Western Riverside Council of Governments
Administration & Finance Committee

AGENDA

Wednesday, November 9, 2022
12:00 PM

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

Join Zoom Meeting
Meeting ID: 890 1425 1277
Passcode: 664505
Dial in: (669) 900 9128 U.S.

SPECIAL NOTICE – COVID-19 RELATED PROCEDURES IN EFFECT

Due to the State or local recommendations for social distancing resulting from the threat of Novel Coronavirus (COVID-19), this meeting is being held via Zoom under Assembly Bill (AB) 361 (Government Code Section 54953). Pursuant to AB 361, WRCOG does not need to make a physical location available for members of the public to observe a public meeting and offer public comment. AB 361 allows WRCOG to hold Committee meetings via teleconferencing or other electronic means and allows for members of the public to observe and address the committee telephonically or electronically.

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 agendized 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 October 12, 2022, Administration & Finance Committee Meeting

Requested Action(s):

1. Approve the Summary Minutes from the October 12, 2022, Administration & Finance Committee meeting.

B. I-REN Program Status and Quarterly Update

Requested Action(s):

1. Receive and file.

C. Finance Department Activities Update

Requested Action(s):

1. Receive and file.

D. Approval of a Professional Services Agreement with Riverside County Flood Control and Water Conservation District for the Pollution Prevention Initiative

Requested Action(s):

1. Authorize the Executive Director to execute a Professional Services Agreement, substantially as to form, with the Riverside County Flood Control and Water Conservation District.

6. REPORTS / DISCUSSION

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

A. Western Riverside County Clean Cities Coalition Activities

Requested Action(s):

1. Receive and file.

B. Western Riverside County Energy Resilience Plan

Requested Action(s):

1. Recommend the Executive Committee approve the final version of the Western Riverside County Energy Resilience Plan.
2. Recommend the Executive Committee direct staff to pursue funding opportunities to advance the identified projects further along in the design process.

C. Grant Writing Assistance Program Activities Update

Requested Action(s):

1. Receive and file.

D. 2022 / 2023 General Assembly Activities Updates and Determinations

Requested Action(s):

1. Direct the Executive Director to take the necessary actions for the 2023 General Assembly & Leadership Address to take place on June 29, 2023, at Pechanga Resort Casino, including entering into an agreement, substantially as to form.
2. Provide direction for an event speaker.

7. REPORT FROM THE EXECUTIVE 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, December 14, 2022, at 12:00 p.m., on the Zoom platform with the option for Committee members to attend in-person.

12. 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 October 12, 2022, on the Zoom platform.

2. PLEDGE OF ALLEGIANCE

Committee member Ben Benoit led members and guests in the Pledge of Allegiance.

3. ROLL CALL

- City of Eastvale - Christian Dinco*
- 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)
- City of Wildomar - Ben Benoit
- County of Riverside, District 2 - Karen Spiegel
- Western Municipal Water District - Brenda Dennstedt

*Arrived after Roll Call

4. PUBLIC COMMENTS

There were no public comments.

5. CONSENT CALENDAR – (Wildomar / Jurupa Valley) 7 yes; 0 no; 0 abstention. Items 5.A through 5.C were approved. Item 5.B was pulled for discussion.

A. Summary Minutes from the September 14, 2022, Administration & Finance Committee Meeting

<u>Action</u>:

1. Approved the Summary Minutes from the September 14, 2022, Administration & Finance Committee meeting.

B. Regional Streetlight Program Activities Update

This item was pulled for discussion by Committee member Karen Spiegel asked how many agreements have been approved by the respective member agencies.

Daniel Soltero, WRCOG Program Manager, responded that none have been approved to date, but are scheduled for later this month and next.

Action:

1. Recommended that the Executive Committee approve Amendment No. 2 to the Amended & Restated Professional Services Agreement and Amendment No. 2 to Appendices 1 - 5, 7 - 9, and 11 to the Amended & Restated Professional Services Agreement between WRCOG, Yunex, LLC, and the Member Agency to extend the Agreement one year to December 1, 2023, for streetlight retrofit, operation and maintenance services.

C. Energy Department Activities Update

Action:

1. Received and filed.

6. REPORTS / DISCUSSION

A. Appointment of WRCOG Representatives to Various Committees

Chris Gray, WRCOG Deputy Executive Director, reported that every two years, WRCOG appoints member representatives to outside agency committees. Notices seeking interest were sent to all elected officials of WRCOG member agencies accordingly.

Committee members discussed the presented lists of interested individuals for each appointment.

Actions:

1. Recommended that the Executive Committee made the following appointments:

- CALCOG:
  - Primary - Brian Tisdale (Lake Elsinore)
  - Alternate - Chris Barajas (Jurupa Valley)

- Riverside County Solid Waste Advisory Council / Local Task Force:
  - Primary 1 - Lina Krupa (Hemet)
  - Primary 2 - Chris Barajas (Jurupa Valley)
  - Alternate 1 - Greg Newton (Norco)
  - Alternate 2 - Joseph Morabito (Wildomar)

- SAWPA OWOW:
  - Ted Hoffman (Norco)

- SANDAG Borders Committee:
  - Primary - Crystal Ruiz (San Jacinto)
  - Alternate - Colleen Wallace (Banning)

- SCAG Policy Committees:
  - Linda Krupa (Hemet) - Transportation Committee

- Crystal Ruiz (San Jacinto) - Transportation Committee
- Wes Speake (Corona) - Transportation Committee
- Colleen Wallace (Banning) - Transportation Committee
- Christi White (Murrieta) - Energy & Environment Committee
- Joseph Morabito (Wildomar) - CEHD Committee

(WMWD / Jurupa Valley) 9 yes; 0 no; 0 abstention. Item 6.A was approved.

B. Discussion of the Process for Recognizing Outgoing Members of the WRCOG Executive Committee

Dr. Kurt Wilson, WRCOG Executive Director, reported that the purpose of this item is to determine the criterion for recognition of outgoing Executive Committee members.

Committee members discussed recognition options for various years of service.

Action:

1. Recommended that outgoing members should be recognized with a certificate if they are at or under three years of service to WRCOG, with a proclamation or gift if they are at or over a five-year threshold of service to WRCOG, and also be recognized for milestone service years (5-year increments) on an on-going basis while they continue to serve as Executive Committee members, and lastly, for any Executive Committee member who has served 10 years or more, they are to be recognized at General Assembly.

7. REPORT FROM THE COMMITTEE CHAIR

Chair Ruiz reported that the San Jacinto State of the City is scheduled for tomorrow, October 13, 2022.

8. REPORT FROM THE EXECUTIVE DIRECTOR

Dr. Kurt Wilson, WRCOG Executive Director, reported that the Southern California AltCar event is scheduled for Thursday, October 27, 2022.

9. ITEMS FOR FUTURE AGENDAS

There were no requests for items for future agendas.

10. GENERAL ANNOUNCEMENTS

Committee member Kevin Bash announced that on October 29, 2022, the Norco Kiwanis Club is holding a fund raiser for scholarships.

11. NEXT MEETING

The next Administration & Finance Committee meeting is scheduled for Wednesday, November 9, 2022, at 12:00 p.m., on the Zoom platform with the option for Committee members to attend in person.

12. CLOSED SESSION

PUBLIC EMPLOYEE PERFORMANCE EVALUATION
Title: Executive Director

There were no reportable actions.

13. ADJOURNMENT

The meeting of the Administration & Finance Committee adjourned at 1:17 p.m.

Western Riverside Council of Governments Administration & Finance Committee

Staff Report

Subject: **I-REN Program Status and Quarterly Update**

Contact: **Benjamin Druyon, Program Manager, bdruyon@wrcog.us, (951) 405-6727**

Date: **November 9, 2022**

Requested Action(s):

1. Receive and file.

Purpose:
The purpose of this item is to provide a status update on Inland Regional Energy Network (I-REN) development and activities.

WRCOG 2022-2027 Strategic Plan Goal:
Goal #5 - Develop projects and programs that improve infrastructure and sustainable development in our subregion.

Background:
In November 2021, the California Public Utilities Commission (CPUC) formally approved the I-REN application / business plan with a budget of $65M for program years 2022 – 2027, for three sectors: Public sector, Codes and Standards sector, and Workforce Education and Training sector. On April 4, 2022, the Executive Committee approved a Governance & Operations Charter / Structure for incorporation into the Memorandum of Agreement (MOA). On September 12, 2022, the Executive Committee approved the MOA between WRCOG, CVAG, and SANBAG and approved the Program Agreement between I-REN Member COGs, SoCal Gas, and SCE. Also, the Executive Committee approved the selection of Mayor Chris Barajas - City of Jurupa Valley, Mayor Crystal Ruiz - City of San Jacinto, and Councilmember Jacque Casillas - City of Corona, to represent WRCOG on the I-REN Executive Committee.

Program Agreement and Memorandum of Agreement

The Program Agreement establishes SoCal Gas as the fiscal agent (as approved by the CPUC) and defines how I-REN funds are to be transferred from one agency to another. The MOA identifies WRCOG as the Administrative Lead COG and grants WRCOG the authority to administer all invoicing, contracts, and agreements once those documents have been approved by the I-REN Executive Committee.

On June 27, 2022, the Coachella Valley Association of Governments (CVAG) Executive Committee approved the Program Agreement and MOA. On September 12, 2022, the WRCOG Executive

Committee approved the Program Agreement and MOA. On October 5, 2022, the San Bernardino Associated Governments (SANBAG) Executive Committee / Board of Directors approved the Program Agreement and MOA. Once executed by SANBAG, WRCOG will send to SoCal Gas / SCE for final execution, which will authorize the ability to transfer funds from SoCal Gas to WRCOG.

Requests for Proposals (RFPs)

On August 9, 2022, WRCOG released four RFPs for the following services: Public Sector, Codes and Standards, Building Upgrade Concierge (BUC) software development, and REN-wide Marketing.

The Public Sector regional programs will target, but not be limited to, upgrades to existing public buildings and facilities with high energy use and older equipment with a focus on community-serving buildings such as community centers, libraries, senior centers, schools, and fire and police buildings.

The Public Sector RFP contains three scopes of work to bid on: 1) Technical Assistance and Strategic Energy Planning Program Implementation (TA Program), 2) Public Buildings Normalized Metered Energy Consumption (NMEC) Incentive Program Implementation, and 3) Public Sector Financing Services.

- Scope 1: I-REN's TA Program will provide concierge-style support using technical guidance and tools developed to inform and enable prioritization of energy improvements and to help fill gaps in staff capacity and resources at local government jurisdictions.

- Scope 2: I-REN's NMEC Program will provide incentives to I-REN member jurisdictions for upgrades and retrofits to Heating Ventilation and Air Conditioning (HVAC), higher efficiency appliances and controls, and interior and exterior lighting equipment. The incentives will lower the cost of these upgrades, thereby lowering monthly energy usage and monthly electric bills, freeing up funds for other projects and achieving local and statewide energy efficiency and greenhouse gas reduction goals. These improvements will also enable improved comfort and safety at facilities that benefit vulnerable populations such as children, elders, and low income, disadvantaged, and under resourced communities.

- Scope 3: I-REN's Financing Services scope seeks professional assistance to locate a wide variety of financing mechanisms specifically for energy efficiency (complementary to scopes #1 and #2) which will bridge the gap between the challenges jurisdictions face, such as insufficient staff time and resources and determining which financial options are applicable to them.

Consultants were encouraged to bid on one or more of the scopes in this RFP. I-REN received four proposals for this RFP.

In the Codes and Standards field, energy code enforcement has historically been difficult for local jurisdictions, particularly smaller communities with fewer resources. Conflicting priorities and a focus on life and safety codes relegates energy code to a secondary (or tertiary) position. I-REN's service territory includes many jurisdictions that face significant challenges in enforcing energy codes and standards with their current resources and capacity. These jurisdictions are small in population size, geographically dispersed, challenged by extreme climate conditions, and disadvantaged by pollution and other factors. The same challenges also apply to development of local reach codes.

The Codes and Standards RFP contains two scopes: 1) Training and Education Program and 2)

Technical Support Program.

- Scope 1: I-REN's Training and Education Program will establish and implement training and education for building department staff and the building industry to support, understand, and effectively implement energy efficiency codes and standards, including where gaps exist in the Statewide IOU Compliance Improvement Program and enforcement activities. The Program will also include outreach to engage, educate, and involve regional construction firms, architects, industry experts, and building departments, and support compliance and enforcement within regional energy efficiency programs and customers.

- Scope 2: I-REN's Technical Support Program will develop technical assistance tools and resources to assist building departments and the building industry with understanding, evaluating, and permitting the energy codes to support improved enforcement and compliance. I-REN will also develop regionally appropriate model ordinances, vet and refine them with participating local governments, provide ongoing technical assistance for adoption and implementation, and deliver model ordinance updates to reflect the triennial code cycle.

Consultants were encouraged to bid on one or more of the scopes in this RFP. I-REN received two proposals for this RFP.

The BUC RFP supports the Public Sector RFP and is for software services to support I-REN staff and implementer(s) in providing technical guidance and tools, inform and enable priority energy improvements, provide a database of information and documents, track performance metrics, and more.

I-REN received two proposals for this RFP.

The REN-wide Marketing RFP seeks a consultant to provide leadership for marketing and communications services for the I-REN organization and its energy efficiency portfolio as a whole. The consultant will also provide support for program-specific marketing and outreach efforts, working in close coordination with I-REN program staff, program implementers, and other consultants to ensure consistency of branding and messaging across all programs and activities. The consultant will employ innovative and adaptive marketing and communication strategies to overcome barriers in the region and increase awareness of energy efficiency opportunities. Tracking the results of various approaches and having a feedback loop with I-REN staff and program teams for continuous improvement will help I-REN ensure equitable access to energy efficiency program benefits.

I-REN received five proposals for this RFP.

I-REN Executive Committee

The I-REN Executive Committee is a new Brown Act committee which will meet on a quarterly basis and consist of elected representatives from each COG. The I-REN Executive Committee will have the final responsibility to make all executive decisions regarding overall I-REN prioritization, managing portfolio level budgets, program design, authorizing relevant CPUC regulatory filings, and authorization of any procurements.

Formation of the I-REN Executive Committee continues. WRCOG has appointed Mayor Crystal Ruiz – City of San Jacinto, Mayor Chris Barajas – City of Jurupa Valley, and Councilmember Jacque Casillas –

City of Corona, as representatives for the I-REN Executive Committee. CVAG has appointed Mayor Pro Tem Oscar Ortiz - City of Indio, as the representative for their jurisdiction, with Mayor Linda Evans – City of La Quinta, as the alternate. With the approval of the Program Agreement and MOA by SANBAG, SANBAG now seeks representation from their member agencies for the I-REN Executive Committee.

Staff anticipates the I-REN Executive Committee will have its first meeting in December, which will be an introductory meeting to greet the new members, discuss the history of Regional Energy Networks (RENs), how I-REN came to be, what I-REN's vision and goals are (via Business Plan summary), where I-REN is in development, election of a Chair and Vice-Chair, and approving I-REN's meeting schedule. Staff anticipates a second I-REN Executive Committee meeting to be scheduled in January where the Committee will be asked to approve the contracts with the firms selected from the RFP process and discuss formation of Working Groups to support I-REN's sectors, and to discuss I-REN's vision and strategic goal setting plan.

Working Groups Formation

I-REN's Business Plan explains that the "I-REN [Executive] Committee will be advised by three programmatic working groups composed of I-REN staff, COG representatives, technical advisors, and partners. The working groups will focus on program design, implementation, marketing and outreach, and other day-to-day implementation activities. They will provide information, program proposals, and program tracking and monitoring reports to the I-REN [Executive] Committee on a regular basis to ensure smooth operations and to address any issues or concerns that may arise." Since the Business Plan was approved, I-REN staff have created a list of potential candidates for filling these three working groups (Public, Codes and Standards, and Workforce Education and Training) as well as discussing the addition of a fourth working group, focused on aiding tribal communities within I-REN's jurisdiction. Staff will be developing an application process for potential candidates to ensure robust and diverse groups are formed. As the formation of these working groups continues, we ask committee members to share contact information of interested or recommended parties to staff to add to its growing list, so that we may begin reaching out to candidates.

CPUC Activities

Now that I-REN is a fully approved Program Administrator (PA), there are certain requirements that the CPUC expects of us. One responsibility is that I-REN assign a representative to participate in quarterly California Energy Efficiency Coordinating Committee (CAEECC) meetings, as authorized by the CPUC in Decision 15-10-028. During 2016, the CAEECC forum (which is not a decision-making body) served as the stakeholder input venue for the development of the PA's energy efficiency Business Plans. Currently, the CAEECC is being reevaluated for its purpose and is shifting its focus toward Justice, Equity, Diversity, and Inclusion (JEDI) objectives.

Another expectation of the CPUC is that PAs provide comments and feedback on various rulings posted throughout the year, which provide the Commissioners with necessary information and various points of view, enabling them to form comprehensive decisions on those rulings. One rather prominent ruling that we are closely observing is A.22-02-005 (Application 22-02-005), referred to as the "Scoping Memo," which was initiated in February 2022 due to multiple submissions of applications (business plans) asking for approval for program years 2024 - 2027. The Scoping Memo asked for responses to various questions about topics such as Budget, Goals and Accountability, Segments and Programs, Statewide

Programs, and Portfolio Policy Issues. One topic in particular asks RENs to identify one or more common metric(s) that could be used to determine if their programs are providing effective benefits. I-REN is collaborating with other RENs to provide unified responses that will be beneficial to all RENs. Responses to the Scoping Memo are due on November 21, 2022.

Other I-REN Developments

As I-REN continues the process of securing contracts with implementers for its programs, other activities of note are as follows:

- I-REN has developed its logo.
- I-REN has secured the website domain IREN.gov for its future website.
- I-REN, through RFP process, has executed a Professional Services Agreement with a website developer, CivicPlus, and website development is underway.
- I-REN staff has had multiple meetings with educators, educational institutions, and workforce development agencies, paving the way for exciting Workforce Education and Training programs.
- I-REN staff has had meetings with many of its member cities to introduce I-REN and the benefits I-REN can provide to them.
- I-REN hosted two Codes and Standards related workshops in May 2022 and July 2022.

Prior Action(s):

September 12, 2022: The Executive Committee approved the MOA between WRCOG, CVAG, and SANBAG and approved the Program Agreement between I-REN Member COGs, SoCal Gas, and SCE. The Executive Committee also appointed Mayor Chris Barajas - City of Jurupa Valley, Mayor Crystal Ruiz - City of San Jacinto, and Councilmember Jacque Casillas - City of Corona, to represent WRCOG on the I-REN Executive Committee.

April 4, 2022: The Executive Committee approved a Governance & Operations Charter / Structure for incorporation into the Memorandum of Agreement (MOA).

Fiscal Impact:

All costs associated with this item are included in the approved I-REN budget.

Attachment(s):

None.

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: **November 9, 2022**

Requested Action(s):

1. Receive and file.

Purpose:

The purpose of this item is to provide an update on the Agency financials through August 2022.

WRCOG 2022-2027 Strategic Plan Goal:

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

Background:

On January 12, 2022, 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 and 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 through WRCOG's Committee structure will be important to ensure the goals are being met.

Financial Report Summary Through August 2022

The Agency's Financial Report summary through August 2022, a detailed overview of WRCOG's financial statements in the form of combined Agency revenues and costs, plus a detailed breakout, is provided as Attachment 1.

Fiscal Year (FY) 2021/2022 Year End and Agency Audit

FY 2021/2022 has now ended and the Agency's books have now been closed. WRCOG will be utilizing the services of the audit firm Van Lant and Fankhanel (VLF) to conduct its financial audit. During FY 2021/2022, an RFP was released for financial auditing services as a Government Finance Officers Association (GFOA) best practice, as WRCOG has utilized auditing firm Rogers, Anderson, Malody and Scott for the past five years. WRCOG ended up selecting a new audit firm (VLF) to conduct its audits based on the results of the RFP.

