this entire engagement, our team will continually evaluate the progress and refine the approach. If needed. It is recommended that six months after the program is implemented that WRCOG sends out a follow-up survey to gauge the success of the outreach program.

Deliverables:

- Outreach and Education Plan
- Multilingual Outreach and Education Materials

E. Approach and Understanding of the Scope of Work Plan

TASK 3.2: IMPLEMENT OUTREACH AND EDUCATION PLAN

Upon the approval of the Outreach and Education Plan, DeGrave Communications **will implement the plan**. This task will include the DeGrave team providing records of:

- All outreach and education efforts
- Copies of the utilized marketing materials
- The date and to whom the information was disseminated or if direct contact was made
- Recorded workshops (up to 5)

Deliverables:

- Weekly reports and updates on conducted outreach and education efforts, including emails, presentations, individuals/entities outreached, outcomes/relevant documents;
- Copies of the utilized marketing materials.
- Five-workshops (in-person or virtual)

Task 4 • Develop Inspection Schedule and Plan

The purpose of this task is to develop a written plan to conduct and document inspections and enforcement of commercial edible food generators. This plan will consist of:

- 1) written procedures to conduct outreach and inspections to individual Tier 1 and Tier 2 generators;
- 2) an electronic mechanism (e.g., Zendesk, etc.) and written procedures for member jurisdictions to receive and monitor complaints; and,
- 3) a timeline showing key start and completion dates of inspections of Tier 1 and Tier 2 generators by jurisdiction.

The written procedures will address inspections, complaints, and

enforcement. They will be customized to work within each City's existing circumstances. The written inspection procedures will meet the requirements of Section 18995.1 (Jurisdiction Inspection Requirements). The written complaint procedures will include instructions how to use the electronic mechanism (e.g., Zendesk, etc.), and meet the requirements outlined in Sections 18995.3 (Jurisdiction Investigation of Complaints of Alleged Violations). The written enforcement procedures will meet the requirements of Section 18995.4 (Enforcement by a Jurisdiction) and Section 18997.2 (Penalty Amounts).

Deliverables:

- A written implementation plan and schedule to implement and manage an inspection program in participating cities.
- Electronic mechanism to receive, monitor, and manage complaints

Task 5 • Implement Inspection Schedule and Plan

The purpose of this task is to **implement the inspection program planned in Task 4**. This task will include conducting inspections, managing complaints, and documenting enforcement activities.

Onboarding to Careit

We propose to use Careit to aid in the performance of inspections. Careit is a food donation and rescue program management tool. Careit makes it easy for businesses and institutions to donate surplus food. Careit also enables municipalities to monitor, manage and report on their edible food recovery activities. More information about Careit can be found here: <https://careitapp.com/>

We will take the individual Tier generator and food recovery organization information compiled in Task 2, and upload it into Careit.

E. Approach and Understanding of the Scope of Work Plan

Conducting Inspections

We proposed to use Careit to inspect all Tier 1 generators, and all food recovery organizations. We will start inspections on or about April 1, 2023, and complete these inspections by December 31, 2023. We propose to use Careit to inspect all Tier 2 generators beginning January 1, 2024, and complete these inspections by June 30, 2024. Thereafter, we propose to inspect every Tier 1 and Tier 2 generator, and inspect every food recovery organization, once every fiscal year. This will ensure that all participating member jurisdictions will be in compliance with Section 18995.1 (2) (Jurisdiction Inspection Requirements). Our inspection work will consist of:

- Contacting, and visiting the locations of all commercial edible food generators, and food recovery organizations.
- Interviewing owners and employees to answer any questions, and ensure they understand the State's edible food donation requirements.
- Confirming the existence of written agreements.
- For edible food generators, reviewing written logs of food donations, and recording the types of food recovered into Careit.
- For food recovery organizations, reviewing food donation records, and recording the types and amounts of food recovered into Careit.
- Documenting the inspections we perform in Careit.

Managing Complaints

We propose to manage the food recovery complaints received by WRCOG and each member jurisdiction. We propose to use an electronic mechanism (e.g., Zendesk, etc.) by which member cities can accept and resolve complaints received from the general public. We will provide a

web link that each member jurisdiction can include on their website, which will lead to the online complaint management system. The complaint management system will enable users to enter:

- The name and contact information of the complainant (If the complaint is not anonymous)
- The identity of the alleged violator, if known.
- A description of the alleged violation including location(s) and all other relevant facts known to the complainant.
- Any relevant photographic or documentary evidence to support the allegations in the complaint.
- The identity of any witnesses, if known.

For each of the complaints received by member jurisdictions, we will:

- Start an investigation within 90 days (if we determine that the alleged facts as presented would constitute a violation of SB 1383)
- Possibly decline to investigate the complaint if we determine (with concurrence from the member jurisdiction) the investigation is unwarranted
- Contact, visit, and interview the alleged violator, and obtain their response
- Resolve the complaint; either by either by 1) confirming that the complaint is unwarranted, 2) helping to bring the violator into compliance, or, 3) conducting enforcement upon the violator.
- Inform the complainant of the resolution of the complaint
- Maintain records of all complaints and responses for the member jurisdiction's Implementation Record. These records will include the complaint as received, and its resolution.

E. Approach and Understanding of the Scope of Work Plan

Documenting Enforcement Actions

We propose to document the results of enforcement activities for each member jurisdiction into Careit. We will document the number of NOVs, penalty orders, and enforcement actions that were resolved, and categorize them by type pursuant to Section 1895.2 (12) (Implementation Record and Recordkeeping Requirements).

Deliverables:

- Documentation of the number of inspections conducted by type for commercial edible food generators and food recovery organizations, the number of complaints pursuant to Section 18995.3 of the adopted guidelines that were received and investigated, and the number of Notices of Violations issued (in partnership with participating cities) based on investigation of those complaints.
- In partnership with member jurisdictions, provide documentation of the number of Notices of Violation, penalty orders, and enforcement actions that were resolved, categorized by type of entity subject to the adopted guidelines. These documents will be provided monthly.

Task 6 • Draft Regional Food Recovery Program Plan

The purpose of this task is to **prepare a Regional Food Recovery Plan**. The Regional Food Recovery Plan will consist of two components:

- 1) an online real-time peer-to-peer database that will enable food recovery organizations to better connect with Tier 1 and Tier 2 generators (Careit); and,
- 2) a written plan that quantifies the amount of existing recoverable food by Tier 1 and Tier 2 generators, and by member jurisdiction. This written plan will enable WRCOG to compare how its efforts relate to the State's 20% food rescue goal.

Online Peer-to-Peer Database (Careit)

The online peer-to-peer database of the Regional Food Recovery Plan will include the Tier 1 and Tier 2 generator information collected in Task 2. We propose to provide this information on a real-time basis in Careit, that will be continually accessible to WRCOG, member jurisdictions, and food recovery organizations.

We will provide training, workshops, and access to this online database to all food recovery organizations in and around Western Riverside County. We will work with WRCOG staff, and staff from member jurisdictions, and food service organizations in the use of this online tool. We will review the use of Careit with WRCOG and member jurisdiction staff prior to its approval and implementation.

The online peer-to-peer database will enable food recovery organizations to:

- Receive real-time notifications of edible food available for donations by Tier generators;
- Coordinate the pick-up of the donations;
- Track the status of each donation; and,
- Auto-generate written agreements with generators.

Written Plan

The written plan will calculate how much additional edible food will need to be recovered by generator and by jurisdictions and help WRCOG and its member jurisdictions understand how their efforts will support the 20% state-wide food recovery diversion goal.

We will use the CalRecycle statistics to calculate the potentially recoverable food for each generator (based on our work in Task 2). We will provide insight into targets set by these statistics and create a plan for each generator to increase their donation capacity.

E. Approach and Understanding of the Scope of Work Plan

We will create a detailed report describing each Tier generators donation progress by jurisdiction. This report will enable member jurisdictions to monitor food recovery program participation and direct resources and outreach to increase program participation.

Deliverables:

- Report detailing the program, methodology, tactics to connect food rescue organizations with food waste generators, marketing / outreach, and implementation timeline.

Task 7 • Final Report

The purpose of this task is to provide WRCOG with a summary of the work performed, and an analysis on the status of the food recovery program in a Final Report. The summary will include the information gathered in Task 2, and the total number and detail of outreach activities and inspections performed, organized by member jurisdiction. The analysis will detail the participation of Tier 1 and 2 generators, the food recovery needs and operations of food recovery agencies, and the necessary steps, if any, that member jurisdictions should consider to ensure SB 1383 compliance.

Deliverables:

- Final report



Budget

Budget and Timeline

We have included our proposed annual non-to-exceed budget for the first contract year of this project in Schedule 1 on the following page. Our budget shows the hours by task and by staff member extended by their hourly rate. This is the proposed cost for Contract Year 1.