In July 2022, VLF conducted the first phase of the audit, known as the interim audit, which involves preliminary audit work that is conducted prior to the books being fully closed. The interim audit tasks are conducted in order to gain an understanding of the Agency's processes during the year and to compress the period needed to complete the final audit after the books have been closed. The interim audit has now been completed and the full audit has started in October 2022 with expected completion by the end of November.

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 - Aug 2022 Agency Financials

Western Riverside Council of Governments
Budget-to-Actuals - Total Agency
As of August 31, 2022

Description	Actual	FY 23 Budget	Variance
Revenues			
Member Dues	$294,410	$294,410	$0
Fellowship	$0	$100,000	$100,000
Interest Revenue - Other	$0	$5,000	$5,000
Operating Transfer Out	$191,990	$2,476,847	$2,284,857
REAP Revenue	$0	$1,050,000	$1,050,000
LTF Revenue	$1,002,500	$930,000	($72,500)
Other Misc Revenue-RIVTAM	$5,000	$25,000	$20,000
Commerical/Service	$112,311	$1,560,000	$1,447,689
Retail	$118,013	$4,160,000	$4,041,987
Industrial	$959,113	$8,320,000	$7,360,887
Residential/Multi/Single	$94,137	$1,456,000	$1,361,863
Operations and Maintenance	$0	$0	$0
Residential/Multi/Single	$2,259,283	$34,944,000	$32,684,717
Multi-Family	$1,212,694	$4,680,000	$3,467,306
Beaumont TUMF Settlement Revenue	$0	$900,000	$900,000
Citizens Trust Investment Interest	$0	$275,000	$275,000
PACE Revenue	$6,375	$0	($6,375)
Hero Admin Fees	$37,600	$2,725,000	$2,687,400
WRCOG HERO CAFTA Revenue	$0	$150,000	$150,000
PACE Commercial Sponsor Revenue	$0	$50,000	$50,000
Regional Streetlights Revenue	$36,856	$135,542	$98,686
IREN - Public Sector	$0	$10,038,349	$10,038,349
Solid Waste - SB1383	$117,593	$117,593	$0
Solid Waste	$124,206	$173,157	$48,951
Used Oil Grants	$198,398	$198,398	$0
Air Quality - Other Reimburse	$126,000	$270,167	$144,167
LTF Revenue	$70,000	$70,000	$0
REAP Revenue	$0	$132,064	$132,064
Total Revenues	**$6,966,480**	**$75,236,527**	**$68,270,047**

Western Riverside Council of Governments
Budget-to-Actuals - Total Agency
As of August 31, 2022

Description	Actual	FY 23 Budget	Variance
Expenses			
Salaries & Wages - Fulltime	$338,142	$3,064,926	$2,749,096
Fringe Benefits	$566,260	$1,399,419	$963,349
Overhead Allocation	$288,411	$2,174,586	$1,962,841
General Legal Services	$426,887	$1,551,600	$1,244,532
Audit Svcs - Professional Fees	$0	$30,000	$30,000
Bank Fees	$0	$67,008	$67,008
Commissioners Per Diem	$10,200	$72,000	$61,800
Parking Cost	$4,827	$28,000	$23,173
Office Lease	$58,468	$340,000	$281,532
WRCOG Auto Fuels Expenses	$0	$1,000	$1,000
WRCOG Auto Maintenance Expense	$0	$500	$500
Parking Validations	$711	$14,100	$13,390
Staff Recognition	$1,660	$3,100	$1,440
Coffee and Supplies	$0	$2,500	$2,500
Event Support	$41,359	$165,000	$123,641
Program/Office Supplies	$3,629	$22,800	$19,171
Computer Equipment/Supplies	$0	$7,000	$7,000
Computer Software	$8,750	$104,500	$95,750
Rent/Lease Equipment	$1,214	$15,000	$13,786
Membership Dues	$12,561	$59,250	$46,689
Subscription/Publications	$5,780	$8,950	$3,170
Meeting Support Services	$70	$3,350	$3,296
Postage	$119	$8,250	$8,131
Other Household Exp	$642	$2,600	$1,958
Storage	$1,058	$5,500	$4,442
Printing Services	$824	$4,650	$3,826
Computer Hardware	$60	$9,000	$8,940
Misc. Office Equipment	$58	$1,000	$942
Communications - Regular Phone	$3,689	$17,500	$13,811
Communications - Cellular Phones	$976	$16,900	$15,924
Communications - Computer Services	$3,419	$40,000	$36,581
Communications - Web Site	$0	$8,000	$8,000
Equipment Maintenance - Comp/Software	$290	$7,500	$7,210
Maintenance - Building and Improvement	$4,287	$12,000	$7,713
Insurance - Errors & Omissions	$0	$50,000	$50,000
Insurance - Gen/Busi Liab/Auto	$0	$54,266	$54,266
WRCOG Auto Insurance	$0	$6,000	$6,000
Data Processing Support	$1,776	$8,000	$6,224
Recording Fee-PACE	$989	$14,000	$13,031
Seminars/Conferences	$0	$24,850	$24,850
Travel - Mileage Reimbursement	$2	$20,030	$20,028
Travel - Ground Transportation	$44	$10,300	$10,256
Travel - Airfare	$0	$36,750	$36,750
Lodging	$889	$80,600	$79,711
Meals	$301	$10,730	$10,429

Western Riverside Council of Governments
Budget-to-Actuals - Total Agency
As of August 31, 2022

Description	Actual	FY 23 Budget	Variance
Other Incidentals	$0	$1,500	$1,500
Training	$120	$33,250	$33,130
OPEB Repayment	$0	$110,526	$110,526
Supplies/Materials	$0	$8,900	$8,900
Advertising Media - Newspaper Ad	$29,000	$29,048	$48
Staff Education Reimbursement	$0	$7,500	$7,500
Compliance Settlements	$40,280	$200,000	$159,720
Direct Costs	$0	$1,660,177	$1,660,177
Consulting Labor	$252,877	$8,018,122	$7,779,913
TUMF Project Reimbursement	$0	$25,000,000	$25,000,000
COG REN Reimbursement	$0	$1,474,000	$1,492,957
Total Expenses	**$2,110,629**	**$46,126,038**	**$44,398,056**

Western Riverside Council of Governments
Budget-to-Actuals - Administration
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					Administration			
					Revenues			
110	12	40001	0	0	Member Dues	$294,410	$294,410	$0
110	12	49001	0	0	Interest Revenue - Other	$0	$5,000	$5,000
110	12	97001	0	0	Operating Transfer Out	$191,990	$2,476,847	$2,284,857
					Total Revenues	**$486,400**	**$2,776,257**	**$2,289,857**
					Expenses			
110	12	60001	0	0	Salaries & Wages - Fulltime	$111,636	$944,788	$833,152
110	12	61000	0	0	Fringe Benefits	$363,715	$449,211	$85,496
110	12	65101	0	0	General Legal Services	$11,911	$115,000	$103,090
110	12	65401	0	0	Audit Svcs - Professional Fees	$0	$30,000	$30,000
110	12	65505	0	0	Bank Fees	$0	$2,000	$2,000
110	12	65507	0	0	Commissioners Per Diem	$10,200	$70,000	$59,800
110	12	71615	0	0	Parking Cost	$4,827	$28,000	$23,173
110	12	73001	0	0	Office Lease	$58,468	$340,000	$281,532
110	12	73003	0	0	WRCOG Auto Fuels Expenses	$0	$1,000	$1,000
110	12	73004	0	0	WRCOG Auto Maintenance Expense	$0	$500	$500
110	12	73102	0	0	Parking Validations	$711	$10,000	$9,290
110	12	73104	0	0	Staff Recognition	$1,160	$3,100	$1,940
110	12	73106	0	0	Coffee and Supplies	$0	$2,500	$2,500
110	12	73107	0	0	Event Support	$5,250	$45,000	$39,750
110	12	73108	0	0	Program/Office Supplies	$3,629	$20,000	$16,371
110	12	73109	0	0	Computer Equipment/Supplies	$0	$5,500	$5,500
110	12	73110	0	0	Computer Software	($200)	$35,000	$35,200
110	12	73111	0	0	Rent/Lease Equipment	$1,214	$15,000	$13,786
110	12	73113	0	0	Membership Dues	$11,061	$30,000	$18,939
110	12	73114	0	0	Subscription/Publications	$5,764	$6,000	$236
110	12	73115	0	0	Meeting Support Services	$54	$500	$446
110	12	73116	0	0	Postage	$0	$5,000	$5,000
110	12	73117	0	0	Other Household Exp	$642	$1,500	$858
110	12	73119	0	0	Storage	$0	$1,500	$1,500
110	12	73120	0	0	Printing Services	$824	$1,000	$176
110	12	73122	0	0	Computer Hardware	$60	$8,000	$7,940
110	12	73201	0	0	Communications - Regular Phone	$3,689	$17,500	$13,811
110	12	73204	0	0	Communications - Cellular Phones	$387	$7,500	$7,113

Western Riverside Council of Governments
Budget-to-Actuals - Administration
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
110	12	73206	0	0	Communications - Computer Services	$3,419	$40,000	$36,581
110	12	73209	0	0	Communications - Web Site	$0	$8,000	$8,000
110	12	73302	0	0	Equipment Maintenance - Comp/Software	$290	$5,000	$4,710
110	12	73303	0	0	Maintenance - Building and Improvement	$4,287	$12,000	$7,713
110	12	73401	0	0	Insurance - Errors & Omissions	$0	$50,000	$50,000
110	12	73405	0	0	Insurance - Gen/Busi Liab/Auto	$0	$50,266	$50,266
110	12	73407	0	0	WRCOG Auto Insurance	$0	$6,000	$6,000
110	12	73601	0	0	Seminars/Conferences	$0	$3,500	$3,500
110	12	73611	0	0	Travel - Mileage Reimbursement	$2	$3,500	$3,498
110	12	73612	0	0	Travel - Ground Transportation	$44	$1,500	$1,456
110	12	73613	0	0	Travel - Airfare	$0	$3,000	$3,000
110	12	73620	0	0	Lodging	$0	$1,500	$1,500
110	12	73630	0	0	Meals	$215	$3,500	$3,285
110	12	73650	0	0	Training	$0	$30,000	$30,000
110	12	73660	0	0	OPEB Repayment	$0	$110,526	$110,526
110	12	73801	0	0	Staff Education Reimbursement	$0	$7,500	$7,500
110	12	85100	0	0	Direct Costs	$0	$160,177	$160,177
110	12	85101	0	0	Consulting Labor	$31,345	$250,000	$218,655
					Total Expenses	**$634,604**	**$2,941,068**	**$2,306,465**

Western Riverside Council of Governments
Budget-to-Actuals - Administration
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					Fellowship			
					Revenues			
110	12	40009	4700	0	Fellowship	$0	$100,000	$100,000
					Total Revenues	**$0**	**$100,000**	**$100,000**
					Expenses			
110	12	60001	4700	0	Salaries & Wages - Fulltime	$15,431	$174,412	$158,981
110	12	61000	4700	0	Fringe Benefits	$1,408	$15,660	$14,252
110	12	65101	4700	0	General Legal Services	$0	$100	$100
110	12	73102	4700	0	Parking Validations	$0	$1,000	$1,000
110	12	73107	4700	0	Event Support	$0	$1,000	$1,000
110	12	73108	4700	0	Program/Office Supplies	$0	$500	$500
110	12	73115	4700	0	Meeting Support Services	$0	$250	$250
110	12	73116	4700	0	Postage	$0	$100	$100
110	12	73601	4700	0	Seminars/Conferences	$0	$150	$150
110	12	73611	4700	0	Travel - Mileage Reimbursement	$0	$1,000	$1,000
110	12	73612	4700	0	Travel - Ground Transportation	$0	$150	$150
110	12	73630	4700	0	Meals	$0	$350	$350
110	12	73650	4700	0	Training	$0	$250	$250
110	12	85101	4700	0	Consulting Labor	$0	$500	$500
					Total Expenses	**$16,839**	**$195,422**	**$178,583**

Western Riverside Council of Governments
Budget-to-Actuals - Energy and Environmental Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					Clean Cities			
					Revenues			
120	80	41402	1010	0	Air Quality	$126,000	$270,167	$144,167
120	80	41701	1010	0	LTF Revenue	$70,000	$70,000	$0
					Total Revenues	**$196,000**	**$340,167**	**$144,167**
					Expenses			
120	80	60001	1010	0	Salaries & Wages - Fulltime	$7,546	$170,523	$170,523
120	80	61000	1010	0	Fringe Benefits	$2,396	$86,260	$86,260
120	80	63000	1010	0	Overhead Allocation	$6,000	$36,000	$36,000
120	80	73107	1010	0	Event Support	$0	$10,000	$10,000
120	80	73115	1010	0	Meeting Support Services	$0	$500	$500
120	80	73116	1010	0	Postage	$0	$400	$400
120	80	73611	1010	0	Travel - Mileage Reimbursement	$0	$500	$500
120	80	73612	1010	0	Travel - Ground Transportation	$0	$250	$250
120	80	73613	1010	100	Travel - Airfare	$0	$3,500	$3,500
120	80	73620	1010	100	Lodging	$0	$3,500	$3,500
120	80	73630	1010	0	Meals	$0	$500	$500
120	80	73640	1010	0	Other Incidentals	$0	$500	$500
120	80	73703	1010	0	Supplies/Materials	$0	$1,500	$1,500
120	80	85101	1010	0	Consulting Labor	$14,668	$25,850	$25,850
					Total Expenses	**$22,326**	**$339,783**	**$317,457**

Western Riverside Council of Governments
Budget-to-Actuals - Energy and Environmental Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					Love Your Neighborhood			
					Revenues			
110	80	41201	1035	0	Love Your Neighborhood Revenue	$0	$50,000	$50,000
					Total Revenues	**$0**	**$50,000**	**$50,000**
					Expenses			
110	80	73107	1035	0	Event Support	$0	$10,000	$10,000
110	80	85101	1035	0	Consulting Labor	$0	$40,000	$40,000
					Total Expenses	**$0**	**$50,000**	**$50,000**

Western Riverside Council of Governments
Budget-to-Actuals - Energy and Environmental Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					Solid Waste			
					Revenues			
110	80	40301	1038	0	SB 1383	$117,593	$117,593	$0
110	80	41201	1038	0	Solid Waste	$124,206	$123,157	($1,049)
					Total Revenues	**$241,800**	**$240,750**	**($1,049)**
					Expenses			
110	80	60001	1038	0	Salaries	$8,269	$61,429	$53,159
110	80	61000	1038	0	Fringe Benefits	$2,503	$31,224	$28,721
110	80	63000	1038	0	Overhead Allocation	$2,000	$12,000	$10,000
110	80	65101	1038	0	Legal	$270	$1,000	$730
110	80	73102	1038	0	Parking Validations	$0	$500	$500
110	80	73107	1038	0	Event Support	$0	$2,000	$2,000
110	80	73114	1038	0	Subscriptions/Publications	$0	$250	$250
110	80	73204	1038	0	Cell Phone Expense	$87	$500	$413
110	80	73601	1038	0	Seminars/Conferences	$0	$500	$500
110	80	73611	1038	0	Mileage Reimbursement	$0	$250	$250
110	80	73612	1038	0	Ground Transportation	$0	$150	$150
110	80	73613	1038	0	Airfare	$0	$250	$250
110	80	73630	1038	0	Meals	$0	$500	$500
110	80	73650	1038	0	Training	$0	$500	$500
110	80	85101	1038	0	Consulting Labor	$47,165	$129,556	$82,391
					Total Expenses	**$60,295**	**$240,609**	**$180,314**

Western Riverside Council of Governments
Budget-to-Actuals - Energy and Environmental Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					Used Oil			
					Revenues			
140	80	41401	2057	0	Used Oil Grants	$198,398	$198,398	$0
					Total Revenues	**$198,398**	**$198,398**	**$0**
					Expenses			
140	80	60001	2057	0	Salaries & Wages - Fulltime	$10,289	$76,400	$66,111
140	80	61000	2057	0	Fringe Benefits	$3,115	$38,486	$35,371
140	80	63000	2057	0	Overhead Allocation	$3,307	$19,839	$16,533
140	80	65101	2057	0	General Legal Services	$0	$1,000	$1,000
140	80	73102	2057	0	Parking Validations	$0	$250	$250
140	80	73107	2057	0	Event Support	$11,109	$20,000	$8,891
140	80	73108	2057	0	Program/Office Supplies	$0	$500	$500
140	80	73113	2057	0	Membership Dues	$0	$500	$500
140	80	73115	2057	0	Meeting Support Services	$0	$1,000	$1,000
140	80	73119	2057	0	Storage	$1,058	$4,000	$2,942
140	80	73120	2057	0	Printing Services	$0	$1,000	$1,000
140	80	73204	2057	0	Communications - Cellular Phones	$38	$200	$162
140	80	73405	2057	0	Insurance - Gen/Busi Liab/Auto	$0	$1,000	$1,000
140	80	73601	2057	0	Seminars/Conferences	$0	$2,000	$2,000
140	80	73611	2057	0	Travel - Mileage Reimbursement	$0	$1,000	$1,000
140	80	73612	2057	0	Travel - Ground Transportation	$0	$500	$500
140	80	73630	2057	0	Meals	$0	$500	$500
140	80	73703	2057	0	Supplies/Materials	$0	$1,000	$1,000
140	80	73704	2057	0	Advertising Media - Newspaper Ad	$29,000	$29,048	$48
					Total Expenses	**$57,915**	**$198,223**	**$140,308**

Western Riverside Council of Governments
Budget-to-Actuals - Energy and Environmental Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					Inland Regional Energy Network			
					Revenues	**Actual**	**FY 23 Budget**	**Variance**
180	67	41480	2080	71XX	IREN - Public Sector	$0	$6,239,958	$6,239,958
180	67	41480	2080	72XX	IREN - Workforce Education and Training	$0	$2,323,361	$2,323,361
180	67	41480	2080	73XX	IREN - Codes and Standards	$0	$1,475,030	$1,475,030
					Total Revenues	**$0**	**$10,038,349**	**$10,038,349**
					Expenses	**Actual**	**FY 23 Budget**	**Variance**
180	67	60001	2080	7101	Salaries & Wages - Fulltime	$19,270	$221,281	$202,011
180	67	60001	2080	7201	Salaries & Wages - Fulltime	$6,191	$71,088	$64,898
180	67	60001	2080	7301	Salaries & Wages - Fulltime	$5,786	$66,439	$60,654
180	67	61000	2080	7101	Fringe Benefits	$6,583	$100,535	$93,952
180	67	61000	2080	7201	Fringe Benefits	$2,115	$31,124	$29,009
180	67	61000	2080	7301	Fringe Benefits	$1,977	$28,691	$26,715
180	67	63000	2080	7101	Overhead Allocation	$20,311	$350,457	$330,146
180	67	63000	2080	7201	Overhead Allocation	$6,525	$111,309	$104,784
180	67	63000	2080	7301	Overhead Allocation	$6,098	$103,597	$97,499
180	67	65101	2080	7101	General Legal Services	$1,600	$13,400	$11,800
180	67	65101	2080	7111	General Legal Services	$1,600	$1,600	$0
180	67	65101	2080	7201	General Legal Services	$1,600	$13,400	$11,800
180	67	65101	2080	7211	General Legal Services	$1,600	$1,600	$0
180	67	65101	2080	7301	General Legal Services	$1,600	$13,400	$11,800
180	67	65101	2080	7311	General Legal Services	$1,600	$1,600	$0
180	67	65505	2080	7101	Bank Fees	$0	$1,500	$1,500
180	67	73102	2080	7101	Parking Validations	$0	$1,000	$1,000
180	67	73107	2080	7103	Event Support	$4,167	$20,833	$16,667
180	67	73107	2080	7113	Event Support	$4,167	$4,167	$0
180	67	73107	2080	7203	Event Support	$4,167	$20,833	$16,667
180	67	73107	2080	7213	Event Support	$4,167	$4,167	$0
180	67	73107	2080	7303	Event Support	$4,167	$20,833	$16,667
180	67	73107	2080	7313	Event Support	$4,167	$4,167	$0
180	67	73113	2080	7101	Membership Dues	$0	$25,000	$25,000
180	67	73117	2080	7101	Other Household Exp	$0	$1,000	$1,000

Western Riverside Council of Governments
Budget-to-Actuals - Energy and Environmental Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
180	67	73120	2080	7101	Printing Services	$0	$2,500	$2,500
180	67	73122	2080	7101	Computer Hardware	$0	$1,000	$1,000
180	67	73125	2080	7101	Misc. Office Equipment	$58	$1,000	$942
180	67	73204	2080	7101	Communications - Cellular Phones	$0	$3,600	$3,600
180	67	73601	2080	7101	Seminars/Conferences	$0	$10,000	$10,000
180	67	73611	2080	7101	Travel - Mileage Reimbursement	$0	$10,530	$10,530
180	67	73612	2080	7101	Travel - Ground Transportation	$0	$5,000	$5,000
180	67	73613	2080	7101	Travel - Airfare	$0	$25,000	$25,000
180	67	73620	2080	7101	Lodging	$0	$70,000	$70,000
180	67	73630	2080	7101	Meals	$0	$2,880	$2,880
180	67	73703	2080	7101	Supplies/Materials	$0	$1,000	$1,000
180	67	85100	2080	7101	Direct Costs	$0	$1,500,000	$1,500,000
180	67	85101	2080	7101	Consulting Labor	$2,056	$2,937,874	$2,935,819
180	67	85101	2080	7103	Consulting Labor	$245	$245	$0
180	67	85101	2080	7111	Consulting Labor	$2,056	$2,056	$0
180	67	85101	2080	7113	Consulting Labor	$245	$245	$0
180	67	85101	2080	7201	Consulting Labor	$2,056	$1,726,119	$1,724,064
180	67	85101	2080	7203	Consulting Labor	$245	$245	$0
180	67	85101	2080	7211	Consulting Labor	$2,056	$2,056	$0
180	67	85101	2080	7213	Consulting Labor	$245	$245	$0
180	67	85101	2080	7301	Consulting Labor	$2,056	$1,017,167	$1,015,112
180	67	85101	2080	7303	Consulting Labor	$245	$245	$0
180	67	85101	2080	7311	Consulting Labor	$2,056	$2,056	$0
180	67	85101	2080	7313	Consulting Labor	$245	$245	$0
180	67	85182	2080	7101	COG REN Reimbursement	$0	$916,256	$922,575
180	67	85182	2080	7201	COG REN Reimbursement	$0	$341,155	$347,474
180	67	85182	2080	7301	COG REN Reimbursement	$0	$216,589	$222,908
					Total Expenses	**$33,532**	**$10,028,330**	**$9,994,798**

Western Riverside Council of Governments
Budget-to-Actuals - Energy and Environmental Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
PACE Funding								
					Revenues			
110	67	40601	2104	0	PACE Revenue	$6,375	$0	($6,375)
					Total Revenues	**$6,375**	**$0**	**$6,375**
					Expenses			
110	67	73506	2104	0	Recording Fee-PACE	$34	$0	($34)
					Total Expenses	**$34**	**$0**	**($34)**

Western Riverside Council of Governments
Budget-to-Actuals - Energy and Environmental Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					Greenworks			
					Revenues			
110	67	40604	2105	0	Greenworks	$0	$150,000	$150,000
					Total Revenues	**$0**	**$150,000**	**$150,000**
					Expenses			
110	67	60001	2105	0	Salaries & Wages	$7,564	$58,176	$50,612
110	67	61000	2105	0	Fringe Benefits	$2,524	$30,934	$30,934
110	67	63000	2105	0	Overhead Allocation	$4,000	$24,000	$24,000
110	67	73506	2105	0	Recording Fee	$0	$2,000	$2,000
110	67	85101	2105	0	Consulting Labor	$0	$34,757	$34,757
					Total Expenses	**$14,088**	**$149,866**	**$142,303**

Western Riverside Council of Governments
Budget-to-Actuals - Energy and Environmental Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					Twain			
					Revenues			
110	67	40607	2115	0	PACE Commercial Sponsor Revenue	$0	$50,000	$50,000
					Total Revenues	**$0**	**$50,000**	**$50,000**
					Expenses			
110	67	65101	2115	0	General Legal Services	$0	$6,000	$6,000
110	67	73506	2115	0	Recording Fee	$0	$2,000	$2,000
110	67	85101	2115	0	Consulting Labor	$0	$10,000	$10,000
					Total Expenses	**$0**	**$18,000**	**$18,000**

Western Riverside Council of Governments
Budget-to-Actuals - Energy and Environmental Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					Clean Fund			
					Expenses			
110	67	65101	2120	0	General Legal Services	$0	$5,000	$5,000
					Total Expenses	**$0**	**$5,000**	**$5,000**

Western Riverside Council of Governments
Budget-to-Actuals - Energy and Environmental Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					California Resiliency Challenge			
					Revenues			
110	67	41606	2225	0	Grant Revenue	$0	$132,064	$132,064
					Total Revenues	**$0**	**$132,064**	**$132,064**
					Expenses			
110	67	60001	2225	0	Salaries & Wages - Fulltime	$1,542	$8,035	$6,493
110	67	61000	2225	0	Fringe Benefits	$513	$3,635	$3,122
110	67	65101	2225	0	General Legal Services	$101	$250	$149
110	67	85101	2225	0	Consulting Labor	$0	$119,127	$119,127
					Total Expenses	**$2,156**	**$131,047**	**$128,891**

Western Riverside Council of Governments
Budget-to-Actuals - Energy and Environmental Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					HERO			
					Revenues			
110	67	40603	5000	0	Hero Admin Fees	$37,600	$2,725,000	$2,687,400
					Total Revenues	**$37,600**	**$2,725,000**	**$2,687,400**
					Expenses			
110	67	60001	5000	0	Stwide AB811 Salaries & Wages	$49,869	$326,906	$277,037
110	67	61000	5000	0	Fringe Benefit	$16,048	$182,932	$182,932
110	67	63000	5000	0	Overhead Allocation	$66,667	$400,000	$400,000
110	67	65101	5000	0	GENERAL LEGAL SERVICES	$131,549	$900,000	$888,270
110	67	65505	5000	0	Bank Fee	$0	$48,000	$48,000
110	67	65507	5000	0	Commissioners Per Diem	$0	$2,000	$2,000
110	67	73102	5000	0	Parking Validations	$0	$200	$200
110	67	73107	5000	0	Statewide - Event Support	$0	$500	$500
110	67	73108	5000	0	General Supplies	$0	$300	$300
110	67	73109	5000	0	Computer Supplies	$0	$1,000	$1,000
110	67	73110	5000	0	Computer Software	$0	$2,000	$2,000
110	67	73113	5000	0	NWCC- Membership Dues	$0	$1,500	$1,500
110	67	73114	5000	0	Subscriptions/Publications	$0	$1,000	$1,000
110	67	73115	5000	0	Meeting Support Services	$16	$500	$500
110	67	73116	5000	0	Postage	$86	$2,000	$1,914
110	67	73204	5000	0	Cellular Phone	$134	$1,500	$1,366
110	67	73504	5000	0	Data Processing Support	$1,776	$8,000	$6,224
110	67	73506	5000	0	Recording Fee	$955	$10,000	$9,065

Western Riverside Council of Governments
Budget-to-Actuals - Energy and Environmental Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
110	67	73601	5000	0	Seminar/Conferences	$0	$2,500	$2,500
110	67	73611	5000	0	Travel - Mileage Reimbursement	$0	$500	$500
110	67	73612	5000	0	Travel - Ground Transportatoin	$0	$500	$500
110	67	73613	5000	0	Travel - Airfare	$0	$2,500	$2,500
110	67	73620	5000	0	Lodging	$889	$1,500	$611
110	67	73630	5000	0	Meals	$0	$500	$500
110	67	73640	5000	0	Statewide Other Incidentals	$0	$500	$500
110	67	73650	5000	0	Training	$120	$2,000	$1,880
110	67	73703	5000	0	Supplies/Materials	$0	$1,500	$1,500
110	67	81010	5000	0	Compliance Settlements	$40,280	$200,000	$159,720
110	67	85101	5000	0	CA HERO Direct Exp	$309	$160,000	$159,691
					Total Expenses	**$308,698**	**$2,260,338**	**$2,154,209**

Western Riverside Council of Governments
Budget-to-Actuals - Energy and Environmental Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					Streetlights			
					Revenues			
110	67	40615	2026	0	Regional Streetlights Revenue	$36,856	$135,542	$98,686
					Total Revenues	**$36,856**	**$135,542**	**$98,686**
					Expenses			
110	67	60001	2026	0	Salaries	$8,125	$63,779	$55,654
110	67	61000	2026	0	Fringe Benefits	$2,703	$31,032	$28,329
110	67	63000	2026	0	Overhead Allocation	$2,000	$12,000	$10,000
110	67	65101	2026	0	Legal	$135	$750	$615
110	67	65505	2026	0	Streetllights Bank Fees	$0	$508	$508
110	67	73102	2026	0	Parking Validations	$0	$150	$150
110	67	73104	2026	0	Staff Recognition	$500	$0	($500)
110	67	73107	2026	0	Event Support	$0	$1,000	$1,000
110	67	73108	2026	0	Program/Office Supplies	$0	$500	$500
110	67	73114	2026	0	Subscriptions/Publications	$0	$1,600	$1,600
110	67	73115	2026	0	Meeting&Support	$0	$600	$600
110	67	73116	2026	0	Postage	$33	$150	$117
110	67	73204	2026	0	Communications - Cellular Phones	$51	$500	$449
110	67	73601	2026	0	Seminars/Conferences	$0	$1,200	$1,200
110	67	73611	2026	0	Travel - Mileage Reimbursement	$0	$250	$250
110	67	73612	2026	0	Travel-Ground Transportation	$0	$500	$500
110	67	73613	2026	0	Travel - Airfare	$0	$1,000	$1,000
110	67	73620	2026	0	Lodging	$0	$800	$800
110	67	73630	2026	0	Meals	$0	$250	$250
110	67	73650	2026	0	Training	$0	$500	$500
110	67	73703	2026	0	Supplies/Materials	$0	$2,900	$2,900
110	67	85101	2026	0	Consulting Labor	$0	$15,433	$15,433
					Total Expenses	**$13,548**	**$135,402**	**$121,855**

Western Riverside Council of Governments
Budget-to-Actuals - Transportation and Planning Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					TUMF Administration			
					Revenues			
110	65	43001	1148	0	Commerical/Service	$4,492	$62,400	$57,908
110	65	43002	1148	0	Retail	$4,721	$166,400	$161,680
110	65	43003	1148	0	Industrial	$38,365	$332,800	$294,435
110	65	43004	1148	0	Residential/Multi/Single	$94,137	$1,456,000	$1,361,863
110	65	43005	1148	0	Multi-Family	$48,508	$187,200	$138,692
110	65	43027	1148	0	Beaumont TUMF Settlement Revenue	$0	$36,000	$36,000
					Total Revenues	**$190,222**	**$2,240,800**	**$2,050,578**
					Expenses			
110	65	60001	1148	0	Salaries & Wages Fulltime	$46,959	$389,173	$342,215
110	65	61000	1148	0	Fringe Benefits	$15,191	$177,218	$162,027
110	65	63000	1148	0	Overhead Allocation	$133,333	$800,000	$666,667
110	65	65101	1148	0	General Legal Services	$7,981	$75,000	$67,019
110	65	65505	1148	0	Bank Fees	$0	$15,000	$15,000
110	65	73102	1148	0	Parking Validations	$0	$500	$500
110	65	73108	1148	0	General Supplies	$0	$500	$500
110	65	73109	1148	0	Computer Supplies	$0	$500	$500
110	65	73110	1148	0	Computer Software	$8,950	$65,000	$56,050
110	65	73113	1148	0	Membership Dues	$0	$1,500	$1,500
110	65	73114	1148	0	Subscriptions/Publications	$16	$100	$84
110	65	73116	1148	0	POSTAGE	$0	$100	$100
110	65	73117	1148	0	Other Household Expenses	$0	$100	$100
110	65	73120	1148	0	Printing Services	$0	$150	$150
110	65	73204	1148	0	Cellular Phone	$279	$3,000	$2,721

Western Riverside Council of Governments
Budget-to-Actuals - Transportation and Planning Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
110	65	73302	1148	0	Equipment Maintenance	$0	$2,500	$2,500
110	65	73405	1148	0	Insurance - Gen/Busi Liab/Auto	$0	$3,000	$3,000
110	65	73601	1148	0	Seminar/Conferences	$0	$1,500	$1,500
110	65	73611	1148	0	Travel - Mileage Reimbursement	$0	$1,500	$1,500
110	65	73612	1148	0	Travel - Ground Transportation	$0	$250	$250
110	65	73613	1148	0	Travel-AirFare	$0	$750	$750
110	65	73620	1148	0	Lodging	$0	$800	$800
110	65	73630	1148	0	Meals	$0	$1,000	$1,000
110	65	73640	1148	0	Other Incidentals	$0	$500	$500
110	65	85101	1148	0	Outside Consultants	$81,187	$450,000	$368,813
					Total Expenses	**$293,896**	**$1,989,641**	**$1,695,745**

Western Riverside Council of Governments
Budget-to-Actuals - Transportation and Planning Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					TUMF			
					Revenues			
220	65	43001	1148	0	Commercial/Svcs	$107,819	$1,497,600	$1,389,781
220	65	43002	1148	0	Retail	$113,292	$3,993,600	$3,880,308
220	65	43003	1148	0	Industrial	$920,748	$7,987,200	$7,066,452
220	65	43004	1148	0	Residential/Multi/Single	$2,259,283	$34,944,000	$32,684,717
220	65	43005	1148	0	Multi Family	$1,164,186	$4,492,800	$3,328,614
220	65	43027	1148	0	Beaumont TUMF Settlement Revenue	$0	$864,000	$864,000
220	65	49104	1148	0	Citizens Trust Investment Interest	$0	$275,000	$275,000
					Total Revenues	**$4,565,328**	**$54,054,200**	**$49,488,872**
					Expenses			
220	65	65101	1148	3307	Beaumon Legal Srvs-URBAN LOGIC	$287	$287	$0
220	65	65101	1148	3310	General Legal Services	$258,684	$394,595	$135,910
220	65	65101	1148	3311	General Legal Services	$5,118	$5,118	$0
220	65	85160	1148	0	TUMF Project Reimbursement	$0	$25,000,000	$25,000,000
					Total Expenses	**$264,090**	**$25,400,000**	**$25,135,910**

Western Riverside Council of Governments
Budget-to-Actuals - Transportation and Planning Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					Grant Writing			
					Expenses			
110	65	85101	1300	0	Consulting Labor	$0	$20,000	$20,000
					Total Expenses	**$0**	**$20,000**	**$20,000**

Western Riverside Council of Governments
Budget-to-Actuals - Transportation and Planning Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					Local Transportation Fund			
					Revenues			
210	65	41701	1400	0	LTF Revenue	$1,002,500	$930,000	($72,500)
					Total Revenues	**$1,002,500**	**$930,000**	**($72,500)**
					Expenses			
210	65	60001	1400	0	Salaries & Wages - Fulltime	$28,391	$346,880	$318,489
210	65	61000	1400	0	Fringe Benefits	$9,308	$153,100	$143,792
210	65	63000	1400	0	Overhead Allocation	$30,000	$180,000	$150,000
210	65	65101	1400	0	General Legal Services	$0	$2,500	$2,500
210	65	73102	1400	0	Parking Validations	$0	$500	$500
210	65	73107	1400	0	Event Support	$0	$500	$500
210	65	73108	1400	0	Program/Office Supplies	$0	$500	$500
210	65	73110	1400	0	Computer Software	$0	$2,500	$2,500
210	65	73113	1400	0	Membership Dues	$1,500	$750	($750)
210	65	73116	1400	0	Postage	$0	$500	$500
210	65	73204	1400	0	Communications - Cellular Phones	$0	$100	$100
210	65	73601	1400	0	Seminars/Conferences	$0	$3,500	$3,500
210	65	73611	1400	0	Travel - Mileage Reimbursement	$0	$1,000	$1,000
210	65	73612	1400	0	Travel - Ground Transportation	$0	$1,500	$1,500
210	65	73613	1400	0	Travel - Airfare	$0	$750	$750
210	65	73620	1400	0	Lodging	$0	$2,500	$2,500
210	65	73630	1400	0	Meals	$85	$750	$665
210	65	73703	1400	0	Supplies/Materials	$0	$1,000	$1,000
210	65	85101	1400	0	Consulting Labor	$36,623	$250,000	$213,377
					Total Expenses	**$105,907**	**$948,829**	**$842,922**

Western Riverside Council of Governments
Budget-to-Actuals - Transportation and Planning Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					RIVTAM			
					Revenues			
110	65	42001	2039	0	Other Misc Revenue-RIVTAM	$5,000	$25,000	$20,000
					Total Revenues	**$5,000**	**$25,000**	**$20,000**
					Expenses			
110	65	60001	2039	0	Salaries & Wages - Fulltime	$605	$6,353	$5,748
110	65	61000	2039	0	Fringe Benefits	$183	$3,504	$3,321
110	65	85101	2039	0	Consulting Labor	$0	$15,000	$15,000
					Total Expenses	**$788**	**$24,858**	**$24,070**

Western Riverside Council of Governments
Budget-to-Actuals - Transportation and Planning Programs
As of August 31, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
					Regional Early Action Planning (REAP)			
					Revenues			
110	65	41606	2235	0	REAP Revenue	$0	$1,050,000	$1,050,000
					Total Revenues	**$0**	**$1,050,000**	**$1,050,000**
					Expenses			
110	65	60001	2235	0	Salaries & Wages - Fulltime	$10,670	$79,264	$68,594
110	65	61000	2235	0	Fringe Benefits	$3,358	$35,872	$32,514
110	65	63000	2235	0	Overhead Allocation	$11,350	$125,383	$114,033
110	65	65101	2235	6001	General Legal Services	$1,251	$0	($1,251)
110	65	85101	2235	0	Consulting Labor	$27,777	$809,101	$781,324
					Total Expenses	**$54,406**	**$1,049,620**	**$995,214**

Western Riverside Council of Governments
Administration & Finance Committee

Staff Report

Subject: **Approval of a Professional Services Agreement with Riverside County Flood Control and Water Conservation District for the Pollution Prevention Initiative**

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

Date: **November 9, 2022**

Requested Action(s):

1. Authorize the Executive Director to execute a Professional Services Agreement, substantially as to form, with the Riverside County Flood Control and Water Conservation District.

Purpose:

The purpose of this item is to provide an update on the Pollution Prevention Initiative (PPI) and to request approval to receive revenues to fund the initiative through the year June 30, 2027.

WRCOG 2022-2027 Strategic Plan Goal:

Goal #2 - Identify and help secure grants and other potential funding opportunities for projects and programs that benefit member agencies.