We will perform the same scope of work during Contract Year 2, Contract Year 3, and any subsequent Contract Years at hourly rates that are increased by no more than the annual change in the Consumer Price Index. Further, if the level of effort decreases after Contract Year 1, we will negotiate a revised scope of work in good faith with WRCOG and the member jurisdictions.

In Schedule 2, we have included a breakdown of our budget by member jurisdiction. Because of their fixed nature, the total proposed budget amounts for Task 1 (Project Management) and Task 3 (Public Outreach) do not change based on the number of participating jurisdictions.

We propose to bill for this project on a time and material, not-to-exceed basis. Therefore, we will only bill for the hours we work. If our project tasks require less time than anticipated, we will pass the savings on to WRCOG. If WRCOG requests that we perform any additional work outside the scope of work, we will do so at the same hourly rates. We will obtain WRCOG's written approval prior to performing any additional work. We will invoice WRCOG monthly. Our invoices will describe the work performed by each staff member with the hours worked each day extended by the hourly billing rate.

We have included our proposed project timeline in Schedule 3.

Schedule 1 – Hours by Task

Task	Description	Principal MSW Consultants	Principal in Charge/Sr. Communications Manager DeGrave	Project Manager MSW Consultants	Project Manager Mariposa EcoConsulting	Project Analyst MSW Consultants	Account Executive DeGrave	Strategic Visual Designer DeGrave	Project Analyst Mariposa	Outreach Technicians MSW Consultants	Total Hours	Total Cost
1	Project Management											
1.1	Kickoff Meeting	5	5	5	5	0	0	0	0	0	20	\$4,000
1.2	Project Team Coordination	22	0	32	11	54	0	0	11	86	216	\$38,546
1.3	Project Management Update Meetings	10	2	26	2	0	0	0	0	0	40	\$7,600
	Subtotal - Task 1	37	7	63	18	54	0	0	11	86	276	\$50,146
2	Capacity and Compliance											
2.1	Food Recovery Agencies and Organizations	7	0	26	0	33	0	0	0	66	131	\$22,598
2.2	Tier 1 and Tier 2 Compliance	23	0	93	0	116	0	0	0	233	465	\$80,195
	Subtotal - Task 2	30	0	119	0	149	0	0	0	299	596	\$102,793
3	Public Outreach											
3.1	Develop Outreach and Education Plan	0	100	0	0	0	82	45	0	0	227	\$36,100
3.2	Implement Outreach and Education Plan	0	100	0	0	0	83	45	0	0	228	\$36,250
	Subtotal - Task 3	0	200	0	0	0	165	90	0	0	455	\$72,350
4	Inspection Program Development											
	Subtotal - Task 4	11	0	114	46	57	0	0	0	0	228	\$42,750
5	Inspection Program Implementation											
	Subtotal - Task 5	95	0	796	95	796	0	0	286	1,114	3,183	\$552,569
6	Food Recovery Program											
	Subtotal - Task 6	31	0	312	125	156	0	0	0	0	624	\$117,000
7	Final Report											
	Subtotal - Task 7	15	0	152	61	76	0	0	0	0	304	\$57,000
	Total Hours	219	207	1,556	345	1,288	165	90	297	1,499	5,666	
	Hourly Rate	\$225	\$175	\$175	\$225	\$175	\$150	\$140	\$165	\$165		
	Subtotal Fees	\$49,284	\$36,225	\$272,291	\$77,735	\$225,313	\$24,750	\$12,600	\$49,083	\$247,327		\$994,607
	Expenses						\$5,000			\$31,830		\$36,830
	Total	\$49,284	\$36,225	\$272,291	\$77,735	\$225,313	\$29,750	\$12,600	\$49,083	\$279,157		\$1,031,437

Schedule 2 – Fees by Jurisdiction

WRCOG Estimated of Regional Food Recovery & Local Assistance Program

Jurisdiction	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Total Fees
Banning	\$787	\$1,613	\$1,214	\$671	\$13,020	\$2,586	\$894	\$20,785
Beaumont	1,437	2,945	2,216	1,225	19,270	4,462	1,633	33,189
Calimesa	283	580	437	241	2,604	811	322	5,278
Canyon Lake	290	595	448	247	1,042	737	330	3,689
Corona	4,152	8,511	6,404	3,540	56,246	12,927	4,720	96,501
Eastvale	1,855	3,803	2,862	1,582	9,374	4,868	2,109	26,453
Hemet	2,351	4,818	3,626	2,004	26,561	7,014	2,672	49,046
Jurupa Valley	2,780	5,698	4,288	2,370	26,040	7,985	3,160	52,319
Lake Elsinore	1,860	3,813	2,869	1,586	24,478	5,750	2,114	42,470
Menifee	2,766	5,669	4,266	2,358	18,228	7,503	3,144	43,932
Moreno Valley	5,500	11,274	8,484	4,689	64,579	16,552	6,252	117,329
Murrieta	2,937	6,020	4,530	2,504	35,935	8,922	3,338	64,186
Norco	678	1,389	1,045	578	16,145	2,511	770	23,117
Perris	2,075	4,254	3,201	1,769	15,103	5,712	2,359	34,472
Riverside	8,246	16,904	12,720	7,030	96,348	24,790	9,373	175,411
San Jacinto	1,437	2,946	2,217	1,225	17,707	4,373	1,634	31,539
Temecula	2,881	5,906	4,444	2,456	49,476	9,572	3,275	78,010
Wildomar	967	1,981	1,491	824	7,291	2,675	1,099	16,328
Unincorporated (W)	6,865	14,073	10,590	5,853	53,122	19,078	7,804	117,384
Total County	\$50,146	\$102,793	\$77,350	\$42,750	\$552,569	\$148,830	\$57,000	\$1,031,437

E. Approach and Understanding of the Scope of Work Plan

Quality Control Methods

Our team uses the following tools and best practices to ensure exceptional quality control as well as budget and schedule control throughout the project.

REGULAR CLIENT CHECK-IN

These regular meetings will allow the WRCOG and our team to share progress updates and next steps to ensure all team members are aligned and that the project continues to move forward and meet all deadlines. Meetings can be held in person or will be held via Zoom calls.

WEEKLY INTERNAL TEAM STRATEGY MEETINGS

These meetings allow the internal team to touch base on project deliverables and timelines.

PROPOSED WORK SCHEDULE

Our team uses Smartsheet for day-to-day project management, timelines, approvals and follow-ups. This system helps us stay on track and accomplish all the required tasks within your desired timeline. We will give your team access to the project management sheets upon project kick-off. Not a fan of Smartsheet? We're happy to use what works best for you.



F. Appendix A: References

F. Appendix A: References (MSW Consultants)

F. There are no special issues, problems, or risks that are likely to be encountered in this project and how the Proposer would propose to address them.

CITY OF STANTON

CESAR RANGEL

DIRECTOR OF PUBLIC WORKS

(714) 890-4203 · CRANGEL@STANTONCA.GOV

PROJECT: Solid Waste Management Consulting Services

We have been providing solid waste management consulting services to the City since 2021. Our services include providing municipal code revision for solid waste, updating the franchise agreement to conform with SB 1383, negotiate and calculate compensation for any new program from the waste hauler, implementing an edible food recovery program, assist with CalRecycle EAR reporting requirements, assist with applying for any new grant funding opportunities, and develop and implement an inspection and compliance program.

CITY OF RANCHO PALOS VERDES

RAMZI AWWAD

PUBLIC WORKS DIRECTOR – PUBLIC WORKS

(310) 544-5245 · RAWWAD@RPVCA.GOV

PROJECT: Solid Waste and Recycling Consulting Services

In 2020, we conducted a performance review of EDCO Disposal Corporation. Our work included reviewing the hauler's residential operations, customer service, and financial requirements of the franchise agreement. This was our fourth review of EDCO for the City

of Rancho Palos Verdes.

We have also reviewed the franchise fee payments and AB 341/ AB 1826 compliance of the City's non-exclusive commercial haulers (Republic Services and Waste Management).

As part of our review of the commercial waste haulers, we categorized each hauler's commercial customers, and we confirmed their compliance with AB 341 and AB 1826



CITY OF ORANGE

JOSH SOLIZ

SOLID WASTE PROGRAM MANAGER

(714) 744-5588 · JSOLIZ@CITYOFORANGE.ORG

PROJECT: Franchise Agreement Negotiation with CR&R Hauler

In 2019, we assisted the City in renegotiating its solid waste franchise agreement with CR&R. We are currently assisting the City in managing its solid waste franchise agreement with CR&R Incorporated. Our work includes assisting the City with CalRecycle compliance, and preparing for compliance with SB 1383 including updating the City's solid waste ordinance. MSW Consultants uses a proprietary web-based application Minerva® to assist the City in monitoring the AB 341 and AB 1826 compliance of its commercial and multi-family waste generators.