Background:

In March 2021, WRCOG and the Riverside County Flood Control and Water Conservation District (Flood Control) entered into an agreement establishing the Pollution Prevention Initiative (PPI). The region-wide initiative supports marketing and awareness on illegal disposal and littering, using online platforms. Program goals include quantifiable result tracking of litter removal, increased pollution prevention, meeting objectives with the Municipal Separate Storm Sewer System (MS4) permits, and complying with California mandates related to solid waste, recycling, and proper household hazardous waste disposal, which aligns with WRCOG's Energy & Environmental Programs.

Project Accomplishments

On June 26, 2021, the Cities of Canyon Lake, Lake Elsinore, and Wildomar organized a multi-city community clean up event as a part of WRCOG's PPI, called Love Your Neighborhood (LYN). The event kicked-off at the Lake Elsinore Storm Stadium where staff supplied volunteers with trash pickers, trash bags, reusable gloves, and wristbands. Nearly 200 volunteers from various non-profits and community organizations mobilized to clean up litter throughout various areas of the three cities. Volunteers collected over 2,000 pounds of litter, and dozens of bulky items were removed with the help of public works crew members and Habitat for Humanity organizations.

WRCOG and the Riverside County Flood Control and Water Conservation District collaborated on program elements to determine interested cities' participation and providing members with necessary resources, assisting with the administration of a stand alone LYN website, updating the LYN toolkit to include a DIY section, and data reporting.

Staff, along with Flood Control and SGA and Associates, developed a website for public usage to support LYN activities. A workshop is scheduled for November 9, 2022, to provide information and program elements so member jurisdictions can develop their own clean up activities.

Pollution Prevents Initiative Agreement - Multiple Fiscal Years (2023/2024, 2024/2025, 2025/2026, 2026/2027)

Following the positive success of the first round of the LYN initiative, WRCOG and Flood Control have developed a second Professional Services Agreement (PSA). Discussion on developing a multi-year agreement began in early October 2022. The new PSA will cover the duration from January 1, 2023, to June 30, 2027. A payment sum of $50,000 shall be applicable each fiscal year for a total of $250,000 over the term. The scope of work will include continuing outreach and education on the PPI through the LYN website, collaborative project planning, litter removal tracking, and conducting informational meetings.

Prior Action(s):
December 8, 2021: The Administration & Finance Committee received and filed.

Fiscal Impact:
The item will provide an overall total of $250,000 in revenue for the Environmental Department activities related to the Pollution Prevention Initiative, Love Your Neighborhood, over the next four fiscal years.

Attachment(s):
Attachment - Pollution Prevention Initiative Agreement

AGREEMENT

For Riverside County Pollution Prevention Initiative
(FY2022/2023 to FY2026/2027)

This Agreement, dated as of ______________, is entered by and between the Riverside County Flood Control and Water Conservation District, a body politic ("DISTRICT"), and the Western Riverside Council of Governments, a joint powers authority established under the laws of the State of California ("WRCOG"). DISTRICT and WRCOG are individually referred to herein as "Party" and collectively referred to herein as "Parties". The Parties hereto hereby agree as follows:

RECITALS

WHEREAS, the Riverside County Watershed Protection is a partnership program between Riverside County, the DISTRICT, Coachella Valley Water District and 27 cities that manage watershed programs which protect, preserve and enhance the quality of the water and the natural environment of our watersheds; and

WHEREAS, DISTRICT seeks a partnership in order to meet compliance objectives with the MS4 Permits and California mandates related to solid waste, recycling, and household hazardous waste that align with WRCOG's Energy and Environmental Programs; and

WHEREAS, WRCOG will work with the DISTRICT to develop and manage a website, utilize GIS mapping for reporting litter and pollutants reduction, household hazardous waste, recycling and other environmental protection programs ("PROGRAM INITIATIVE") that support mandates set by state agencies and to create promotional materials and final report of program activities.

WHEREAS, the PROGRAM INITIATIVE will increase pollution prevention awareness and its impact on the environment; to educate residents and local businesses with the goal of shaping their attitude towards minimizing stormwater pollution; and

NOW, THEREFORE, in consideration of the preceding recitals and the mutual covenants hereinafter contained, the Parties hereto mutually agree that the above recitals are true and correct and incorporated into the terms of this Agreement and as follows:

1. Understanding Of The Parties. WRCOG will assist DISTRICT with its webpage development to establish methods for quantifiable waste diversion tonnages. These

quantifiable results will be tracked for litter removal and other behaviors that support mandates set by state agencies including Cal-Recycle and the California Regional Water Quality Control Boards. The DISTRICT and WRCOG will conduct informational meetings with member agencies and sponsoring partners to encourage participation and support of the PROGRAM INITIATIVE.

2. Compensation. Within sixty (60) calendar days after execution of this Agreement, the DISTRICT shall pay a lump sum amount of Fifty Thousand Dollars ($50,000) to WRCOG for the PROGRAM INITIATIVE, as set forth herein for fiscal year 2023. In any subsequent fiscal year during the term of this Agreement DISTRICT may request WRCOG to provide the services described herein. Upon WRCOG's receipt and acceptance of DISTRICT's payment of a lump sum amount of Fifty Thousand Dollars ($50,000), WRCOG shall begin work for the applicable fiscal year The amount of compensation paid to WRCOG for the PROGRAM INITIATIVE approved pursuant to this Agreement shall not exceed the total sum of Two Hundred Fifty Thousand Dollars ($250,000) over the entire term of this Agreement based on the availability of sufficient funding.

3. Term Of Agreement. The term of this Agreement shall commence January 1, 2023, and shall terminate at midnight on June 30, 2027.

4. Indemnity And Hold Harmless. Each Party shall defend indemnify and hold harmless the other Party, including Affiliates and each of their respective officers, directors, shareholders, employees, representatives, agents, successors and assigns from and against all claims of third parties, and all associated losses, to the extent arising out of (a) a Party's gross negligence or willful misconduct in performing any of its obligations under this Agreement, or (b) a material breach by a Party of any of its representations, warranties, covenants or agreements under this Agreement.

5. Notices. Any and all notices sent or required to be sent to the parties of this Agreement will be mailed by first class mail, postage prepaid, to the following addresses:

RIVERSIDE COUNTY FLOOD CONTROL
AND WATER CONSERVATION DISTRICT
1995 Market Street
Riverside, CA 92501
Attn: Watershed Protection Division

WESTERN RIVERSIDE COUNCIL OF
GOVERNMENTS
3390 University Avenue, Suite 200
Riverside, CA 92501
Attn: Casey Dailey

6. ASSIGNMENT. No part of this Agreement or any right or obligation arising from it is assignable without the written consent of the Parties. Any attempt to assign or subcontract services relating to this Agreement without the consent of DISTRICT shall constitute a material breach of this Agreement.

7. Governing Law. This Agreement is to be construed in accordance with the laws of the State of California.

8. Signatures. The individuals executing this Agreement represent and warrant that they have the right, power, legal capacity and authority to enter into and to execute this Agreement on behalf of the Parties.

9. Entire Agreement. This Agreement shall constitute the complete and exclusive statement of understanding between the Parties which supersedes all previous written or oral agreements, and all prior communications between the Parties relating to the subject matter of this Agreement.

10. No Third-Party Beneficiary. The provisions of this Agreement are solely for the benefit of the Parties, and not for the benefit of any third party, and accordingly, no third party shall have the right to enforce the provisions of this Agreement.

11. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which taken together shall constitute one and the same instrument.

//

//

(Signatures on next page)

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement on

____.
(to be filled in by Clerk of the Board)

RECOMMENDED FOR APPROVAL:

By ____________________________
JASON E. UHLEY
General Manager-Chief Engineer

RIVERSIDE COUNTY FLOOD CONTROL AND WATER CONSERVATION DISTRICT

By _________________________________
KAREN SPIEGEL, Chair
Riverside County Flood Control and Water Conservation District Board of Supervisors

APPROVED AS TO FORM:

MINH TRAN
County Counsel

By ____________________________
KRISTINE BELL-VALDEZ
Supervising Deputy County Counsel

ATTEST:

KECIA HARPER
Clerk of the Board

By ________________________________
Deputy

WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS

By: _____________________________
KURT WILSON
Executive Director

APPROVAL AS TO FORM:

By:________________________________
STEVEN DEBAUN
General Counsel

Riverside County Pollution Prevention Initiative Agreement
(FY2022/2023 to FY2026/2027)
w/ Western Riverside Council of Governments
MS/AMR:blm
10/26//22

Riverside County Pollution Prevention Initiative Agreement
(FY2022/2023 to FY2026/2027)
w/ Western Riverside Council of Governments
MS/AMR:blm
10/26//22

Western Riverside Council of Governments
Administration & Finance Committee

Staff Report

Subject: **Western Riverside County Clean Cities Coalition Activities**

Contact: **Taylor York, Program Manager, tyork@wrcog.us, (951) 405-6751**

Date: **November 9, 2022**

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

Purpose:
The purpose of this item is to provide an overview of the WRCOG Clean Cities Program and current activities.

WRCOG 2022-2027 Strategic Plan Goal:
Goal #5 - Develop projects and programs that improve infrastructure and sustainable development in our subregion.

Background:
The Western Riverside County Clean Cities Coalition (Coalition) was established as a WRCOG Program in 1997 and is part of a national network (https://cleancities.energy.gov/) of more than 85 Coalitions supported by the U.S. Department of Energy (DOE). The Coalition brings together local government and private industries to expand the use of alternatives to petroleum fuel, promoting education and technical assistance in support of advanced technologies in transportation. Coalition activities, and those of its stakeholders, also help municipalities manage the expanding use of alternative fuel vehicles (AFV) in the subregion while promoting resources that strengthen AFV infrastructure. Coalition stakeholders include public and private fleets, local and state agencies, fuel providers, technology manufactures, local educational institutions, and more.

Activities from Coalition stakeholders results in the reduction of millions of gallons of petroleum fuel use and thousands of tons of greenhouse gas emissions each year. This is achieved through the adoption of fleet vehicles, deployment of AFV fueling and charging infrastructure, and acquisition of funding from state, federal, and local programs.

Annual SoCal AltCar Expo

The annual SoCal AltCar Expo (AltCar) provides an opportunity for local and regional fleets, agencies, policy leaders, and other transportation stakeholders to network, learn about advancements in vehicles and fuel technologies, and explore policy and funding that impacts deployment. The AltCar organization has been hosting this well-established expo for many years in Santa Monica and Sacramento. In 2019, the DOE and the AltCar organization identified Western Riverside County as an opportunity area to expand the Expo's well-established activities. Since then, WRCOG has been working closely with AltCar's team to host the event. The 2019 event was held on October 16th at the Riverside Convention Center. In response to challenges with hosting in-person events during the COVID-19 pandemic, the event format was adapted to a series of successful virtual events and Agency update webinars, as well as a joint event with WRCOG's Future Forward series. The event returned to an in-person format for 2022 and will be hosted on October 27th at the Moreno Valley Conference and Recreation Center.

Moderated panel discussions provided attendees with an opportunity to learn about hundreds of millions of dollars in upcoming funding, receive updates on policy and programs from regional agencies, and participate in discussion sessions. The goal of the event is to ensure that this region is informed and prepared to take advantage of the many upcoming opportunities to support zero-emission vehicle deployment.

Community Transportation Needs Assessment

Working with community partners, the Coalition recently completed a Community Transportation Needs Assessment (CTNA) for focused census tracts in the Cities of Corona and Moreno Valley, and the San Jacinto Valley area. Over a one-year period, Coalition staff and partners conducted community workshops, distributed a virtual and hard-copy survey, facilitated focus groups, and spoke directly with many local community organizations and agencies. The goal of this work was to aid in the understanding of mobility needs and options available in disadvantaged communities within the Western Riverside County subregion that experience the highest burden from air pollutants and stand to benefit the most from transportation solutions.

This CTNA was funded by the California Clean Mobility Options Voucher Pilot Program and was the first step in acquiring funding to address mobility challenges with clean-fuel solutions in local communities disproportionately burdened by poor air quality. With the CTNA completed, WRCOG is eligible to apply for Mobility Project Vouchers (MPV) to deploy solutions. Staff are currently working to identify interest and opportunities to apply for MPV funding, as well as additional CTNA funding, to conduct studies in other areas of the subregion. Cities interested in participating in future CTNA study opportunities should reach out to WRCOG staff.

Clean Cities Energy and Environmental Justice Initiative

As part of the Federal Government's Justice40 initiative, the DOE has directed funding to support Clean Cities Coalition efforts to conduct work focused on energy and environmental justice (EEJ) in local communities. The Clean Cities EEJ Initiative provides in-depth training for Coalition staff on building relationships with community organizations, including accessibility and EEJ principals in planning and conducting Coalition outreach work. Coalition staff attended two in-person training workshops; travel and accommodations were funded by the DOE through a stipend. This training, and potential future rounds of funding, will help the Coalition build deeper relationships with local community groups, and otherwise better incorporate EEJ principals into engagement efforts.

National Electric Vehicle Infrastructure (NEVI) Program

The $5B NEVI Program is part of the $1.2T Infrastructure Investment and Jobs Act (IIJA) signed into law in November 2021. To support a quickly growing electric vehicle (EV) market, the Program will provide funding to states to strategically deploy EV charging stations and to establish an interconnected network to facilitate data collection, access, and reliability. State plans were submitted at the end of August 2022. California's plan was authored jointly by the California Energy Commission and Caltrans and addresses $384M in funding to build out a network of modern, high-powered, DC fast chargers along interstates and national highways throughout the state.

NEVI funds must be used initially on federally-designated Alternative Fuel (AF) Corridors. Western Riverside County contains multiple corridors, including State Routes (SR) 60 and 91, and Interstates 10, 15, and 215. SR 91 was designated in 2019 through an effort between the WRCOG Clean Cities Coalition, the Southern California Association of Governments, and Caltrans.

Funding for this Program will be targeted at SB 535 Disadvantaged Communities, a map of which can be found at https://oehha.ca.gov/calenviroscreen/sb535. Funding solicitations are expected to be released in the first quarter of 2023, with projects expected to begin in the fourth quarter of 2023. New funding solicitations will be released in four rounds, every six months, for a two-year period.

More information on the NEVI Program will be provided at the 2022 SoCal AltCar Conference, planned for October 27th in Moreno Valley. Coalition staff will continue to track NEVI-related updates and identify opportunities for directing funding to this subregion.

Clean Cities Coalition Re-designation

On September 28, 2022, Coalition staff participated in a re-designation presentation with DOE staff. The re-designation process allows the Coalition to demonstrate that it has an active and engaged member base, is currently undertaking valuable and successful projects in it territory, remains financially viable, and is committed to the broader mission of the Clean Cities network. Re-designation occurs on a four-year cycle, and the Western Riverside County Coalition was successfully re-designated. DOE staff noted appreciation of the Coalition's accomplishments and commitment, and encouraged staff to continue building relationships with heavy-duty vehicle stakeholders, as well as community organizations supporting energy and environmental justice work.

Prior Action(s):
None.

Fiscal Impact:
This item is for informational purposes only, therefore there is no fiscal impact. All activities as part of the Western Riverside County Clean Cities Coalition are budgeted under the Clean Cities Program budget (120-80-1010), which is funded by member agencies, the Department of Energy Clean Cities Cooperative Agreement, and other periodic grant funding.

Attachment(s):
None.

Western Riverside Council of Governments
Administration & Finance Committee

Staff Report

Subject: **Western Riverside County Energy Resilience Plan**

Contact: **Daniel Soltero, Program Manager, dsoltero@wrcog.us, (951) 405-6738**

Date: **November 9, 2022**

Requested Action(s):

1. Recommend the Executive Committee approve the final version of the Western Riverside County Energy Resilience Plan.
2. Recommend the Executive Committee direct staff to pursue funding opportunities to advance the identified projects further along in the design process.

Purpose:
The purpose of this item is to present the draft Western Riverside County Energy Resilience Plan.

WRCOG 2022-2027 Strategic Plan Goal:
Goal #5 - Develop projects and programs that improve infrastructure and sustainable development in our subregion.

Background:
In November 2019, the Bay Area Council announced the California Resilience Challenge (CRC), a statewide effort led by businesses and a diverse range of partners that provides grants for local governments to build climate resiliency and to support a shared vision for a resilient California in the face of increasing climate threats.

On February 3, 2020, the WRCOG Executive Committee adopted a resolution authorizing WRCOG's submittal of a proposal to the CRC 2020 Grant Program to develop a Western Riverside County Energy Resiliency Plan to address local energy resiliency against power outage impacts on the subregion's power supply for critical facilities maintained and operated by member agencies.

In April 2020, the Bay Area Council, through the CRC, awarded WRCOG a $200,000 grant to develop the Plan to build resiliency against power shutoffs and/or power issues at subregional critical facilities by developing a blueprint for energy resiliency technologies, projects, and strategies for member agencies.

On December 9, 2020 the Administration & Finance Committee authorized the Executive Director to award a contract to AECOM for the development of the Energy Resilience Plan and to execute a Professional Services Agreement between WRCOG and AECOM.

On February 8, 2021, WRCOG entered into an agreement with AECOM to develop the Western

Riverside County Energy Resiliency Plan.

On July 1, 2022, WRCOG entered into an agreement UC Riverside's Center for Environmental Research and Technology (CE-CERT) to conduct an energy resilience analysis of water systems in Western Municipal Water District's service territory.

On October 3, 2022, the Executive Committee approved the First Amendment to the Professional Services Agreement with AECOM to conduct an energy resilience study / microgrid conceptual design on a fourth facility.

Draft Western Riverside County Energy Resilience Plan

Western Riverside County is known for its warm, dry Mediterranean climate. Eleven of WRCOG's member jurisdictions are located at the base of mountain areas, including the Santa Ana Mountains in the Cleveland National Forest (home to the "Holy Fire" in 2018). In recent years, millions of California power customers have gone without power due to Public Safety Power Shutoffs (PSPS) events, which have been standard practice for many years but not to the scale experienced recently. Additionally, extreme heat days, wildfires, and flooding are all predicted to increase further in the subregion due to climate change. These climate-related challenges will be exacerbated by large population growth in the region, increasing energy demand and further stressing the energy grid.

WRCOG has developed a Western Riverside County Energy Resilience Plan (Plan) in response to increasing power interruptions resulting from strains and stressors such as wildfires, extreme heat events, and PSPS. This Plan is intended to guide decision-making related to the identification of and investment into critical facilities and other community assets. The Plan achieves this in two stages: 1) Identification and Prioritization of Critical Facilities; and 2) Evaluation of Design and Implementation Options for Energy Resilience Solutions. This staff report includes a Draft Western Riverside County Energy Resilience Plan, which is being refined and will be finalized by the time it is presented to the Executive Committee in December 2022 - see Attachment 1.

For purposes of this Plan, energy resilience is defined as the ability of energy systems to prepare for and adapt to changing conditions and withstand and recover rapidly from disruptions. To make an energy system resilient it requires an understanding of what can go wrong, what the likelihood of it going wrong is, and how to mitigate the likelihood of the event from occurring and the consequences from the event. It is also important to note that energy resilience strategies have already been implemented by governments, schools, and community-based nonprofits, and typically involve solar photovoltaic (PV) systems and battery energy storage systems (BESS). Several studies have been completed that address ways to link multiple facilities into a microgrid, which is a group of interconnected energy-consuming devices and equipment (i.e., homes, businesses, or industrial facilities) and distributed energy resources (i.e., solar PV system, BESS, wind turbine, etc.) within clearly defined electrical boundaries that act as a single controllable entity with respect to the utility grid. These microgrids generally operate while connected to the utility grid but, thanks to control capabilities (smart controls), these microgrid systems can disconnect from the conventional utility grid and operate autonomously to meet anticipated or potential utility outages, essentially creating an "island" with continuous power supply.

Early on in the development of the Plan, staff conducted outreach with member agency staff from Public Works Departments and facility managers to identify critical facilities in member agency jurisdictions that they would deem appropriate for resilience upgrades. Member agency staff identified several types of facilities, including water system infrastructure, fire stations, emergency operations centers, and community centers, as critical facilities.