F. Appendix A: References (Mariposa Eco Consulting Inc.)

REPUBLIC SERVICES

SUSANNE PASSANTINO

SENIOR AREA MUNICIPAL MARKETING MANAGER

LOS ANGELES

SPASSANTINO@REPUBLICSERVICES.COM

Between 2011 and 2019 Mariposa Eco Consultants has performed over 60,000 on-site business, residential and multifamily audits on behalf of Republic Services, Los Angeles, for the cities of Bell, Cypress, Compton, Inglewood, Hawthorne, Lawndale, San Fernando, Rosemead and the County of Los Angeles Garbage Districts.

LOS ANGELES UNIFIED SCHOOL DISTRICT

STEVE CASARES

MANAGEMENT ANALYST II

SCASARES@LAUSD.NET

Since January 2012, Mariposa Eco Consultants has managed all on-site recycling, training and education development for approximately 1,500 Los Angeles Unified School District Schools facilities.

F. Appendix A: References (DeGrave Communications, Inc.)

CITY OF FOLSOM

Christine Brainerd, MPA, APR · Communications Director
 50 Natoma Way · Folsom, CA 95630
 916.461.6013 · cbrainerd@folsom.ca.us

PROJECT: SB 1383 Communications and Outreach Services

This reference and work sample is a demonstration for our capabilities for Task 3.



F. Appendix A: References

CITY OF FOLSOM

Christine Brainerd, MPA, APR · Communications Director
 50 Natoma Way · Folsom, CA 95630
 916.461.6013 · cbrainerd@folsom.ca.us

PROJECT: SB 1383 Communications and Outreach Services

This reference and work sample is a demonstration for our capabilities for Task 3.



City of Folsom WASTE & RECYCLING

CITY OF FOLSOM ORGANICS RECYCLING PROGRAM
 The City of Folsom is launching an enhanced organics recycling program to preserve our city's distinctive natural environment and comply with a new state law designed to reduce greenhouse gas emissions.
 The law, SB 1383, requires all California residents and businesses to recycle organic waste. Organic waste includes food scraps, food-soiled paper (napkins, coffee filters), yard waste, and wood.
 The changes will help improve environmental health and preserve Folsom's high quality of life. Folsom's food scraps and yard trimmings will be transformed into compost for farms, gardens, and you.

WHY ORGANICS RECYCLING MATTERS

COMPOST BACK TO FARMS, GARDENS, AND YOU → FOOD GROWN ON FARM → TO YOUR FORK → TO GREEN BIN → TRANSFORMED INTO COMPOST AND MULCH → REDUCED GREENHOUSE GASES, BETTER SOIL AND AIR QUALITY

WHAT DOES THIS MEAN FOR FOLSOM RESIDENTS?

BAGGED FOOD SCRAPS AND LOOSE YARD WASTE NOW BOTH GO INTO YOUR GREEN BIN!

LET'S PUT FOOD WASTE IN ITS PLACE: RESIDENTIAL GREEN BIN ORGANICS PROGRAM
 The City of Folsom's green bin program started July 1. All Folsom residents can add food scraps and food-soiled paper to their existing yard waste bin, now called the green bin. Green bins will now be serviced weekly, along with garbage. Blue bin recycling (bottles, cans, and paper products) will continue to be serviced every other week.

WHAT GOES IN THE GREEN BIN?

YES, TOSS IT IN, GREEN BIN APPROVED.

- ✓ All food scraps (meat, bones, cheese, bread, pasta, fruit, vegetables, eggshells)
- ✓ Food-soiled paper (napkins, coffee filters, tea bags)
- ✓ Yard waste (Do not bag plant trimmings.)
- ✓ Wood scraps
- ✓ Bag food scraps and food-soiled paper in any compostable, paper, or clear plastic bag

COMMON QUESTIONS

WHY DO I NEED TO BAG FOOD SCRAPS AND FOOD-SOILED PAPER?
 The industrial composter requires food scraps and food-soiled paper to be bagged for separation from yard waste before further processing.

WHERE CAN I FIND CLEAR PLASTIC AND COMPOSTABLE BAGS?
 Clear plastic bags and compostable bags can be purchased at local and online retailers, but we encourage you to repurpose bags that you may already have, such as transparent produce bags or bread bags.

WHAT IF I DO NOT HAVE A YARD WASTE BIN?
 You will receive one after the program begins. If you live in a community with spatial constraints, the city will work with property owners to determine how to provide organics service.

PREPARING FOR PICKUP: WHERE DO ORGANICS GO?

The City of Folsom picks up green organics bins, gray trash bins, and blue recycle bins at the curb in dedicated collection trucks. The organic material in your green bin goes to a composting facility; Folsom's food waste and yard trimmings will be transformed into compost for farms, gardens, and parks.

WASTE AND RECYCLING BIN GUIDELINES

- Do not overpack bins. The material must fall freely from the bin.
- Regular service is provided on all major holidays.
- Bins must be curbside by 6 a.m. on service day.
- Place bins 3 feet from other bins and objects.
- Bins must be out of public view within 24 hours of service.
- Lids must be closed entirely to receive service.
- Gray and green bins are serviced weekly.
- Blue bins are serviced every other week.

HELP YOUR DRIVER: REMEMBER TO KEEP CARTS 3 FEET APART

F. Appendix A: References

CITY OF NEWPORT BEACH

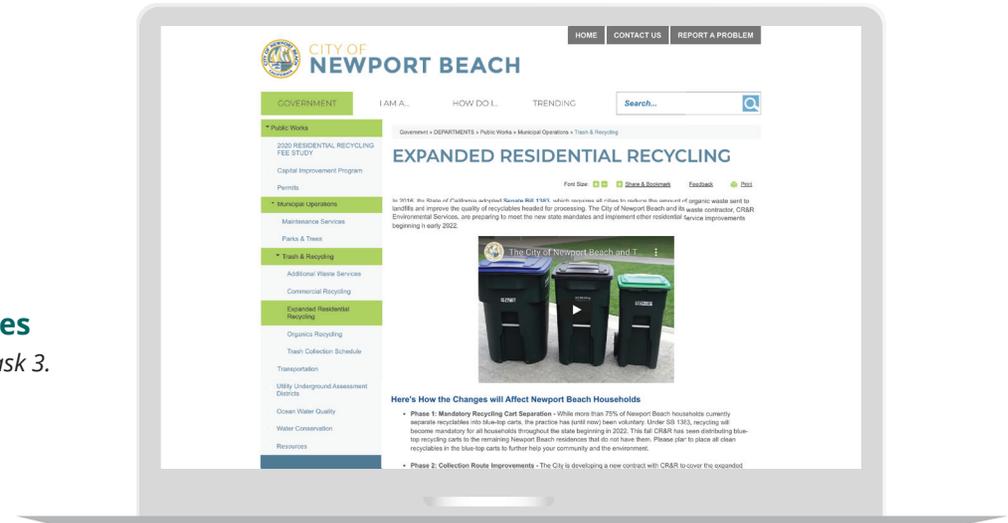
John Pope · Communications Manager

100 Civic Center Drive · Newport Beach, CA 92660

949.644.3031 · jpoppe@newportbeach.ca.gov

PROJECT: SB 1383 Communications and Outreach Services

This reference and work sample is a demonstration for our capabilities for Task 3.



City of Newport Beach
NEW ORGANICS RECYCLING
 COMING 2022!

ORGANIC WASTE: Green-top cart NEW!

- Grass
- Leaves
- Tree Branches
- Plants & Weeds
- Garden Trimmings
- Sawdust
- Food/Kitchen Scraps (meat, poultry, fish, fruit, vegetables)

RECYCLING: Blue-top cart

METAL

- Empty Aerosol Cans
- Aluminum Cans
- Tin Cans
- Food/Juice Cans
- Empty Paint Cans
- Aluminum Foil

PAPER

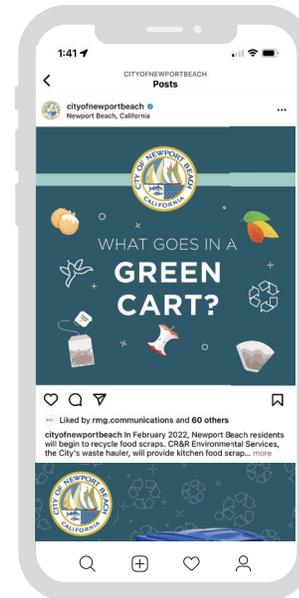
- Cardboard
- Junk Mail
- Magazines
- Phone Books
- Cereal/Cracker Boxes
- Newspaper
- Computer Paper & White Paper
- Mixed Color Paper

PLASTIC

- Drink Bottle
- Detergent Containers
- Water Bottles
- Milk Containers

LANDFILL: Black-top cart

- Mixed Products (i.e. Plastic/Metal Combination)
- Waxed Milk Cartons
- Waxed Paper
- Coated Materials
- Ceramic/Pyrex
- Mirrors
- Safety Glass
- Plate Glass
- Pet Waste
- Dairy Products
- Paper Towels
- Styrofoam
- Non-Donatable Clothing
- Palm Fronds
- Plastic Bags



F. Appendix A: References

CITY OF AGOURA HILLS

Ramiro Adeva · Assistant City Manager

30001 Ladyface Court · Agoura Hills, CA 91301

818.597.7353 · radeva@agourahillscity.org

PROJECT: SB 1383 Communications and Outreach Services

This reference and work sample is a demonstration for our capabilities for Task 3.