Once having a list of facilities, staff embarked to understand how location, demographics, and socioeconomic status contribute to climate change vulnerability, as knowing which areas have more vulnerable populations and hazards helps decision-makers prioritize where and how to allocate resources when wildfires, extreme heat events, and other climate-related hazards occur. This stage of the Plan outlines four factors: 1) social vulnerability / community value, 2) operational needs, 3) physical hazard sensitivity, and 4) existing infrastructure, in the form of a matrix, to be evaluated in order to identify priority facilities in need of resilience upgrades and investment.

Overall, there are many social, economic, and environmental factors that influence community and individual vulnerability to climate impacts and their ability to adapt to climate change. The Center for Disease Control's Social Vulnerability Index (SVI) score, along with the matrix prioritization, was used to identify which facilities serve residents with the greatest vulnerability to climate hazards. The social vulnerabilities factored into this analysis include socioeconomic status, household composition and disability, minority status and language, and housing and transportation. The communities with the highest overall social vulnerability scores include:

- City of Banning (two facilities)
- City of Beaumont (two facilities)
- City of Jurupa Valley (four facilities)
- City of Lake Elsinore (three facilities)
- City of Moreno Valley (three facilities)

The natural and climate hazards for Western Riverside County were identified using three resources: Cal-Adapt, Resilient IE, and member jurisdiction staff expertise. Based on these sources, the following climate hazards were identified as the most impactful to the facilities and population served: extreme temperature, flooding, wildfire, human health hazards, and drought. The hazard sensitivity evaluation includes considering the location of the facility and that location’s sensitivity to a particular hazard and the likelihood of a hazard to disrupt energy supply to the facility.

Existing infrastructure and operational needs of each facility were also analyzed as part of the prioritization method. Operational needs were reviewed to determine the feasibility for the facility to continue to provide services during an electric grid disruption or other emergency situation. Facility features for each site were ranked on a three-point scale to identify equipment and electric loads that support mission-critical services by ranking them as "uninterruptable," "essential," and "non-essential." Additionally, existing infrastructure was reviewed to address the physical attributes of the facility that are related to providing continuous energy supply or supporting the needs that are reliant on electricity such as lighting, heating and cooling, refrigeration of medicines, or telecommunications. This criteria includes analysis of fundamental issues such as the age of the building, the age and condition of the energy equipment, availability of backup power generation, and the overall capacity of the electricity system.

With all the prior information and data, an evaluation matrix was developed to review the characteristics of the various critical facilities identified by WRCOG member agencies. The purpose of the matrix is to provide an objective method to integrate a broad range of important facility factors and characteristics that impact the overall resilience of the facility as well as the broader community. A scoring system was developed to place each facility on 100-point scale, with higher scoring facilities seen has having the greatest need for intervention to enhance its resilience. Different weighting factors were attributed to each aspect of the facility that was evaluated ranging from its impact on community value, the operational characteristics such as providing shelter or a place of assembly, the potential sensitivity of a facility to nearby hazards, and the services or resources provided relative to the anticipated community needs during a disruption in the energy system. The weighting used to reflect the conditions in Western Riverside County could be adjusted if the matrix were to be used in another location with different threats, risks, and vulnerabilities and community composition.

Once the matrix was developed, staff coordinated a stakeholder meeting with the Plan's Advisory Group, consisting of representatives from various member agencies, to receive feedback and confirm the three sites for the second stage of the Plan. Based on discussion with WRCOG member agencies several factors were weighted more highly, such as security, ability to maintain medical care, and the ability to meet the needs of the most vulnerable populations and community. Using this method and integrating the Advisory Group's feedback and discussion, staff identified the City of Beaumont's Wastewater Treatment Plant, the City of Menifee's Kay Ceniceros Senior Center, and the City of Jurupa Valley's Fire Station 16. In December 2021, staff initiated data requests to the case study facility managers and shortly thereafter received a notice from the City of Beaumont that it was opting-out of the Energy Resilience Plan since it had already completed a similar resilience study at its wastewater treatment plant. As such, staff shifted its focus to the City of Banning's Wastewater Reclamation Plant.

With the critical facilities identified and prioritized, the framework for designing energy resilience strategies focuses on developing a technical solution. This stage determines what hazards to mitigate or protect against, what level of reliability and resilience to design to, what technologies and design elements could be part of the solution, and what resources can be mapped to the selected technologies to help with implementation. First, one must identify the resilience requirements for a given facility to arrive at a “desired end-state” that we can aim for when selecting design solutions. Next, analyze the capabilities of a facility to prevent, mitigate, and recover from a disruption event, which is typically informed by reviewing existing infrastructure. If the capabilities fall short of the requirements, then a resilience gap is identified; the essential goal of this Plan is to fill those gaps by selecting and implementing energy resilience strategies. Each of these factors, along with possible resilience interventions, are discussed in this Plan in the form of case studies, which outline the decision-making framework used to identify the facilities located in the Cities of Banning, Jurupa Valley, and Menifee, and the ways in which they can become more resilient to future utility power interruptions.

The case study at the City of Menifee's Kay Ceniceros Senior Center identified that flooding, human health, and extreme temperatures as the highest threats to the area. The microgrid simulator used for this effort identified four potential scenarios with different system architecture, or combination or energy resources to sustain the critical electrical loads summarized as 70% of existing load. The baseline scenario proposes installing a 62 kilowatt (kW) photovoltaic (PV) system, a 36 kW diesel generator, and a 85 kilowatt-hour (kWh) / 185 kW battery energy storage system (BESS). This combination of onsite power generation and storage will sustain critical loads through the typical outage at this facility which occurs 1.2 times per year and lasts 2.5 hours.

The case study at the City of Banning's Wastewater Reclamation Plant identified flooding, wildfire, earthquakes and landslides, and human health hazards from vulnerable populations as the highest threats in the area. The baseline scenario proposes keeping the diesel generators and installing a 123 kW PV system and a 85 kWh / 185 kW BESS. This combination of onsite power generation and storage will sustain 100% of the facility's electrical load through the typical outage at this facility which occurs three times per year and lasts 4.5 hours.

The case studies at the City of Jurupa Valley's Fire Stations 16 & 17 identified similar energy resilience strategies, including installation of PV systems and BESS, and retaining existing diesel or natural gas backup generators.

This Plan also recognizes that water and wastewater systems are important elements of resilience, but water systems were not a focus of AECOM's scope of work. Instead, UCR CE-CERT was hired to conduct a resilience analysis of water systems in the WRCOG subregion. Having prior experience with WMWD, specifically for energy efficiency upgrades and strategies, as well as microgrid implementation experience, UCR was a great candidate to assist staff with a resilience analysis of water systems. The analysis is currently being finalized and will be included in the final version of the Plan.

Energy resiliency projects often require a combination of funding and financing strategies. As such, this Plan also includes a chapter summarizing available funding and financing strategies that support the electrification of and resilience planning for critical facilities, with an emphasis on inclusion of energy storage for emergency response. The chapter would also include key consideration for the implementation and governance, including an understanding that the agencies that own and/or operate the facility are likely to be the primary implementers of energy measures. Other important partners include the local utility, such as Southern California Edison or the local municipal utilities that could provide technical expertise as it relates to energy systems, as well as community-based organizations that could provide expertise from a public input standpoint.

WRCOG staff have been tracking various funding opportunities to plan for potential next steps which can include conducting microgrid concept design feasibility studies on the next highest priority sites in the matrix, or to do more design work on the existing case studies to reach a more advanced design specification and get closer to implementation. For example, staff are currently tracking the Governor's Office of Planning & Research Integrated Climate Adaptation and Resilience Planning (ICARP) grants, which provide funding to help fill local, regional, and tribal adaptation planning and resilience needs, provide resources, and support the development of a pipeline of climate resilient projects. The ICARP Adaptation Planning Grant could assist with further analyses for facilities that were identified as priority sites in the matrix to complete a microgrid concept design, or to advance the existing concept designs from the four case studies to a more refined design stage.

Staff have been coordinating with representatives from the cities involved in this Plan to discuss the potential to go after available funding to conduct more additional case studies, or refine the existing case studies to a more advanced design stage.

Prior Action(s):
October 13, 2022: The Public Works Committee received and filed.

October 12, 2022: The Administration & Finance Committee received and filed.

October 3, 2022: The Executive Committee approved Amendment No. 1 to the Professional Services Agreement with AECOM authorizing an increase to the contract amount and extra work related to the

Western Riverside County Energy Resilience Plan.

September 14, 2022: The Administration & Finance Committee recommended that the Executive Committee approve Amendment No. 1 to the Professional Services Agreement with AECOM authorizing an increase to the contract amount and extra work related to the Western Riverside County Energy Resilience Plan.

Fiscal Impact:

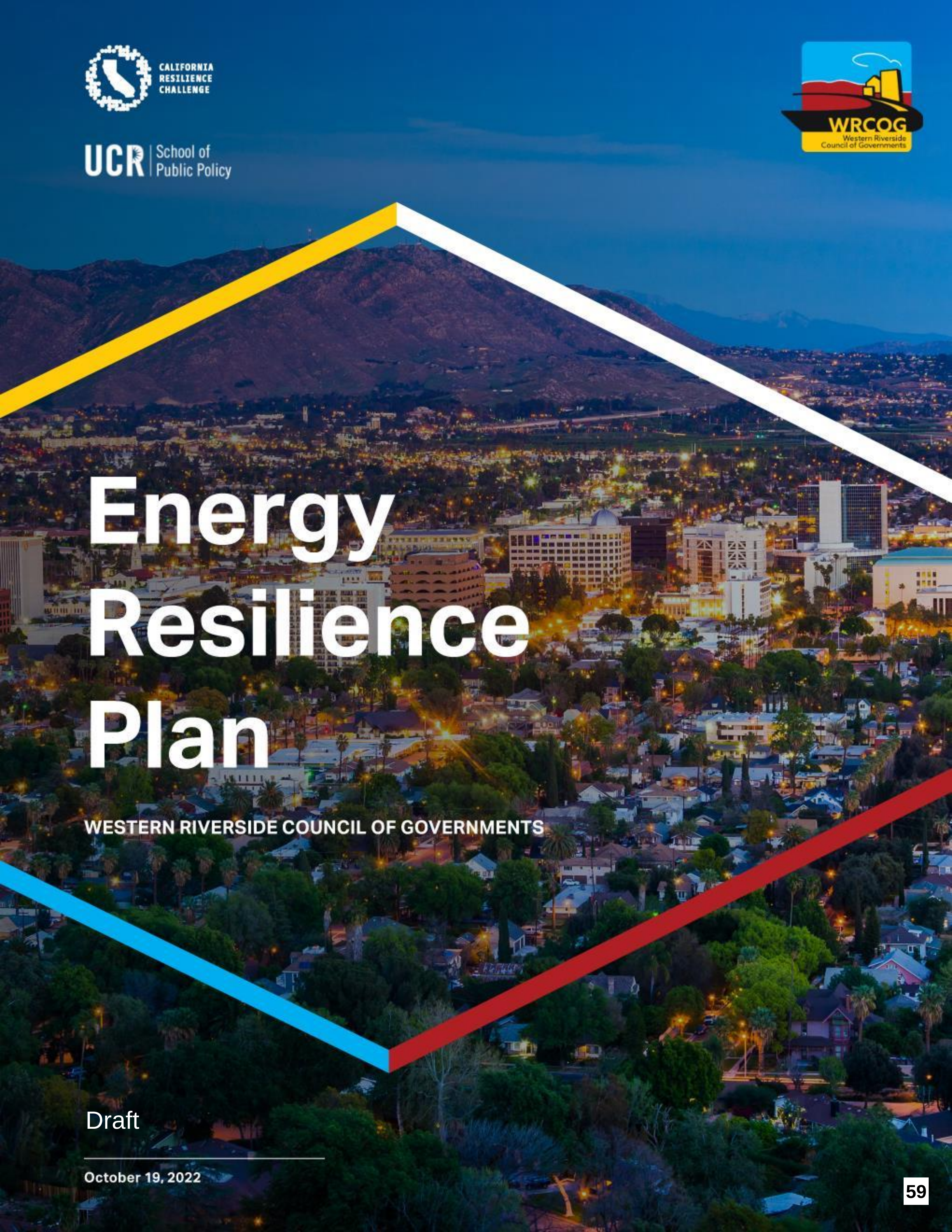
All activities as part of the Western Riverside County Energy Resilience Plan are included in the approved budget for the Energy & Environment Department as part of General Fund expenses (Fund 110). Expenses incurred by WRCOG are being reimbursed by the California Resilience Challenge grant.

Attachment(s):

Attachment 1 - Draft Western Riverside County Energy Resilience Plan

Attachment

Draft Western Riverside County
Energy Resilience Plan



CALIFORNIA RESILIENCE CHALLENGE

UCR | School of Public Policy

WRCOG Western Riverside Council of Governments

Energy Resilience Plan

WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS

Draft

October 19, 2022

Page intentionally left blank

Table of Contents

Table of Figures

ACKNOWLEDGEMENTS

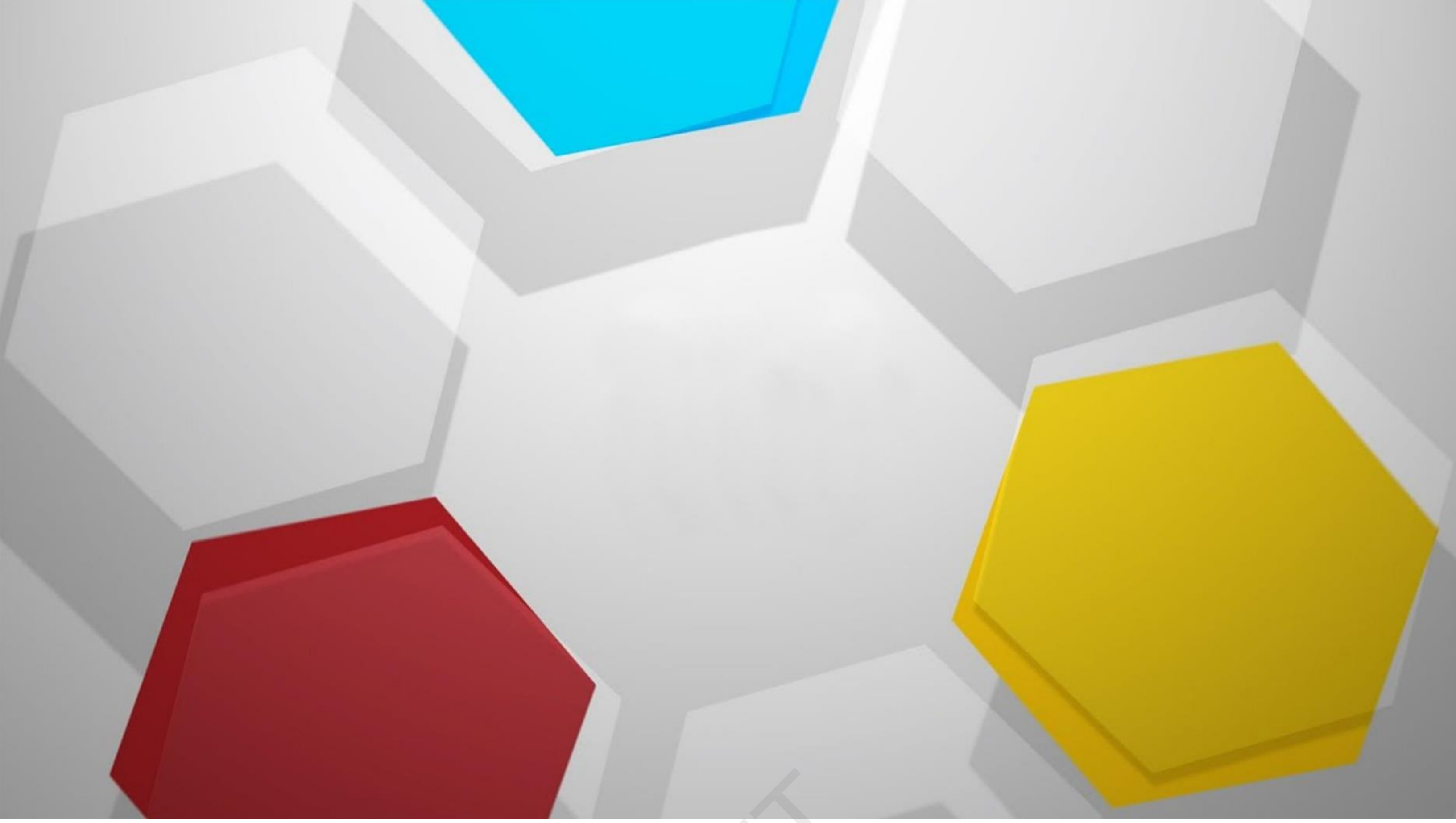
To be completed in the Final Draft.

ACRONYMS AND ABBREVIATIONS

To be completed in the Final Draft.

EXECUTIVE SUMMARY

To be completed in the Final Draft.



1. INTRODUCTION

Western Riverside Council of Governments (WRCOG) represents the collective voice of eighteen member jurisdictions. Western Riverside County is known for its warm, dry Mediterranean climate. Eleven of WRCOG's member jurisdictions are located at the base of mountain areas, including the Santa Ana Mountains in the Cleveland National Forest (home to the "Holy Fire" in 2018). In recent years, millions of California power customers have gone without power due to Public Safety Power Shutoffs (PSPS) events, which have been standard practice for many years but not to the current scale until recently. Additionally, extreme heat days, wildfires, and flooding are all predicted to increase further in the subregion due to climate change. These climate-related challenges will be exacerbated by large population growth in the region, increasing energy demand and further stressing the energy grid.

WRCOG has developed this Energy Resilience Plan (Plan) as a response to increasing power interruptions resulting from strains and stressors such as wildfires, extreme heat events, and PSPS. As the Plan is implemented, it will allow WRCOG and its member agencies to be better prepared in coming years for climate change impacts. Building on the previous initiatives **CAPtivate** and **Resilient IE**, the Plan provides a framework for decision making to develop targeted and prioritized energy resilience projects.

The ability of each jurisdiction to locally respond to climate-related disruptions depends heavily on the dependability of energy and power supply at critical facilities. This Plan contributes to improving resilience in the region by developing a blueprint for facility energy resilience assessment, technologies, projects, and applications for WRCOG's member jurisdictions to be able to respond to environmental events when the need arises.

The Plan has led with a stakeholder-first approach to identifying the energy resilience needs of the subregion, working with each member jurisdiction to identify critical facilities and critical loads, prioritize facilities based on a multi-criteria methodology, and develop strategies to maintain power supply during grid interruptions from environmental or PSPS events.

1.1. Why Energy Resilience?

Energy Resilience, like energy supply more generally, is a means to an end. When energy supply for a community is reliable and affordable, it is transformative, leading to greater prosperity and greater quality of life for all. Energy infrastructure has become so engrained in the daily necessities of life that it has become taken for granted in many communities. It is only in recent years, through an uptick in energy disruptions caused by unprecedented environmental hazards and natural disasters, that communities have begun recognizing just how fragile this critical infrastructure can be.

This recognition has driven some communities, and WRCOG in particular, to action. As an agency charged with facilitating collective action on important issues that affect its members, WRCOG has developed this Energy Resilience Plan as a means to an end: a means to improve the social and economic resilience of the Western Riverside community through acting on the fragile yet critical infrastructure that the community relies on, energy.

This translates to a few goals that were established for this Plan early in the development process. The primary goals established by WRCOG and its member jurisdictions are to create an Energy Resilience Plan that yields:

- **Consistent access** to electricity for all critical public safety community facilities;
- Fundamental **health and safety services** at critical public and private facilities for all members of the community; and
- **Replicable** examples of how energy resilience can be implemented at prototypical locations.

These established goals underpin WRCOG's Energy Resilience Plan, guiding the development process and ensuring the resultant Plan best serves the needs of the community.

1.2. WRCOG Context

WRCOG is a joint powers authority whose purpose is to unify Western Riverside County so that it can speak with a collective voice on important issues that affect its members. Member jurisdictions include eighteen cities in Western Riverside County, the County of Riverside, Morongo Band of Mission Indians, and the Eastern and Western Municipal Water Districts. WRCOG examines a range of regional matters critical to Western Riverside County's future. In April 2020, the Bay Area Council awarded WRCOG a grant to develop this Energy Resilience Plan as part of the California Resilience Challenge Committee.

WRCOG has been a leader in promoting energy efficiency, sustainability, and resilience in Western Riverside County. It has numerous programs to assist its members in enhancing their sustainability efforts including:

- **Western Riverside Energy Partnership (WREP)**: local government partnership between Southern California Edison (SCE), Southern California Gas Company (SoCalGas), and fourteen jurisdictions in the WRCOG subregion, designed to achieve energy savings, reduce utility bills, and enhance the level of comfort in municipal, commercial, and residential buildings. WREP promotes energy efficiency by increasing community awareness and participation in energy efficiency, demand response and self-generation programs.
- **Resilient IE**: suite of resources to assist with local resilience planning and adaptation to climate hazards. Resilient IR resources include vulnerability assessments and adaptation strategies, hazard

and evacuation maps, Climate Resilient Guidebook, and Resilient IE toolkit/template Resilient Element.

- **Clean Cities Coalition**: a program designed to reduce petroleum use in the transportation sector through the integration of advanced alternative technologies including zero-emission vehicles (ZEV) and improve air quality in Western Riverside County.

1.3. Climate Change

Climate is the long-term behavior of the atmosphere – typically represented as averages – for a given time of year. This includes average annual temperature, snowpack, or rainfall. Human emissions of carbon dioxide and other greenhouse gas emissions (greenhouse gases) are important drivers of global climate change, and recent changes across the climate system are unprecedented. Greenhouse gases trap heat in the atmosphere, resulting in warming over time. This atmospheric warming leads to other changes in the earth systems, including changing patterns of rainfall and snow, melting of glaciers and ice, and warming of oceans. Human-induced climate change is already affecting many weather and climate extremes in every region across the globe. Evidence of observed changes include heatwaves, heavy precipitation, droughts, and hurricanes.[1]

While climate projections cannot predict what will happen at a certain date in the future, projections can provide cities with information about what to expect from the climate in the future. For example, climate projections can estimate how much warmer the temperature will be in summer or how many more extreme weather events are likely to occur in the future. Climate projections, however, cannot forecast with precision when those events will occur.

In short, climate change is expected to make many natural hazards more frequent and more severe, which exacerbates the potential hazard sensitivity of critical infrastructure and assets and vulnerable populations.

1.4. Energy Resilience Definition and Context

Resilience can be defined as "**the ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances**."[2]

Energy resilience, meanwhile, has been defined as "**the ability of energy systems to prepare for and adapt to changing conditions and withstand and recover rapidly from disruptions**."[3]

To make an energy system resilient requires an understanding of what can go wrong, what is the likelihood of it going wrong, and how to mitigate the likelihood of a disruptive event from happening or the impact of the event when it does happen. In other words, resilience is about the ability to mitigate risks, as defined[4] in Figure 1.1.

---

[1] Intergovernmental Panel on Climate Change. (2021). Summary for Policymakers. In: Climate Change 2021: The Physical Science Basis. Contribution of Working Group I to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change [Masson Delmotte, V., P. Zhai, A. Pirani, S.L. Connors, C. Péan, S. Berger, N. Caud, Y. Chen, L. Goldfarb, M.I. Gomis, M. Huang, K. Leitzell, E. Lonnoy, J.B.R. Matthews, T.K. Maycock, T. Waterfield, O. Yelekçi, R. Yu, and B. Zhou (eds.)]. Cambridge University Press. In Press.
[2] Center for Climate and Energy Solution
[3] Presidential Policy Directive -- Critical Infrastructure Security and Resilience
[4] Department of Homeland Security's Risk Assessment Methodology

RISK = THREAT x VULNERABLITY x CONSEQUENCES

THREAT – potential issue that could have negative impacts

VULNERABLITY – likelihood of being impacted by threat

CONSEQUENCES – effects and cost of being impacted by a threat

Figure 1.1: Definition of Risk for Energy Systems

To provide context for this definition of energy resilience and how energy infrastructure changes might be applied in the WRCOG community, a literature review was conducted at the start of the planning process. Key findings from the literature review are discussed below.

Resilience measures (energy efficiency, load management, solar photovoltaics, battery storage) have been implemented at facilities owned by local governments, school districts, and community-based non-profits. Most of the examples are of solar plus storage serving individual facilities. Several studies have been completed that address ways to link multiple facilities into a larger microgrid, but regulatory constraints and associated costs have been barriers to implementation. Good candidates for multi-facility microgrids are locations with large parcels owned by a single entity, such as civic centers, schools, or corporate campuses. Appendix H includes references to a few case studies that highlight its applicability.

Electric resilience concerns across California include:

- Localized equipment failure - transformers, switchgear
- Overheating of transmission lines – heat-related impeded electricity flow
- Equipment failure or transmission loss due to wildfire
- Increasing electricity demand – building decarbonization, electric vehicles
- Rolling blackouts due to insufficient capacity (2- to 6-hour disruptions)
- Public Safety Power Shut Offs (up to 48-hour disruptions)
- Seismic, fire, or other extreme event (72 hours or more)

The types of facilities most often discussed for resiliency upgrades include the following. There are pros and cons associated with each type of facility discussed including:

- Local Schools and Community Colleges
- Civic Center Public Buildings – City Hall, Police Station
- Other Public Buildings – Library, Community Center, Recreation Center
- Private Community Assets – YMCA/YWCA, Religious Organization Facilities, Boys and Girls Club

Finally, the types of resiliency interventions explored by other communities throughout California most often include:

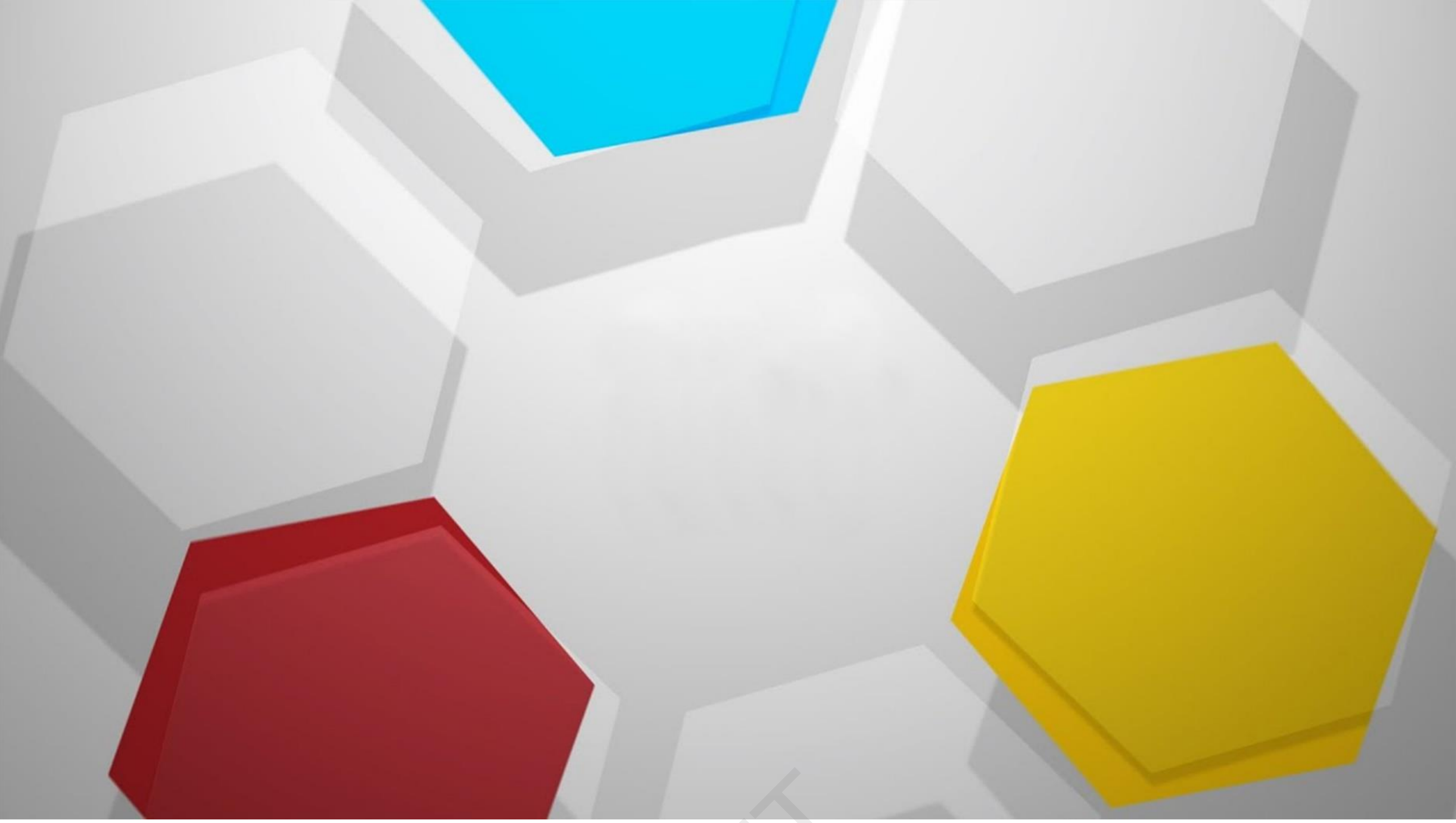
- Energy efficiency
- Solar photovoltaics plus battery storage
- Microgrids
- Community resilience hubs

All of these angles for energy resilience helped provide context and shaped the focus for how this Plan was developed. In particular, with respect to how this Plan may be useful as a guide outside of WRCOG, these overarching topics provide a frame of reference for how challenges that this Plan attempts to address are being grappled with much more broadly than just in Western Riverside County.

1.5. What Does This Plan Do?

WRCOG prepared this Plan to support WRCOG members and other jurisdictions in preparing for and responding to power interruptions resulting from events such as wildfires, extreme heat, or PSPS. The Plan provides information for future decision-making regarding how to prioritize public facilities for implementation of energy efficiency upgrades, local energy generation, microgrids, and energy storage systems, to increase facility and community resilience.

This plan is also intended to serve as a handbook to guide decision-making related to the identification of and investment into critical facilities and other community assets. The plan outlines four factors, social vulnerability/community value, operational needs, physical hazard sensitivity, and existing infrastructure, in the form of a matrix, to be evaluated in order to identify priority facilities in need of resilience upgrades and investment. Each of these factors along with possible resilience interventions are discussed in this plan in the form of case studies of facilities located in three WRCOG member cities. The case studies outline the decision-making framework used to identify the facilities and the ways in which they can become more resilient to future utility power interruptions.



2. FRAMEWORK FOR IDENTIFYING AND PRIORITIZING CRITICAL FACILITIES

The WRCOG Energy Resilience Plan is intended to guide decision-making related to the identification of and investment into critical facilities and other community assets. The Plan achieves this in two stages:

1. Identification and Prioritization of Critical Facilities
2. Evaluation of Design and Implementation Options for Energy Resilience Solutions

The framework for identifying and prioritizing critical facilities outlines four factors to be evaluated in order to identify priority facilities and rank their needs for resilience upgrades and investment: social vulnerability/community value, operational needs, physical hazard sensitivity, and existing infrastructure.

2.1. Identifying Critical Facilities

This Plan focuses on critical facilities because of the everyday utility and benefit that their operations provide to the community as well as their importance for disaster response.

Additional "essential facilities" can include:

- Transportation infrastructure
- Water infrastructure
- Water and sewer mainlines
- Substations
- Electric generation and distribution infrastructure
- Telecommunications infrastructure
- Aviation control towers
- Grocery stores
- Government facilities

FEMA defines critical facilities as:

"Facilities or infrastructure that are necessary for the health and welfare of the population and that are especially important following hazard events. Critical facilities include, but are not limited to, shelters, police and fire stations, and hospitals."[4]

In the development of this Plan, WRCOG member jurisdiction Public Work departments and facilities managers were engaged to determine which municipal facilities best fit the Federal Emergency Management Agency (FEMA) description of critical facilities and met vital needs for communities during hazard events to maintain health and safety. WRCOG members identified several types of facilities including water system infrastructure, fires stations, emergency operations centers, and community centers as critical facilities deemed applicable for resilience upgrades. Figure 2.1 shows the type of critical facilities identified throughout WRCOG based on responses from nine member agencies.

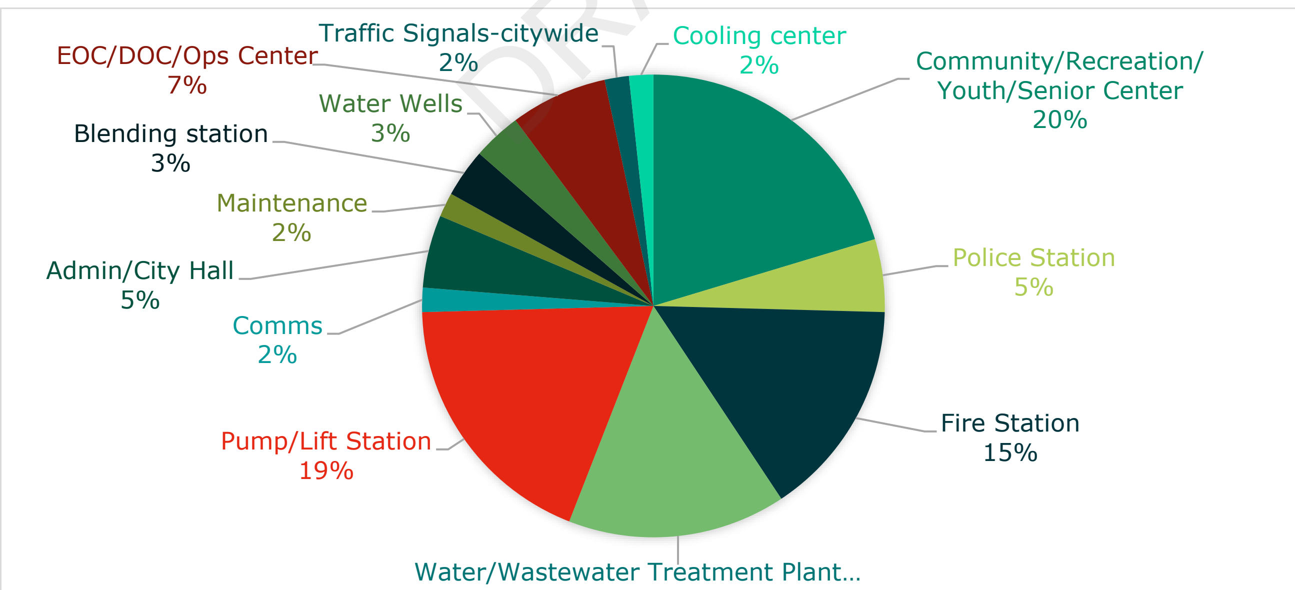


Figure 2.1: Critical facility typology distribution across WRCOG

[5] FEMA. (2020). Accessed from: https://www.fema.gov/glossary/critical-facility#:~:text=Typical%20critical%20facilities%20include%20hospitals,alternatives%20and%20floodplain%20management%20plans.

In addition to determining the type of facility to focus on for resiliency interventions, this plan provides a framework to identify which critical facilities should be prioritized for investment based on the following four factors discussed further below: community value, operational needs, physical hazard sensitivity, and existing infrastructure.

2.2. Identifying Social Vulnerabilities facing Western Riverside County

2.2.1 Understanding Community Value (Social Vulnerability)

Understanding how place, demographics, and socioeconomic status contribute to climate change vulnerability helps identify avenues for policy and/or programmatic interventions. Knowing which areas of WRCOG's jurisdiction have more vulnerable residents helps decision-makers prioritize where and how to allocate resources when wildfires, extreme heat events, and other climate-related hazards occur.

Overall, there are many social, economic, and environmental factors that influence community and individual vulnerability to climate impacts and their ability to adapt to climate change. For example, outdoor workers are at greater risk of heat stroke and related illnesses from extreme heat events, lower income residents have fewer resources to repair flood or fire damage and may live in poor housing conditions, and people with limited English language proficiency are less likely to access programs that could help during or after an extreme weather event. Moreover, individual biological factors, such as age or health status, can amplify a population's sensitivity to climate change.

Communities of color are often burdened with multiple, overlapping factors that cumulatively impact their ability to adapt or respond to climate change. Structural and institutional racism in economic, government, and social systems has resulted and continues to result in the disproportionate distribution of climate burdens and exposures, such as a low concentration of tree canopy coverage and a high concentration of impervious surfaces. In addition, a growing body of social epidemiological research has found that repeated experiences of racism become biologically embedded in the body and results in "weathering" or premature physiological deterioration, which in turn increases a population's sensitivity to climate hazards.

2.2.2 Social Vulnerability Findings in WRCOG

The Social Vulnerability Index (SVI) score and matrix prioritization identified which facilities serve residents with the greatest vulnerability to climate hazards. The social vulnerabilities identified in Western Riverside County include:

Socioeconomic Status: This category measures the proportion of the population who is below poverty, unemployed, has no high school diploma, and income levels. The most straightforward way socioeconomic status affects disaster is related to income or assets. Households with lower incomes may not have the funds to prepare their home for climate change hazards, or the ability to recover if their home gets damaged. Lower income and unemployed populations are also less likely to have access to healthcare, leading to a higher incidence of chronic conditions (such as heart and pulmonary conditions) which put them more at risk of health effects from heat and wildfire.

Figure 2.2 depicts the spread of socioeconomic vulnerability within Western Riverside County. The communities of Moreno Valley, Banning, Jurupa Valley, and Lake Elsinore have high scores in this sector.