MANDATORY ORGANICS RECYCLING STARTS JAN. 1, 2022

Residential and Commercial Programs Now Available

State-mandated SB 1383 goes into effect Jan. 1, 2022. There are several residential and commercial programs available. Organic waste keeps billions of dollars in uneaten food annually out of landfills and reduces greenhouse gas emissions that lead to climate change.

ORGANIC WASTE IS



Green Waste



Landscaping Waste



Food Waste

REQUIREMENTS

Residential
Place food waste directly into the green waste cart (no plastic bags allowed). 

Commercial/Multifamily
Contact your trash provider to establish service. 

? Contact City of Agoura Hills City Manager's Office at 818-597-7314 or the City's solid waste consultant, Solid Waste Solutions, at 805-495-7521 or visit AgouraHillsCity.org.



AGOURA HILLS

F. Appendix A: References

LESJWA

Mark Norton · Water Resources & Planning Manager
 11615 Sterling Avenue · Riverside, CA 92503
 951-354-4221 · mnorton@sawpa.org

PROJECT: Trust the Tap Campaign

This reference and work sample is a demonstration for our capabilities for Task 3.



Branding Guidelines

Color On White

Complement Font: Gotham Book, Medium or Bold

Color On Black

Black & White

Pantone / CMYK Colors

Pantone Cyan
 C-100, M-0, Y-0

Learn why it's Safe to Drink from the Tap.

Tap water is more regulated and tested than bottled or corner store water!

- No boiling necessary – unless instructed by your water provider in times of emergency
- Best value – a gallon of water costs less than 3 cents
- Most convenient – right from your sink
- Safety – tested in a certified laboratory every day

For information about water from OMUC, visit ontariowaterwise.org or call 909.395.2614.

Tin Tưởng Nguồn Nước

Nước từ vòi được kiểm tra và thử nghiệm thường xuyên hơn nước đóng chai hoặc nước mua ở tiệm!

¡El agua del grifo está más examinada y más controlada que el agua embotellada o de la tienda de la esquina!

¡Confía en el Grifo!

Visite evmwd.com para más información.

Learn why it's Safe to Drink from the Tap.

The Truth About Tap Water vs. Bottled Water

Tap water providers in the United States are required to test and monitor tap water each and every day. Spending more on bottled water doesn't guarantee better quality. Don't be fooled by the cost of water at the corner water store or bottled water; tap water is a much better value. In some countries it is not safe to drink water that comes from the sink, but your tap water can be enjoyed!

Tap water is more regulated and more tested than bottled or corner store water!

- No boiling necessary – unless instructed by your water provider in times of emergency
- Best value – a gallon of water costs less than 3 cents
- Most convenient – right from your sink
- Safety – tested in certified laboratories every single day

Compare the Facts

Tap Water	Bottled Water
• Tested daily	• Sporadic facility testing
• Regulated by local, state and federal agencies	• Stored in plastic containers that may leach toxic chemicals into water
• Required to report findings	• No testing required for possible bacteria that may form in water bottles
• Costs less than 3 cents per gallon	• Costs an average of \$1.22 per gallon
	Corner Store Water
	• Infrequent monitoring or regulation
	• Inspections inconsistent
	• Water quality can be unreliable
	• Costs an average of \$2.50 per gallon

For information about water from MVWD, visit mwd.org or call 909.267.2130.



G. Appendix B: Project Team Staffing



G. Appendix B: Project Team Staffing

No employees working on the engagement have ever been convicted of a felony.





David Davis, CMA

Project Director



Mr. David Davis is a Certified Management Accountant (CMA) with over 30 years of experience in the field of solid waste management. Mr. Davis' expertise lies in working with municipal managers to maximize the value of the solid waste services provided to their ratepayers. He has held executive management positions in both the private and public sectors and has extensive experience in providing business advisory services to local government in the field of solid waste management.

As a chief financial executive for local hauling and landfill divisions of a national solid waste management company, Mr. Davis was responsible for financial reporting, budgeting, cost analysis, billing, and collections. He also managed the accounting and rate analysis sections of the City of Riverside's Department of Public Utilities.

Mr. Davis has specific experience in: 1) analysis and design of customer rates for refuse collection, transfer, processing and disposal operations; 2) development and evaluation of competitive proposals for waste collection, recycling, and transfer service; 3) feasibility studies for waste processing, waste transfer, and landfill gas projects; 4) verification of the proper payment of solid waste fees; 5) management reviews of solid waste operations; 6) evaluation of alternative waste diversion programs; 7) solid waste program planning and funding; and, 8) evaluating internal management controls.

ROLE: Mr. Davis will serve as the Project Director for this project. He will be the main point of contact and have overall responsibility for the project. He will direct the planning of the project and attend all meetings.

Education & Credentials

30 Years Experience

Cal State Fullerton

- BA, Finance

Certified Management Accountant (CMA)

Affiliations

Solid Waste Association of North America

Southern California Waste Management Forum (Chair)

Zero Waste Practitioner



Lucas Arias

Project Manager



Lucas is a highly effective project manager. He has substantial experience in the waste industry and has served multiple cities across Los Angeles, Orange, Riverside, and Ventura counties. He graduated from California State University, Northridge with a BA in Jazz Studies. Before entering the waste industry, Mr. Arias has performed as a trumpet player and drummer with multiple artists across the country.

Mr. Arias has been with MSW Consultants since January 2022. In that time, he has worked on solid waste consulting engagements for Western Riverside City of Governments (WROCG) and the cities of Corona, Del Mar, La Habra, Lomita, Orange, Rancho Palos Verdes, San Clemente, and Stanton.

Mr. Arias has conducted over 1,500 waste assessments, trained dozens of recycling coordinators, worked on sustainability grants for multiple cities and has conducted several waste characterizations. In addition, he has developed outreach performance internal audit protocols, created diversion reports, and played a key role in SB 1383 roll out and strategic planning for the city of Los Angeles including edible food capacity planning and organics outreach. As an outreach coordinator, Mr. Arias designed creative solutions to unique and complex waste compliance issues.

ROLE: Mr. Arias will serve as Project Manager. He will oversee the day-to-day operation to ensure all milestone and deadlines are met and review all reports for each task on this project. He will serve as task lead for facilitating meetings, assessing capacity and compliance, and developing and implementing the inspection program.

Education & Credentials

5 Years Experience

California State University, Northridge

• BA, Jazz Studies

Affiliations

Solid Waste Association of North America
(Member)

Southern California Waste Management
Forum (Member)



Girard Mobley

Project Analyst



Mr. Mobley is a skilled financial and project analyst. He has extensive experience in conducting audits on waste haulers for municipalities, and in providing recycling outreach and education to commercial waste generators. He graduated from San Diego State University with a BS in Business Administration with a focus on Finance and a minor in Economics. He is also a certified practitioner in the zero waste principles and practices.

Mr. Mobley has been with MSW Consultants since March 2019. In that time, he has worked on solid waste consulting engagements for the County of Santa Barbara, and the cities of Corona, Chula Vista, Del Mar, La Habra, La Palma, Lomita, Norco, Orange, Rolling Hills, San Clemente, South Pasadena, Stanton, Signal Hill, Vernon, Whittier, and Rancho Palos Verdes.

Mr. Mobley has audited the accounting records of over 20 waste haulers to include franchise fees verification, tonnage reports, and gross receipts. He prepared hauler franchise agreements to incorporate SB 1383 requirements.

He also oversees the recycling survey program in the city of Vernon providing outreach and educational resources to over 400 commercial waste generators. He regularly educates commercial waste generators about the requirements of AB 341 and AB 1826. Prior to joining MSW Consultants, he served for 20 in the United States Marine Corps.

ROLE: Mr. Mobley will serve as Project Analyst. He will serve as task lead for developing the food recovery program, drafting the final report and assisting as needed for all other tasks.

Education & Credentials

25 Years Experience

San Diego State University

• BS, Finance

Affiliations

Zero Waste Practitioner

California Resource Recovery Association
(Member)

Solid Waste Association of North America
(Member)

Institute of Internal Auditors (Member)



Alyson Schill

CEO, Careit App; Outreach Technician

Alyson brings an intimate knowledge of zero food waste to powerfully move initiatives forward. She continues to thrive at the heart of shaping and advocating for city, county, and statewide policies and support for food waste prevention. With a background in volunteer management, gleaning, sustainable event production, environmental service-learning leadership in educational institutions, and restaurant management, Alyson combines experiences from across the food waste chain to create meaningful and comprehensive waste reduction programs. Alyson is the CEO of the food donation app, Careit. She's passionate about reconnecting all members of a community and healing through food.

ROLE: Alyson will assist with onboarding jurisdictions into the Careit app and training. She will also provide technical support during inspections to tier generators.



Kayla Friederich

Outreach Technician



Ms. Kayla Friederich is a diligent project analyst new to the solid waste industry. She has high standards for reporting quality data and providing effective outreach. Before joining MSW Consultants, Ms. Friederich has customer service experience in food service and retail. She has also gained further communication experience through social media creation by interning with The Water Conservation Garden and by assisting her family's small business.

Ms. Friederich has been with MSW consultants since September 2022. In that time, she has conducted outreach for SB 1383 compliance for the City of Stanton and the City of Rancho Palos Verdes. She has also assisted the Western Riverside Council of Government to analyze their edible food tier generator lists.

Ms. Friederich has always been passionate about the environment. Because of this, she earned a BS in Environmental Systems and a Minor in Communication from University of California, San Diego in 2021. She hopes to continue to grow in the solid waste industry and assist jurisdictions with environmental compliance.

ROLE: Ms. Friederich will serve as Outreach Technician. She will assist with capacity and compliance, implementing public outreach, and implementing the inspection program.

Education & Credentials

1 Year Experience

University of California, San Diego

- BS, Environmental Systems
- Minor in Communication

Affiliations

Solid Waste Association of North America
(Member)

Southern California Waste Management
Forum (Member)



Liselle DeGrave, APR

Director

A veteran communicator, Liselle has nearly 20 years of experience and her expertise includes spearheading communications, marketing and outreach projects for public-sector, and non-profit clients throughout California. Her background blends both in-house communications and agency expertise to ensure impactful communications strategies for the clients she serves. She will serve as the principal-in-charge.

Areas of Expertise



Communications Strategies



Collateral Development



Public Outreach



Media Relations



Community Relations



Multi-cultural Communications and Outreach



Branding



Non-profits

Relevant Experience

ELSINORE VALLEY MUNICIPAL WATER DISTRICT

Communications, Outreach, Water Efficiency, Education and Engineering Projects

WESTERN MUNICIPAL WATER DISTRICT

Communications, Outreach and Education Projects

SCV WATER

Communications and Outreach Projects

CITY OF EASTVALE

Communications, Outreach and Branding Projects

JURUPA COMMUNITY SERVICES DISTRICT

Communications, Outreach and Branding Projects

LAKE ELSINORE AND SAN JACINTO WATERSHEDS AUTHORITY

Communications, Outreach, Events and Branding Projects

ROLE: Will be involved in Task 3 - overseeing the project management for all outreach efforts as well as strategy.

Education & Credentials

San Diego State University

- B.A., Communications Studies, Emphasis in Public Relations; Minor in Spanish

Universal Accreditation Board

- Accreditation in Public Relations

Affiliations & Awards

Public Relations Society of America Member

- Past Director at Large
- Past Assembly Delegate, Board Member
- 2019 PRSA Spirit of PR Award

California Association of Public Information Officials Member

PRSA National · Bronze Anvil

- PPressing On in Public Relations · PPressing On in Public Relations Podcast

PRSA Inland Empire Chapter · Best in Show

- PPressing On in Public Relations · PPressing On in Public Relations Podcast

PRSA Inland Empire Chapter Polaris Award · Campaign

- EVMWD/Rancho Water · Water-wise Living Campaign

CAPIO EPIC Award – Campaign

- EVMWD/Rancho Water · Water-wise Living Campaign

PRSA Inland Empire Chapter Polaris Award – Multi-cultural Communications

- SAWPA · Trust the Tap



Rachel McGuire, MBA, APR

Sr. Communications Manager



Rachel is a recognized leader in the field of public relations and communications and brings nearly 20 years of experience working in-house and in an agency setting to this project along with a proven track record of award-winning communications, marketing, outreach and branding strategies. For this engagement, Rachel will serve as the director leading DeGrave Communication's fully integrated team of communications, marketing and outreach professionals.

Areas of Expertise



Communications Strategies



Marketing



Public Outreach



Media Relations



Construction Relations



Collateral Development



Crisis Communications



Non-profits

Relevant Experience

ELSINORE VALLEY MUNICIPAL WATER DISTRICT

Communications, Outreach, Water Efficiency, Education and Engineering Projects

RUBIDOUX COMMUNITY SERVICES DISTRICT

Research and Project Administration

SCV WATER

Communications, Outreach, Water Efficiency and Engineering Projects

CITY OF EASTVALE

Communications, Outreach and Media Services

CITY OF AGOURA HILLS

Communications, Outreach, Branding and Crisis Communications Services

CITY OF FOLSOM

Communications, Outreach and Graphic Design Services

ROLE: Will be involved in Task 3 – serving as project manager for all outreach efforts as well as strategy and developing copy.

Education & Credentials

University of Redlands · M.B.A

UCLA B.A. · Communications Studies

Universal Accreditation Board

• Accreditation in Public Relations

Pepperdine University School of Public Policy

• Advanced Public Engagement Certificate

Affiliations & Awards

Public Relations Society of America Member

• San Diego/Imperial Counties Director at Large

• Inland Empire Past President

California Association of Public Information Officials Member

• Past President

• 2016 Communicator of the Year

• 2019 Lifetime Achievement Award Recipient

PRSA National · Bronze Anvil

• PPressing On in Public Relations · PPressing On in Public Relations Podcast

• 2019 Lifetime Achievement Award Recipient

PRSA Inland Empire Chapter · Best in Show

• PPressing On in Public Relations · PPressing On in Public Relations Podcast

• 2019 Lifetime Achievement Award Recipient

PRSA Inland Empire Chapter · Best in Show

• Western Municipal Water District · La Sierra Pipeline Project

• 2019 Lifetime Achievement Award Recipient

PRSA Los Angeles Chapter PRISM Award · Campaign

• SCV Water · PFAS Outreach

• 2019 Lifetime Achievement Award Recipient

CAPIO - Best in Show

• City of Agoura Hills · Brand Refresh Campaign



Jessica Winn

Account Executive

Jessica is a leader in the areas of organization administration and marketing. She has a proven track record of effectively supporting the DeGrave Communications team with community engagement, managing project organization and research. For this endeavor she will serve DeGrave Communication’s fully integrated team of communications, marketing and outreach professionals to support research efforts.



Areas of Expertise



Public Outreach



Community Relations



Marketing



Project Administration

Relevant Experience

WESTERN MUNICIPAL WATER DISTRICT

Communications, Outreach and Community Outreach.

ELSINORE VALLEY MUNICIPAL WATER DISTRICT

Communications, Outreach, Water Efficiency, Education and Engineering Projects

RUBIDOUX COMMUNITY SERVICES DISTRICT

Research and Project Administration

HABITAT FOR HUMANITY

Community Outreach, Writing and Marketing

ROLE: Jess Will be involved in Task 3 - serving the team with any member agency requests, scheduling agency workshops and needed organizational support.

Education & Credentials

Chapman University

• B.A., Organizational Leadership

Affiliations & Awards

Chapman University Alumni Board

• Board Director



Ashley Ringger

Strategic Visual Designer

Ashley is an accomplished professional in the fields of communications and public affairs. She brings nearly 15 years of experience in community outreach and engagement as well as graphic and website design to RMG Communications. With a passion for public service and working in water, Ashley has designed communications campaigns and collateral for our clients, including program websites, social media content and graphics, fact sheets, water quality reports and Prop. 218 notifications. A gifted storyteller, graphic artist and web designer she will assist with crafting dynamic visuals together with meaningful content for this project.

Areas of Expertise



Creative Direction



Infographic Design



Branding



Community Relations



Social Media



Non-profits



Digital and Print Media



Copywriting

Education & Credentials

Brigham Young University

- B.B.A. Marketing

California State University at San Marcos

- Graphic Design

Affiliations & Awards

PRSA – Inland Empire Chapter · Best in Show

- PResing On in Public Relations · PResing On in Public Relations Podcast

PRSA – Inland Empire Chapter Polaris Award · Social Media

- San Bernardino Valley MWD · SBVMWD Social Media Program

PRSA – Inland Empire Chapter Capella Award · Campaign

- Jurupa Community Services District · Strategic Communications and Marketing Plan

Relevant Experience

ELSINORE VALLEY MUNICIPAL WATER DISTRICT

Communications, Outreach, Water Efficiency, Education and Engineering Projects

SCV WATER

Branding and Graphic Design Services

CITY OF NEWPORT BEACH

Communications, Outreach and Graphic Design Services

CITY OF FOLSOM

Communications, Outreach and Graphic Design Services

SAN BERNARDINO VALLEY MUNICIPAL WATER DISTRICT

Social Media Program Management

SANTA ANA WATERSHED PROJECT AUTHORITY

Communications Outreach and Branding

ROLE: Will be involved in Task 3 – designing all needed campaign design elements including, but not limited to e-blasts, social media posts and campaign materials.