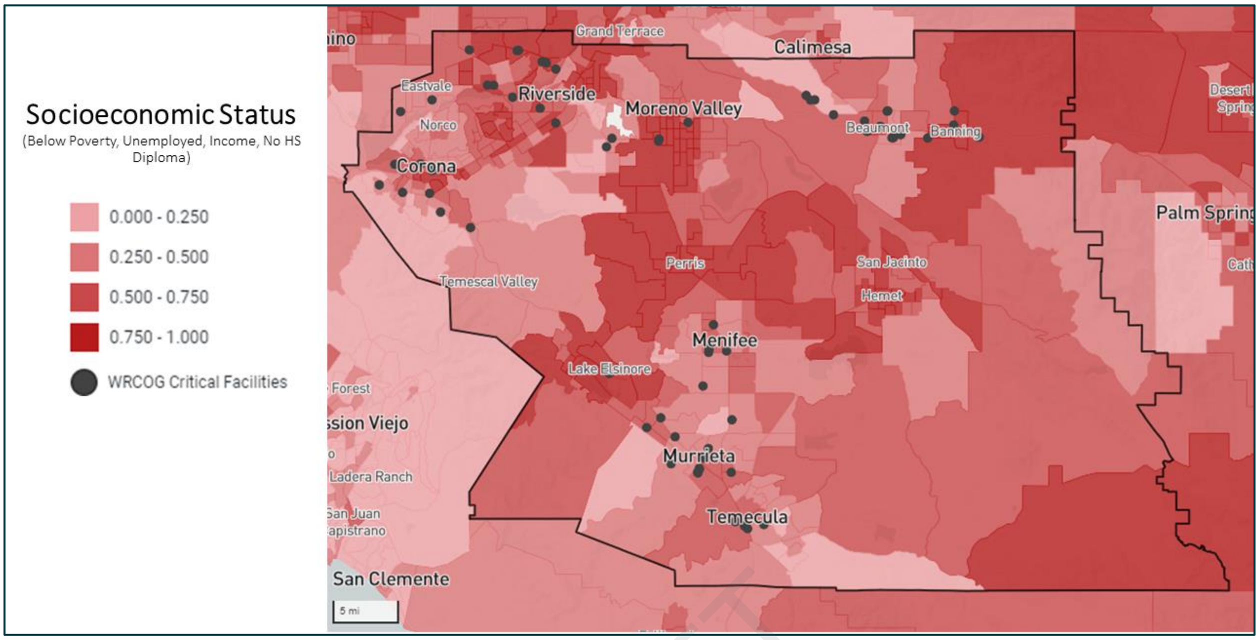


Figure 2.2: Socioeconomic Status Scores

Household Composition and Disability: This category measures the proportion of households with people aged 65 or older, aged 17 or younger, people older than age five with a disability, and single-parent households. Older adults, children, and people with a disability are physiologically and socially more vulnerable to extreme events or climate stressors. For example, older adults and people with a disability may have reduced mobility, communication abilities, and/or mental functioning which could make it difficult to evacuate (for example in a wildfire, flood, or landslide) or understand and/or carry out preparedness measures in their homes. Older adults are also more likely to have chronic illnesses (such as heart and pulmonary conditions) that increase the risk of heat illness and medical problems from wildfire smoke.

Children, particularly younger ones, are socially vulnerable because they do not have the resources or knowledge to cope with climate change hazards. They are typically dependent on their parents or other adults to keep them safe and healthy. Physical characteristics (such as the fact that they are still growing, their smaller size, the way they regulate body temperature) also put them more at risk of health effects from heat and wildfire.[6]

[6] Kenney WL, Craighead DH, Alexander LM. 2014. Heat waves, aging, and human cardiovascular health. *Med Sci Sports Exerc*. 46(10): 1891-1899.

Figure 2.3 shows that household composition is mixed throughout the subregion, but the communities of Banning, Moreno Valley, Jurupa Valley, Menifee, and Lake Elsinore have high scores in this sector.

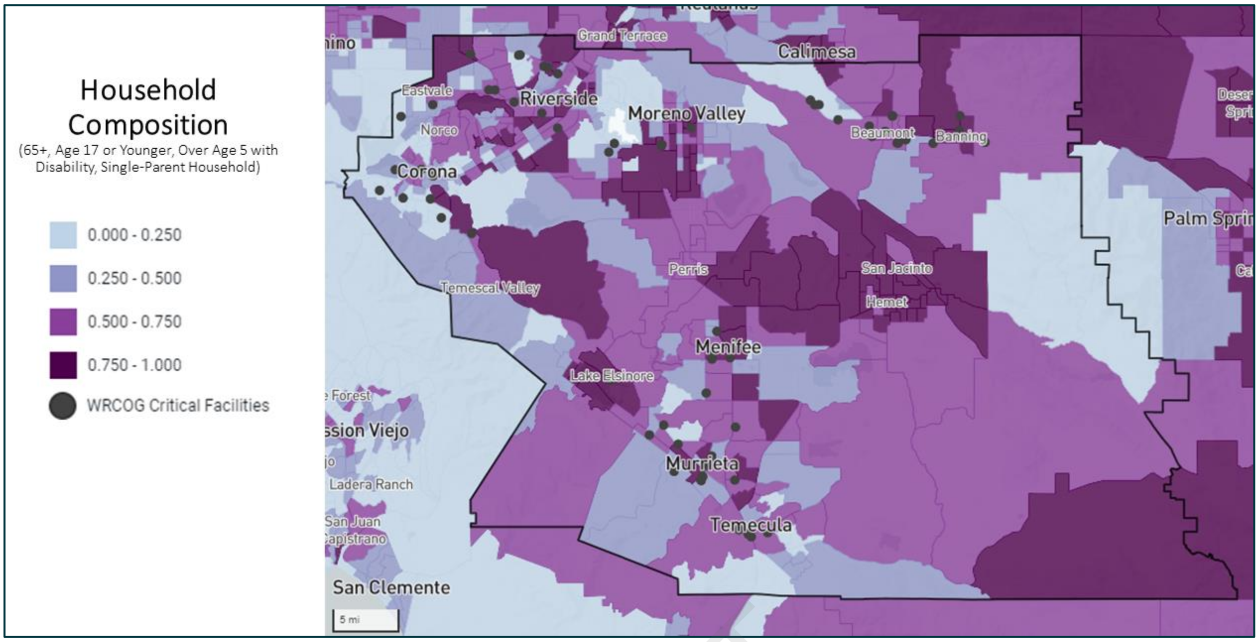


Figure 2.3: Household Composition and Disability Scores

Minority Status and Language: This category measures the proportion of the population that are a racial minority and/or speak English "less than well." Historic and current day social and economic marginalization makes populations of color more vulnerable to the impacts of climate change. Of course, race and ethnicity are connected to all three of the other SVI categories. Populations who are not proficient in English may have limited access to information and resources. Because of a lack of culturally relevant content, they may not fully understand climate hazards, preparedness actions, or emergency communications.

Figure 2.4 shows the distribution of scores throughout the subregion. Jurupa Valley, Riverside, and Lake Elsinore have high scores in this sector.

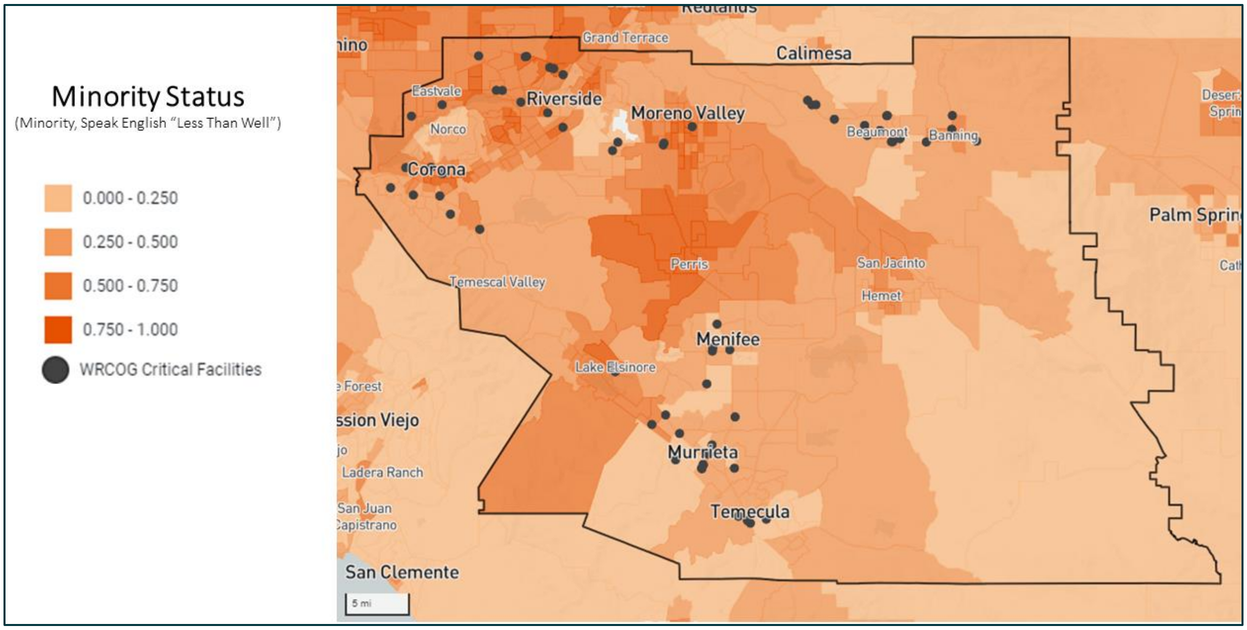


Figure 2.4: Minority Status and Language Scores

Housing and Transportation: This category includes housing and transportation factors that lead to higher risk to natural disasters and public health threats for populations. Factors include the number of multi-unit dwellings, mobile homes, group quarters, crowding, and the proportion of households with no vehicle. Homes that are well-constructed are better at protecting inhabitants from climate stressors and extreme events. For example, having better insulation and air conditioning reduces the effects of extreme heat. Or a stick-built home is likely to sustain less damage from a flood than a mobile home.

Figure 2.5 shows the distribution of scores throughout Western Riverside County. The communities of Banning, Beaumont, Jurupa Valley, Moreno Valley, and Lake Elsinore have high scores in this sector.

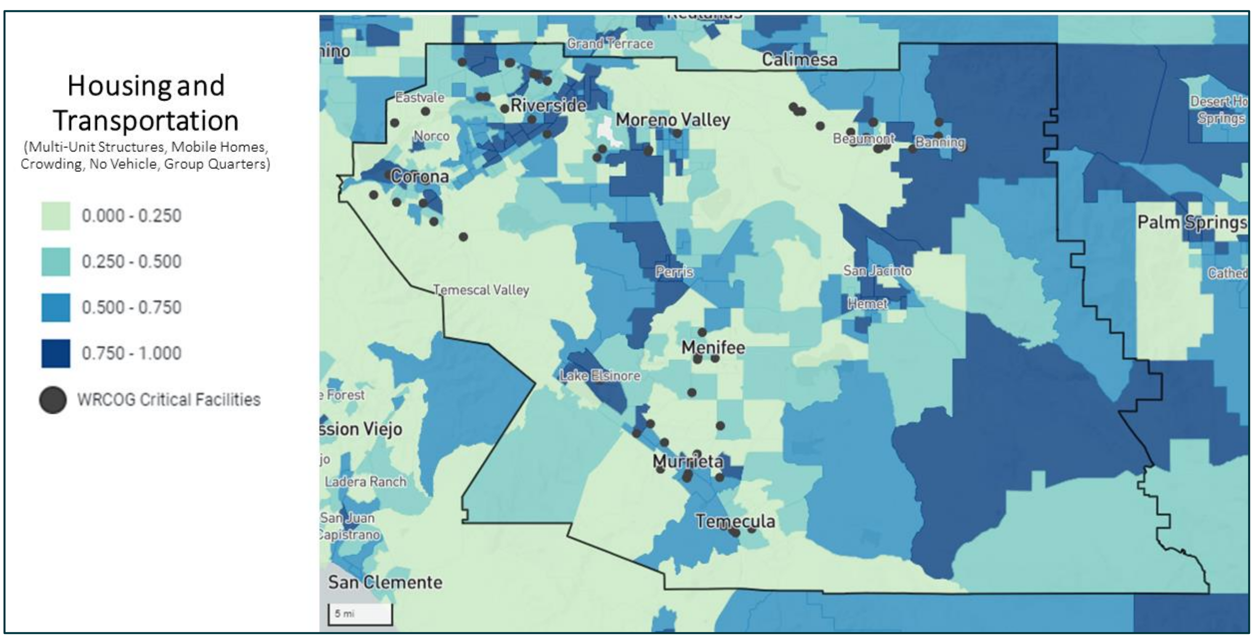


Figure 2.5: Housing and Transportation Scores

The Socioeconomic Status and Household Composition & Disability CDC SVI themes are the greatest contributors to social vulnerability in the WRCOG region. This indicates the need for facility improvements that support populations including lower-income households, older adults, children, and people with disabilities. Figure 2.6 shows overall SVI scores for Western Riverside County.

The communities with the highest overall social vulnerability scores and the number of critical facilities identified there are:

- Jurupa Valley (4 facilities)
- Moreno Valley (3 facilities)
- Lake Elsinore (3 facilities)
- Banning (2 facilities)
- Beaumont (2 facilities)

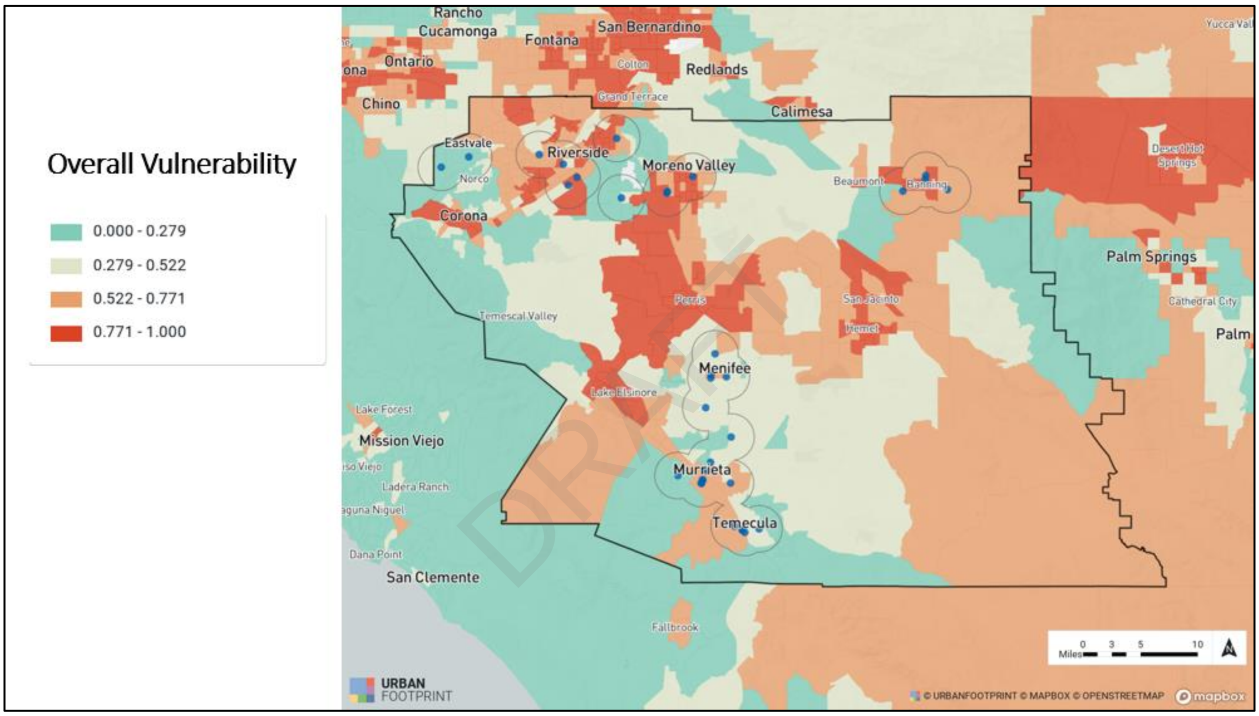


Figure 2.6: Overall Vulnerability Scores

2.3. Identifying Natural Hazards facing Western Riverside County

The natural and climate hazards for Western Riverside County were identified using three resources: Cal-Adapt, Resilient IE, and member jurisdiction staff expertise. Cal-Adapt 2.0 is a collaboration between state agency funding programs, university, and private sector researchers to provide regionally downscaled climate projections and data that are sanctioned by the state to be used in climate adaptation resiliency and planning. Cal-Adapt utilizes California's Fourth Climate Change assessment to model the extent and impact of climate hazards on communities.

Resilient IE is an adaptation and resilience strategy prepared for the WRCOG subregion of the Inland Empire with a focus on transportation infrastructure, community vulnerability assessments, and resilience planning, in collaboration with San Bernardino County Transportation Authority and Caltrans.

Additionally, several working sessions were held with WRCOG and several member jurisdictions to identify which hazards posed the greatest threat to their communities and assets, based on local experience and institutional knowledge.

Based on these sources, the following subregional climate hazards were identified:

Air Quality: Air Quality within the Western Riverside subregion is impacted by high levels of ozone and particle pollution that has plagued the region. Rising temperatures can exacerbate the air pollution and trap harmful ground-level ozone in the air due to increased water vapor. Poor air quality can have direct health effects, such as reduced lung function, pneumonia, asthma, cardiovascular diseases, and premature death. Ozone concentrations are projected to increase by 5 to 10 parts per billion by 2050 in the Los Angeles region, especially in those areas that currently experience high levels of ozone.[7]

Drought: 75% of water supplied to customers in the WRCOG subregion is imported from the Sacramento-San Joaquin Bay Delta via the State Water Project or the Colorado River. As such, much of the water is from the Sierra Nevada snowpack, which is projected to decrease by 2100 under all climate scenarios, as illustrated in Figure 2.7.[8]

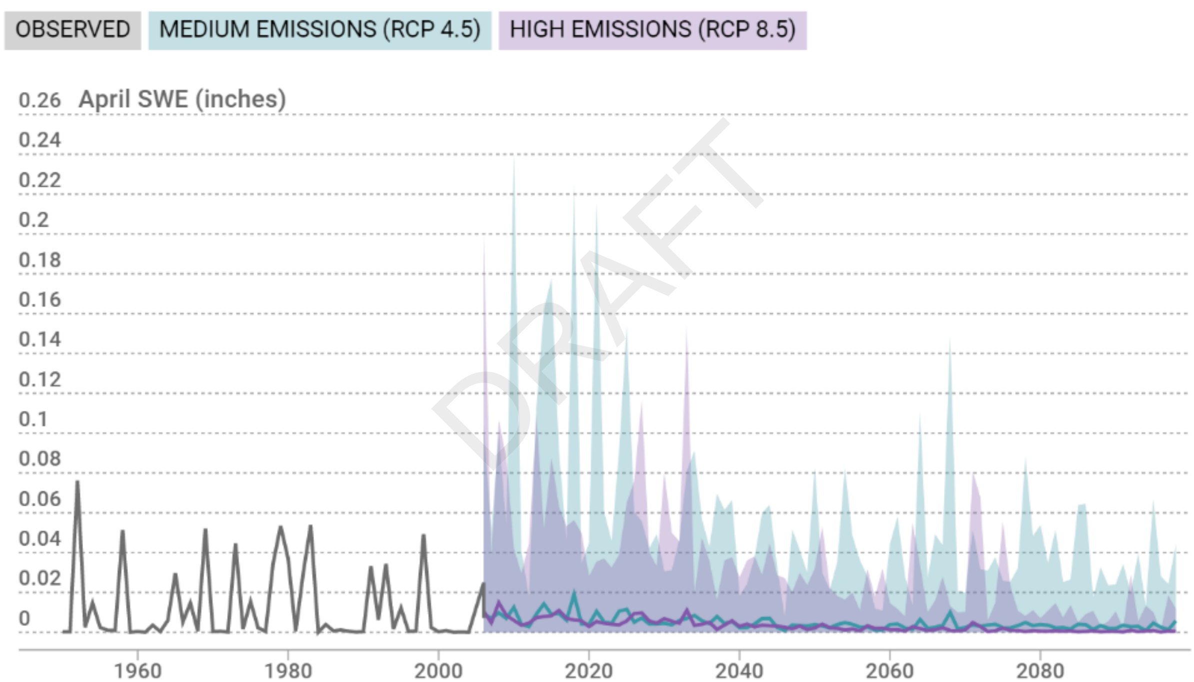


Figure 2.7: April Sierra Nevada Snow Water Equivalent *(Source: Cal-Adapt, 2022)*

Flooding: Although Southern California is likely to experience a decrease in overall precipitation levels due to climate change, the region is also expected to see an increase in the number of extreme precipitation events. Although flooding may occur in areas not designated as flood zones, the

---

[7] Resilient IE (2020).
[8] Data derived from 32 LOCA downscaled climate projections generated to support California's Fourth Climate Change Assessment. Details are described in Pierce et al., 2018.

regulatory standard for identifying flood areas is through the FEMA special hazard flood zone maps, which identify 100-year flood zones. Figure 2.8 identifies FEMA 100-year flood zones for the subregion.