Cynthia Lozano Vant Hul

President/Project Manager



Mariposa Eco
Consulting, Inc.

Cynthia Lozano Vant Hul (President/Project Manager) is qualified by reasons of education, training background and over 25 years' experience in the solid waste and recycling industry. Cynthia has 14 years' experience providing subcontracting contract services. Cynthia holds a Master of Public Administration degree, from California State University San Bernardino. Since 2003, Cynthia has been a Director with the Southern California Waste Management Forum (SCWMF). In 2022, Cynthia was appointed as the President of the SCWMF. In 2019, she was appointed as a Director to the Women in Solid Waste & Recycling (WISR), new LA Chapter and since 2000 a member in good standing with the California Resource Recovery Association (CRRRA).

ROLE: Cynthia will assist with the design of the inspection plan and edible food recovery program.



Kyle Vant Hul

Project Analyst



Mariposa Eco
Consulting, Inc.

Kyle Vant Hul (Project Analyst) has 14 years' experience in the solid waste and recycling industry. He is a certified resource, recovery, and recycling consultant. Since 2011, Kyle was the lead recycling trainer for the LAUSD Expanded Recycling program. Kyle have led numerous comprehensive City audits in the Los Angeles, Orange, and Imperial Counties and in the Los Angeles County Garbage Districts. In 2017/2018 Kyle led sixteen Zero Waste Representatives in the Northeast Valley (NEV) City of Los Angeles, recycLA program. Today, Kyle provides the "On the Ground" daily assistance with the Recycling Coordinator staff within the LA Market in completing site assessments, program implementation and training.

ROLE: Kyle will assist with the implementation of the inspection program.



H. Appendix C: Company Overview



H. Appendix C: Company Overview

PRIME

MSW Consultants · S-Corp · DUNS 028466375
41760 Ivy St., Suite 203 · Murrieta, California 92562
951.694.400 · David Davis, CMA · David@MSW-Consultants.com

MSW Consultants provides solid waste consulting services exclusively to local governments in the areas of finance, economics, and public policy. Our mission is to work with municipal managers to maximize the value of the solid waste services that are delivered to their ratepayers. MSW Consultants was founded in 2000 by David L. Davis, CMA. In his over 30 years in the solid waste industry, Mr. Davis has provided a broad range of solid waste consulting services to over 80 cities, counties and special districts in the areas of auditing, contract negotiation, rate setting, competitive service procurement, contract compliance, waste diversion, and regulatory compliance. MSW Consultants is located in the City of Murrieta and is a California corporation.

MSW Consultants performs the following services for local governments:

- AB 341 and AB 1826 compliance
- SB 1383 compliance planning
- Design and implementation of waste diversion programs
- Performance audits of franchised waste haulers
- Contract negotiation and procurement assistance
- Rates studies for collection, processing, transfer and disposal service
- Solid waste program planning and design
- Reviews of contractor's requests for rate increases
- Route audits and routing efficiency studies

SUBCONSULTANT

DeGrave Communications · S-Corp · DUNS 079239610
40575 Cal Oaks Rd. D2-137 · Murrieta, CA 92592
951-764-0865 · Liselle DeGrave, APR · Liselle@DeGravePR.com

DeGrave Communications Overview

Formed in 2004, DeGrave Communications is an award winning, full-service public relations firm. For over 15 years, DeGrave Communications has worked with its clients to provide public relations strategic consulting service. DeGrave Communications emphasizes the need for starting all outreach with a research component and this holds true for every project implemented by the firm, despite budget.

Our top team members have specialized experience working with organizations throughout California. In addition, our firm is headed up by award-winning public relations professionals who hold the elite Accreditation in Public Relations to ensure our clients receive the highest level of service focused on multifaceted, precise and measurable communications strategies for our clients.

Our carefully curated team for this project has worked with clients in California, nationally and internationally producing exceptional results.

We know Public Relations and Public Agencies. We are a one-of-a-kind Public Relations Firm.

Each member of our hand-picked team for this project has the availability and expertise to meet the WRCOG's member agency outreach needs. We are committed to flexibility and changes to your scope and schedule and will ensure that all projects are finished on time and on budget.

DeGrave Communications is a small business, S-Corporation located in

H. Appendix C: Company Overview

Murrieta, CA. The firm is registered with the U.S. federal government as a minority-owned, women-owned, emerging small business, the California Department of General Services as a certified small business and with the California Public Utilities Commission as a Woman/Minority Business Enterprise (WMBE). DeGrave Communications is also a registered DBE organization.

SUBCONSULTANT

Mariposa Eco Consulting, Inc. · C-Corp · DUNS 010891685

1618 Fairway Oaks Ave. · Banning, California 92220

909-560-0542 · 909-912-8407 [fax]

Cynthia Lozano Vant Hul · cynthia@mariposaecoconsulting.com

Mariposa Eco Consulting integrates all aspects of an environmental management firm including air, water, solid waste, sustainable program management, energy, greenhouse gas reduction and measurement, hazardous waste and universal waste management, and resource conservation. We assist our clients with seeing the benefits of a sustainable earth; complying with and improving upon environmental laws, while generating profits and growth.

Mariposa Eco Consulting works with all aspects of businesses, local government and communities to design, develop, and implement sustainable programs that work. We take the time to understand the specific circumstances of our clients, including demographics, economics, and environmental factors, allowing our clients to realize profits and compliance.

Our work has included:

- Corporate Sustainability Reports

- All Levels of Waste Audits (Commercial, Residential, Multi-family and Industrial)
- Outreach and Education
- Representation with local and state agencies
- Waste minimization
- Waste prevention programs and market development
- Compliance and Electronic Annual Reporting
- Greenhouse Gas emission measurement and verification



Western Riverside Council of Governments Administration & Finance Committee

Staff Report

Subject: I-REN Activities Update and Survey Participation Results
Contact: Casey Dailey, Director of Energy & Environmental Programs, cdailey@wrcog.us, (951) 405-6720
Date: April 12, 2023

Requested Action(s):

1. Receive and file.

Purpose:

The purpose of this item is to provide an update on I-REN activities.

WRCOG 2022-2027 Strategic Plan Goal:

Goal #5 - Develop projects and programs that improve infrastructure and sustainable development in our subregion.

Background:

Initiated in 2019, the Inland Regional Energy Network (I-REN) is a consortium of the Western Riverside Council of Governments, the Coachella Valley Association of Governments, and the San Bernardino Council of Governments (I-REN COG partners) that serve the Counties of Riverside and San Bernardino in the implementation of energy efficiency programs and services to support member agencies and the public. These partners joined together and submitted a Business Plan to the California Public Utilities Commission (CPUC) in order to establish locally administered, designed, and delivered energy efficiency programs. On November 18, 2021, the CPUC formally approved the I-REN Business Plan through 2027.

On January 17, 2023, the I-REN Executive Committee met to learn about the I-REN Business Plan, including I-REN's three sectors – 1) Public, 2) Codes and Standards, and 3) Workforce Education and Training. Staff also presented information on how the I-REN budget was developed and assigned by the CPUC, and began a discussion on the development of I-REN's Strategic Plan.

The discussion of the I-REN Strategic Plan identified a few things to focus on.

- I-REN's Mission – Actively participate in California's clean energy initiatives and build a stronger clean energy economy and community.
- I-REN's Vision – Connect residents, businesses, and local governments to a wide range of energy efficiency resources to increase energy savings and equitable access throughout San Bernardino and Riverside Counties.

- I-REN's Business Plan Goals
 - Build capacity and knowledge to enable local governments to effectively leverage energy efficiency services and to demonstrate best practices.
 - Ensure there is a trained workforce to support and realize energy efficiency savings goals across sectors.
 - Work closely with local building departments and the building industry to support, train, and enable long-term streamlining of energy code compliance.

Over the next few months, I-REN is developing a 5-year organizational Strategic Plan to ensure effective and efficient use of CPUC funding, to identify clear priorities and actions, and to ensure that activities and engagement are aligned across members of I-REN. This process will include several avenues for stakeholder feedback, including a survey, small group conversations, and in-person and virtual community workshops. Primary areas for discussion will include prioritizing which programs and areas to build out first, identifying and securing regional partners, and connecting with local governments and tribes to provide services related to building codes and training.

The Strategic Plan process presents a key opportunity for the I-REN Executive Committee to shape the direction, focus, and priorities of I-REN. The Business Plan serves as "what" I-REN intends to accomplish and the Strategic Plan represents "how" I-REN will accomplish those goals. The development of a Strategic Plan will include the input and insight from I-REN Executive Committee members and the communities that I-REN serves, and is critical to ensure the effective use of ratepayer dollars in achieving I-REN goals.

The survey asked for information on each member agencies' energy priorities and projects, where each member agency needed help the most, what kind of offerings would best benefit them, and ways members may want to participate. The survey questions focused on I-REN's three sectors – Public, Codes and Standards, and Workforce Education and Training – and will be used to identify priorities as I-REN begins developing and implementing programs.

The survey was released on February 14, 2023, with a completion deadline of February 28, 2023. To ensure successful participation, the survey was presented to WRCOG's Technical Advisory Committee on February 16, 2023, and was broadcast via Constant Contact to various groups. An update and preliminary results were also presented to WRCOG's Administration and Finance Committee on March 8, 2023.

Upon the closing of the survey, results indicate that I-REN has received a total of 78 responses from its member agencies in WRCOG, CVAG, and SBCOG jurisdictions, achieving a near 100% participation rate. The top three items of extreme importance for I-REN to focus on are: 1) training programs for energy efficient codes and standards, 2) developing technical assistance tools, and 3) providing incentives and leveraging financing for implementation. Some of the comments provided suggest concerns to be aware of, which included avoiding duplication and ensuring I-REN develops well-rounded programs with minimal implementation efforts. Additional information provided indicates that 64% of survey participants' organizations want to layer I-REN into existing city programs and 45% of the participants have conducted an energy audit of their municipal buildings in the past.

I-REN has finalized contracts with multiple consultants to help develop and implement programs for its three sectors: Public, Codes and Standards, and Workforce Education and Training. I-REN is planning to host 18~20 Orientation Workshops for member agencies within I-REN's jurisdiction starting in May

2023. These workshops will last 4~6 hours, with lunch provided, and will focus on:

- Educating members about I-REN and its sectors
- Providing program information
- Discussing benefits to each member
- Providing a demonstration on Building Upgrade Concierge (BUC) software that will be available to each member
- Obtaining a general needs assessment with each member
- Obtaining authorization forms necessary to access energy usage
- Introducing the Fellowship Program
- And more...

I-REN Energy Fellowship: In March 2023, the I-REN Executive Committee approved the development of the I-REN Energy Fellowship program, a no cost fellowship program that would increase public sector capacity by placing fellows at participating public agencies to work on energy and energy efficiency initiative. In partnership with CivicSpark, a Governor's Initiative AmeriCorps Program, the I-REN Energy Fellowship will place up to 27 fellows within public agencies in the Inland Empire, starting September 2023. Participation in this program is funded within I-REN and comes at no cost to participating member agencies.

There is some flexibility in the tasks that the Fellow would work on, as long as they are related to energy efficiency. A sample of the energy efficiency initiatives for the host agency would include, but not be limited to:

- Building energy benchmarking
- Developing building inventories and billing rate analysis
- Facility audits
- Identifying and analyzing energy efficiency projects within:
 - Climate Action Plans
 - Energy Action Plans
 - Capital Improvement Plan
 - Facility equipment replacement plans
 - Project development for energy projects
 - Community outreach regarding energy efficiency opportunities

The deadline for member agencies to submit interest in participating and to receive an I-REN Energy Fellow is April 28, 2023. You can contact Tyler Masters, tmasters@wrcog.us, if you are interested in participating or have questions about participating.

Next steps:

- Kick-off meetings have been completed with each of these consultants and I-REN is developing programs and services to be available to member jurisdictions later in 2023.
- I-REN will begin coordinating orientation meetings with its member jurisdictions with a target of May 2023.
- I-REN is developing the IREN.gov website and Building Upgrade Concierge (BUC) software.
- I-REN will secure up to 27 Fellows to be placed within member jurisdictions in I-REN's service territory.

Prior Action(s):

March 21, 2023: The I-REN Executive Committee received an update on the I-REN Strategic Plan and the survey results as a receive and file item.

March 8, 2023: The Administration and Finance Committee received an update on I-REN activities and some preliminary survey results as a receive and file item.

Fiscal Impact:

All costs associated with the development of an I-REN Strategic Plan are included in WRCOG's adopted Fiscal Year 2022/2023 Agency Budget under the Energy & Environmental Department.

Attachment(s):

None.



Western Riverside Council of Governments Administration & Finance Committee

Staff Report

Subject: Appointment of WRCOG Representatives to Various Committees
Contact: Chris Gray, Deputy Executive Director, cgray@wrcog.us, (951) 405-6710
Date: April 12, 2023

Requested Action(s):

1. Recommend that the Executive Committee appoint one representative to the Santa Ana Watershed Project Authority's One Water One Watershed Steering Committee for a term commencing May 1, 2023, and ending December 31, 2024.
2. Recommend that the Executive Committee appoint one representative to SCAG Policy Committee for a term commencing May 1, 2023, and ending December 31, 2024.

Purpose:

The purpose of this item is to provide a listing of elected officials who have expressed interest in serving on various committees, and to request recommendations of appointments to the Executive Committee for consideration.

WRCOG 2022-2027 Strategic Plan Goal:

Goal #1 - Serve as an advocate at the regional, state, and federal level for the Western Riverside subregion.

Background:

WRCOG's Executive Committee appoints a number of elected officials to represent the Agency and/or the subregion's interests on a number of committees. These include the following:

- California Association of Councils of Governments (CALCOG) (one appointment plus an alternate)
- Riverside County Solid Waste Advisory Council / Local Task Force (two appointments plus two alternates)
- San Diego Association of Governments (SANDAG) Borders Committee (one appointment plus an alternate)
- Santa Ana Watershed Project Authority (SAWPA) One Water One Watershed (OWOW) Steering Committee (one appointment)
- Southern California Association of Governments (SCAG) Policy Committees (six appointments)

As of April 2023, two vacancies exist. The first vacancy is for the SAWPA OWOW Steering Committee and the second vacancy is related to the SCAG Policy Committees.

The SAWPA OWOW vacancy exists due to the untimely passing of Ted Hoffman, City of Norco. Mr.

Hoffman served as WRCOG's representative to the SAWPA OWOW Steering Committee for multiple terms and provided regular updates to the WRCOG Executive Committee regarding SAWPA's activities.

The SCAG Policy Committee vacancy exists due to the election of Linda Krupa (City of Hemet) to a Regional Council position. Earlier this year, she was elected to Regional Council District 3. With her elevation to the Regional Council, her position as a WRCOG SCAG Policy Committee representative is vacated, as all Regional Council members are automatically appointed to one of the SCAG Policy Committees. This allows WRCOG to appoint another representative to one of the Policy Committees. The current WRCOG Policy Committee appointments by WRCOG include:

1. Crystal Ruiz (San Jacinto) - Transportation Committee
2. Wes Speake (Corona) - Transportation Committee
3. Colleen Wallace (Banning) - Transportation Committee
4. Joseph Morabito (Wildomar) - CEHD Committee
5. Dale Welty (Canyon Lake) - Energy & Environment Policy Committee

Therefore, there is one additional SCAG Policy Committee appointment available.

All of the remaining appointments made by the WRCOG Executive Committee on December 3, 2022, remain valid and no additional vacancies exist at this time.

Consistent with the traditional practice, WRCOG notified all eligible elected officials (which includes all elected officials from City Councils who are members of WRCOG) via e-mail on March 27, 2023, of the opportunities to serve. The email indicated that the deadline to respond was April 10, 2023. Once WRCOG has received the list of interested individuals, this list will be compiled and presented to the Administration & Finance Committee. The Administration & Finance Committee will then discuss this item and provide a recommendation to the WRCOG Executive Committee, which will make the final appointments.

Prior Action(s):

December 5, 2022: The Executive Committee made the following appointments to various committees including:

1. Appointed Council member Brian Tisdale as the primary representative, and Mayor Chris Barajas as the alternate representative, to the California Association of Councils of Governments for a term commencing January 1, 2023, and ending December 31, 2024.
2. Appointed Council member Linda Krupa and Mayor Greg Newton as the two primary representatives, and Mayor Chris Barajas and Mayor Pro Tem Joseph Morabito as the two alternate representatives, to the Riverside County Solid Waste Advisory Council / Local Task Force for a term commencing January 1, 2023, and ending December 31, 2024.
3. Appointed Council member Ted Hoffman as the representative to the Santa Ana Watershed Project Authority's One Water One Watershed Steering Committee for a term commencing January 1, 2023, and ending December 31, 2024.
4. Appointed Mayor Crystal Ruiz as the primary representative, and Mayor Pro Tem Colleen Wallace as the alternate representative, to the San Diego Association of Governments' Borders Committee for a term commencing January 1, 2023, and ending December 31, 2024.
5. Appointed the following representatives to SCAG Policy Committees for a term commencing

January 1, 2023, and ending December 31, 2024:

- i. Linda Krupa (Hemet) - Transportation Policy Committee
- ii. Crystal Ruiz (San Jacinto) - Transportation Policy Committee
- iii. Wes Speake (Corona) - Transportation Policy Committee
- iv. Colleen Wallace (Banning) - Transportation Policy Committee
- v. Joseph Morabito (Wildomar) - CEHD Policy Committee
- vi. Dale Welty (Canyon Lake) - Energy & Environment Policy

Fiscal Impact:

WRCOG stipends are included in the Agency's adopted Fiscal Year 2022/2023 Budget under the General Fund (Fund 110). Appointments to SCAG Policy Committees has no fiscal impact to WRCOG since SCAG provides stipends to elected officials for attendance at its meetings.

Attachment(s):

None.



Western Riverside Council of Governments Administration & Finance Committee

Staff Report

Subject: WRCOG 2023 Legislative Platform
Contact: Dr. Kurt Wilson, Executive Director, kwilson@wrcog.us, (951) 405-6701
Date: April 12, 2023

Requested Action(s):

1. Recommend that the Executive Committee approve the WRCOG 2023 Legislative Platform.

Purpose:

The purpose of this item is to present the 2023 Legislative Platform for discussion and approval.

WRCOG 2022-2027 Strategic Plan Goal:

Goal #1 - Serve as an advocate at the regional, state, and federal level for the Western Riverside subregion.

Background:

In January 2022, WRCOG's Executive Committee adopted the WRCOG 2022/2027 Strategic Plan. This Plan contained seven goals, the first of which was, "Serve as an advocate at the regional, state, and federal level for the Western Riverside subregion."

Four strategies were identified to implement this goal including:

- 1.1 Provide consistent updates regarding legislative actions that impact WRCOG member agencies to Committee members and member agency staff members.
- 1.2 Update the legislative platform detailing WRCOG's position(s) on issues that affect member agencies and actively promote that platform.
- 1.3 Explore options for the creation of a Legislative Action Committee.
- 1.4 Provide opportunities for WRCOG members to actively participate in efforts in Sacramento to shape policy and effectively communicate regional successes.

This item directly addresses Strategy 1.2 (Legislative Platform) and also updates Committee members regarding Strategy 1.3 (Legislative Action Committee).

The attached Draft Legislative Platform includes a Statement of Principles and the Implementation Strategy. The Platform also outlines the roles and responsibilities of the Administration & Finance

Committee, the Advocacy Ad Hoc Committee, the WRCOG Executive Director, and the WRCOG Executive Committee Chair.

Attachment 1 provides the 2023 Legislative Platform for review and discussion.

Prior Action(s):

None.

Fiscal Impact:

The proposed Legislative Platform does not address the use of external lobbyists. Currently, the advocacy efforts are anticipated to be the work product of WRCOG Committee members or staff in concert with partner agencies. Any associated meeting or travel costs are incorporated in the annual budgeting process. Costs associated with these activities are included in Fund 110 (General Fund) under the Administration Department.

Attachment(s):

[Attachment 1 - FY 2023/2024 Legislative Platform](#)

LEGISLATIVE PLATFORM

Introduction

The Fiscal Year 2023/2024 WRCOG Legislative Platform (Platform) is designed to provide guidance to WRCOG and its member agencies on legislative, regulatory, and administrative issues with regional impacts and of mutual concern. Positions adopted by the WRCOG Executive Committee will guide the Agency's actions and communications with state, regional, and federal officials. By adopting this Platform, the Executive Committee provides guidance, parameters, and direction to the WRCOG Executive Director to protect WRCOG's advocacy interests.

Typically, items of legislative or advocacy interest are brought to WRCOG's attention by WRCOG's member agencies or partners, which desire WRCOG to take a position on the item, in order to demonstrate a united subregional stance on a particular issue. WRCOG does not currently employ full time legislative staff or lobbyists, and therefore has limited ability to commit significant time to legislative activities. For the *General Advocacy Platform* components described below, staff will, to the extent possible, monitor legislation that falls within the scope of the adopted Platform and use the Platform as a guide to initiate or respond to issues and/or requests raised by WRCOG's member agencies. Through its own internal efforts and by leveraging partner resources, staff will strive to also provide timely information on the impacts of such legislative, regulatory, or administrative initiatives to member agencies through WRCOG's existing Committee structure with an emphasis on the Advocacy Ad Hoc Committee.

GENERAL ADVOCACY PLATFORM

In 2021 (revisited in 2023), the WRCOG Executive Committee established the following Agency-wide Strategic Plan Goals, which are listed below and comprise the *General Advocacy Platform (Platform)*:

1. Serve as an advocate for the subregion.
2. Identify and help secure grants.
3. Ensure fiscal solvency and stability of WRCOG.
4. Communicate proactively.
5. Develop projects and programs that improve infrastructure.
6. Develop and implement programs that support resilience.
7. Provide a safe and inclusive environment that values employees.

GUIDING ADVOCACY PRINCIPLES

The *Guiding Advocacy Principles* (Principles) are intended to facilitate the timely and effective implementation of the Agency's advocacy agenda. The advocacy process often requires actions or responses that were not anticipated in the process of drafting this document. In addition to the need to identify and evaluate potential actions, the legislative process moves quickly during some phases of the legislative cycle. In those cases, it is not practical for the WRCOG Committee structure to convene quickly enough to provide direction on specific actions.

The approval of this document specifically delegates that authority to either the Administration & Finance Committee, Advocacy Ad Hoc Committee, Executive Committee Chair, and/or Executive Director, depending on the circumstance. Globally, all designated authority shall be limited to actions that do not conflict with the Platform or the following Principles:

- a. Protect and advocate for local control and resources including local autonomy for land use, financial, and quality of life decisions.
- b. Seek financial sustainability and independence.
- c. Defend against proposals that constrain or intrude on local policy-making authority, including quality of life and economic development.
- d. Avoid intra-agency conflicts: take reasonable efforts to avoid inserting the resources and identity of WRCOG to determine the outcome of conflicts between member agencies.
- e. Exercise restraint: strive for the best use of WRCOG resources by limiting action to issues best addressed by WRCOG rather than a different agency or partner.
- f. Collaborate for efficiency: proactively engage and coordinate with stakeholders who share WRCOG's policy interests in order to maximize our collective voice and minimize our resource allocation.

IMPLEMENTATION STRATEGY

In furtherance of the Platform, and within the confines of the Principles, authority is granted for action in the following four areas:

1. Advocacy: initiate and react to legislative, regulatory, and administrative proposals.
2. Convening: serve as catalyst for dialogue and issue-specific education.
3. Facilitating: promote collective action among stakeholders in furtherance of effective local action.
4. Targeted action: deliberately and intentionally prioritize the needs and interests of Western Riverside County as a whole.

Administration & Finance Committee

The Administration & Finance Committee shall be authorized to take or direct actions on behalf of WRCOG that are consistent with the four implementation actions above. The Committee shall be authorized to take or direct action that that is inconsistent with, or falls outside the scope of, the Goals or Principles subject to the consent of $\frac{3}{4}$ of members who vote on the action. Actions to be considered by the Administration & Finance Committee shall fall into one of three categories:

1. Lack of urgency: the matter is not time sensitive and will not be jeopardized by waiting for the Committee to convene.
2. Heightened sensitivity: the topic is likely to garner strong conflicting opinions among members and no opportunity for debate has occurred.
3. Not covered by Goals or Principles: topics not contemplated by the broad confines approved in this document.

Advocacy Ad Hoc Committee

The Advocacy Ad Hoc Committee serves as the default clearinghouse for all advocacy actions not excluded in this document (i.e., time sensitive). Their membership shall be determined annually by the Executive Committee Chair for the current legislative year and their primary actions shall consist of providing recommendations to the Administration & Finance Committee.

When impractical or unnecessary to defer to the Administration & Finance Committee, the Advocacy Ad Hoc Committee is authorized to take or direct actions on behalf of WRCOG that are consistent with the four implementation actions above.

Executive Director

When practical, the Executive Director shall defer to the Advocacy Ad Hoc Committee to make policy decisions related to the Agency's advocacy efforts. When not practical (i.e., time sensitivity), the Executive Director is authorized to take or direct actions that are in furtherance of the Agency's approved Goals and Principles. This shall include the implantation actions defined above and may also specifically include the written or verbal representations necessary to support the agency's interests.

Executive Committee Chair

Throughout the advocacy process, there are circumstances where the voice of an elected official, versus a staff person speaking on behalf of a group of elected officials, can be more persuasive. Within the confines listed throughout this document, the Executive Committee Chair is authorized to represent WRCOG in a manner consistent with the Goals, Principles, and implementation actions described above.