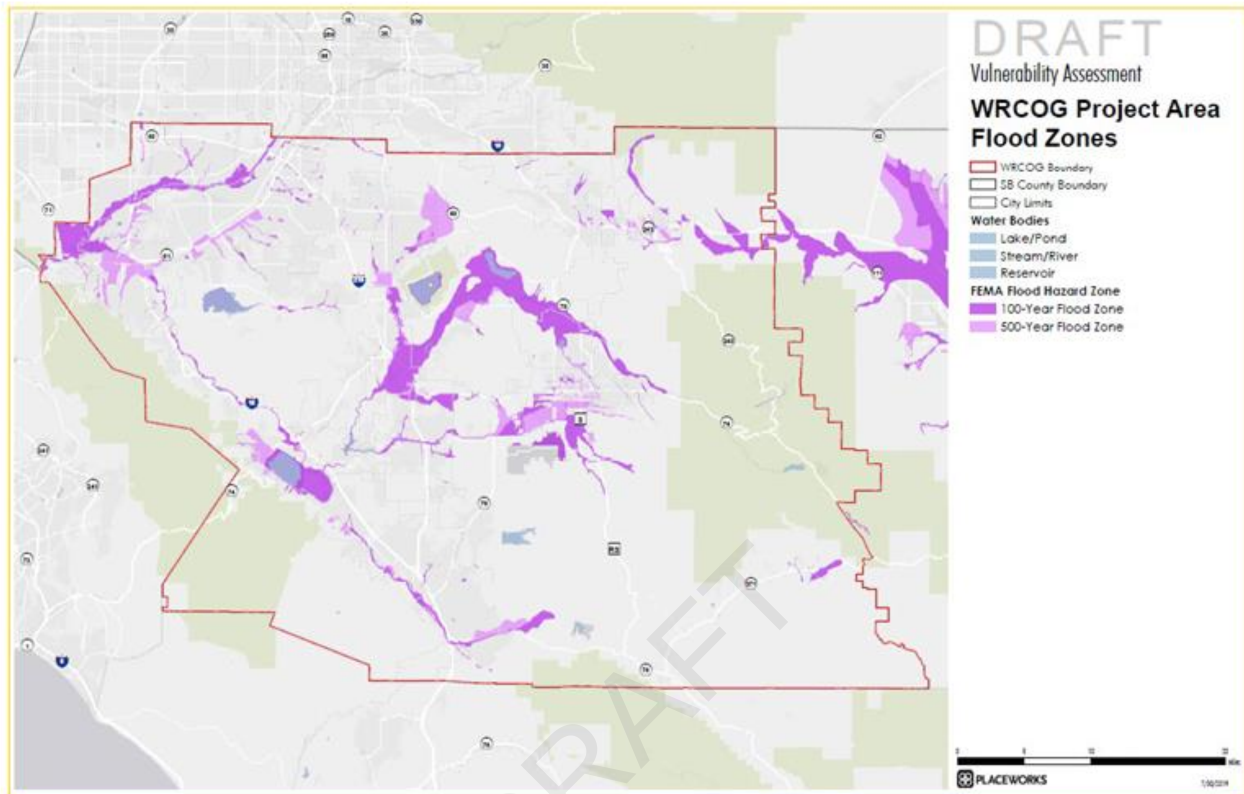


Figure 2.8: FEMA 100-year Flood Zones (Source: FEMA (2018) and WRCOG (2019).

Extreme Temperature: Climate change is expected to increase overall global temperatures (IPCC 2013). The subregion will experience this increase in average annual heat in a variety of ways, including an increased number of extreme heat days[9] and heat waves, warmer summer evenings, and warmer average annual temperatures.

---

[9] Threshold temperature for a location is defined as the 98th percentile value of historical daily maximum/minimum temperatures (from 1961–1990, between April and October) observed at that location. In Riverside County, the threshold temperature is 106.0 °F.

As identified in Figure 2.9, the number of extreme heat days is projected to rise through 2050, where the average year could include 23-29 extreme heat days, and 30-59 extreme heat days per year by 2099.[10]

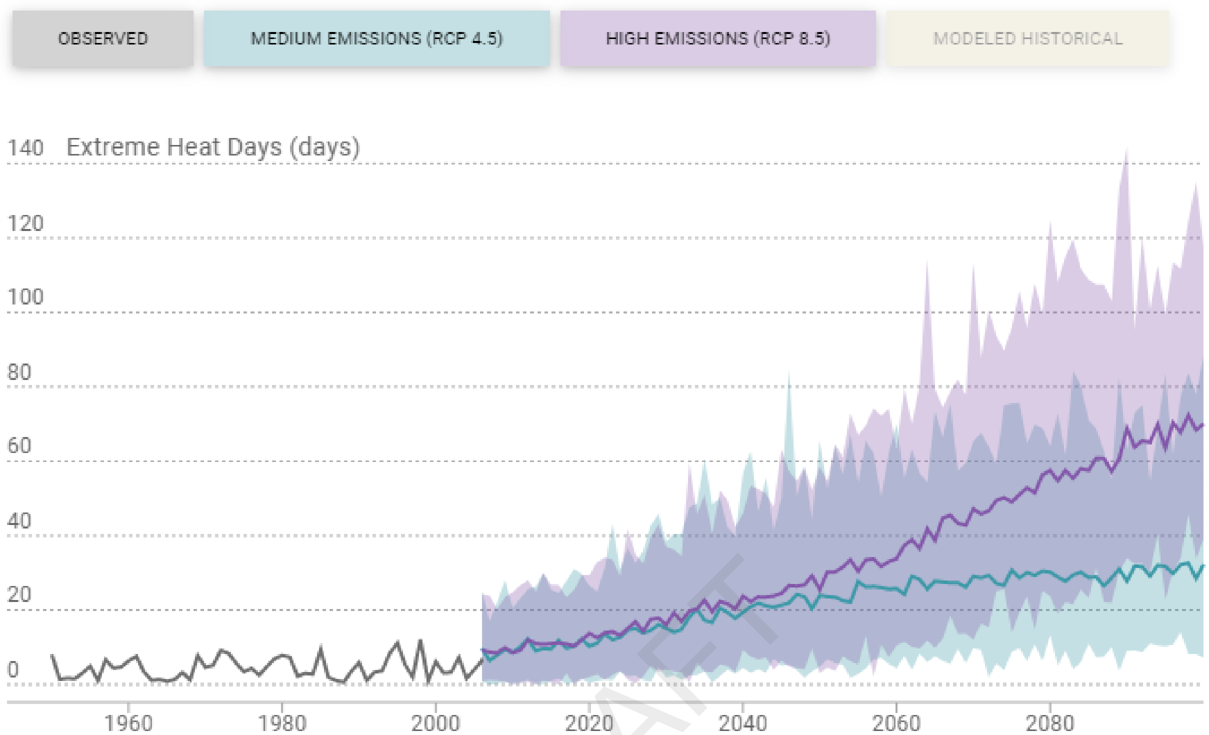


Figure 2.9: Number of days in a year when daily maximum temperature is above a threshold temperature of 106.0 °F in Riverside County *(Source: Cal-Adapt, 2022)*

Wildfire: Higher temperatures and drought create extremely dry fuel conditions that can increase the likelihood and intensity of wildfire. According to the California Fourth Climate Change Assessment, the WRCOG region may see a 13.4% increase in average annual acres burned above historic levels by mid-century. By the end of the century this increase is projected to decrease to 2.3% above historic levels due to wildfire fuel reductions associated with increased drought and extreme heat conditions. In addition to the direct physical threat to life and property, smoke released during an event can have a detrimental effect on the subregion's air quality. Figure 2.10 shows the average increase between historic and future annual acres burned within the Western Riverside subregion.

[10] Data derived from 32 LOCA downscaled climate projections generated to support California's Fourth Climate Change Assessment. Details are described in Pierce et al., 2018.

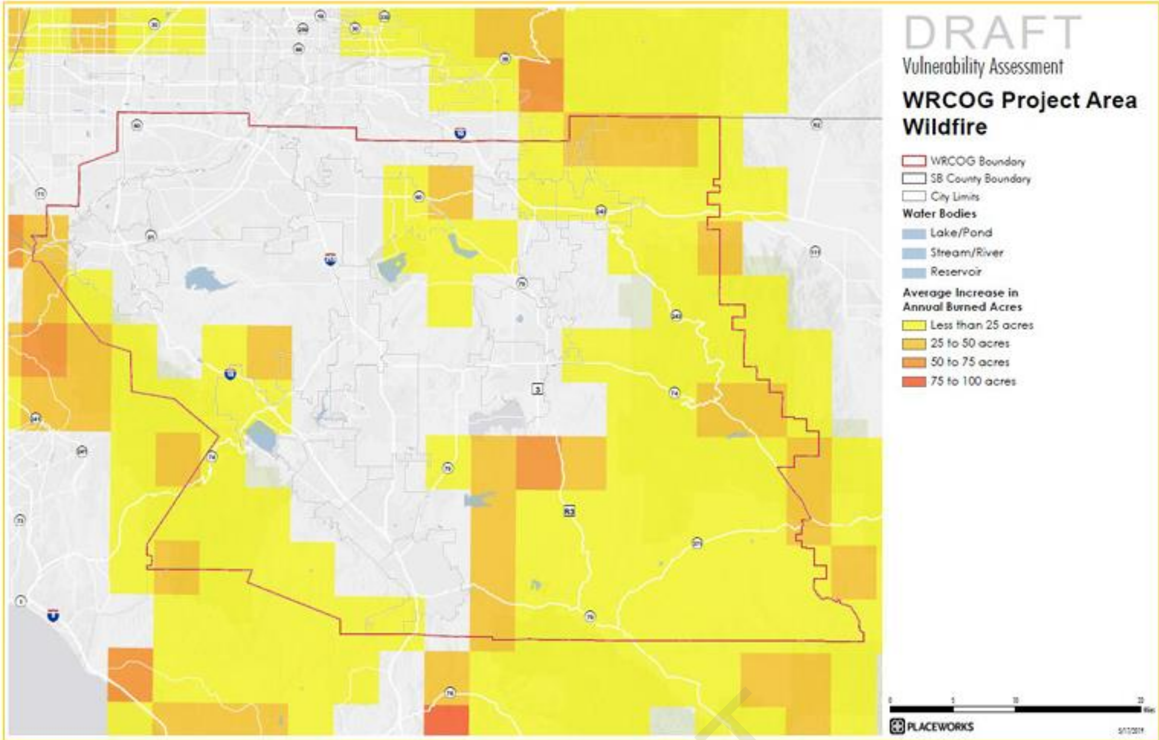


Figure 2.10: Average Increase Between Historic (1962-1990) and Future (2070-2099) Annual Burned Acres *(Source: CEC, 2019)*

Human Health Hazards: Climate hazards can have detrimental health impacts on communities, especially vulnerable populations, as discussed further in the Social Vulnerability section. Californians face a variety of increasing health problems such as more heat-related illnesses, breathing and heart troubles, food and water contamination, traumatic injuries, mental health challenges, and exposure to infectious diseases.[11] Extreme heat can exacerbate the air pollution and trap harmful ground-level ozone in the air due to increased water vapor.[12] Flooding can threaten food and water safety and lead to more contaminated runoff and failures of wastewater treatment facilities, which can lead to outbreaks of gastrointestinal infections.[13] Wildfire smoke produces particle pollution, which is the principal public health threat from short-and longer-term exposure to wildfire smoke. The health effects of particle pollution exposure can range from relatively minor (e.g., eye and respiratory tract irritation) to more serious health effects (e.g., exacerbation of asthma and heart failure, and premature death).[14]

---

[11] Louise Bedsworth et al. (2018). Statewide Summary Report. California's Fourth Climate Change Assessment, California Governor's Office of Planning and Research, Scripps Institution of Oceanography, California Energy Commission, and California Public Utilities Commission.
[12] Resilient IE (2020).
[13] Juli Trtanj et al. (2016) "Climate Impacts on Water-Related Illnesses," chapter 6 in The Impacts of Climate Change on Human Health in the United States: A Scientific Assessment, USGCRP health2016.globalchange.gov/downloads.
[14] US EPA (2021).

2.4. Prioritizing Critical Facilities

2.4.1. Overview of Prioritization Framework

An evaluation matrix was developed to review the characteristics of the various critical facilities identified by WRCOG member jurisdictions. The purpose of the matrix is to provide an objective method to integrate a broad range of important facility factors and characteristics that impact the overall resilience of the facility as well as the broader community. A scoring system was developed to place each facility on 100-point scale, with higher scoring facilities seen has having the greatest need for intervention to enhance its resilience. For example, a facility with a score of 80 is more resilient than a facility scoring 60, to be able to meet its needs in order to sustain its operations during a disaster event. Different weighting factors were attributed to each aspect of the facility that was evaluated ranging from its impact on community value, the operational characteristics such as providing shelter or a place of assembly, the potential sensitivity of a facility to nearby hazards, and the services or resources provided relative to the anticipated community needs during a disruption in the energy system.

Based on discussion with WRCOG member agencies several factors were weighted more highly such as security, ability to maintain medical care, and the ability to meet the needs of the most vulnerable populations and community. The weighting used to reflect the conditions in West Riverside County could be adjusted if the matrix were to be used in another location with different threats, risks, and vulnerabilities and community composition.

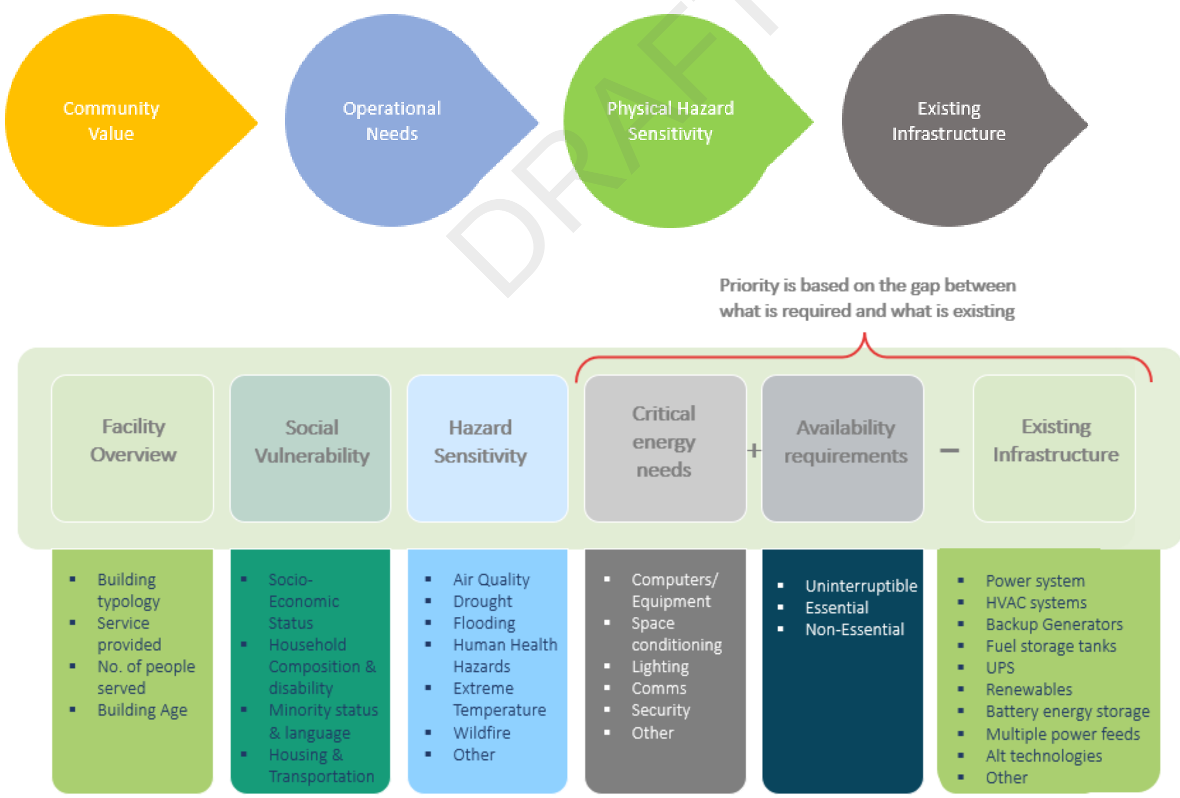


Figure 2.11: Facility Prioritization Factors

2.4.2. Community Value (Social Vulnerability)

This assessment uses the CDC/ATSDR Social Vulnerability Index (CDC SVI)[15] to identify census tracts in the WRCOG jurisdiction that have greater vulnerability to climate-related hazards such as wildfire and extreme heat. The index uses data from American Community Survey (ACS) 2014-2018 5-year estimates for fifteen variables grouped into four themes: Socioeconomic Status, Household Composition & Disability, Minority Status & Language, and Housing Type & Transportation (See Figure 2.12).

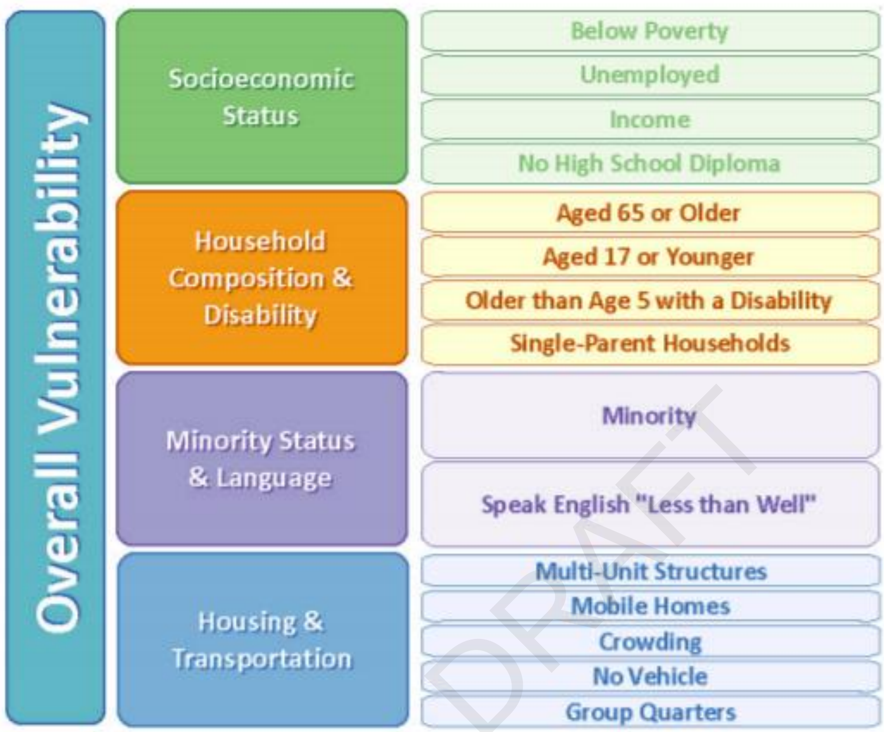


Figure 2.12: CDC/ATSDR SVI Variables Used *(Source: CDC, 2022)*

To analyze the CDC SVI data for the WRCOG jurisdiction, R+A downloaded the 2018 SVI dataset for California.[16] This dataset shows the relative vulnerability, shown as a percentile ranking, of all census tracts within California (rather than all US census tracts). The WRCOG facilities were then mapped so they could be matched up with the SVI data for the census tract they belong to using UrbanFootprint software.

[15] https://www.atsdr.cdc.gov/placeandhealth/svi/index.html

[16] Centers for Disease Control and Prevention/ Agency for Toxic Substances and Disease Registry/ Geospatial Research, Analysis, and Services Program. CDC/ATSDR Social Vulnerability Index 2018 Database California. https://www.atsdr.cdc.gov/placeandhealth/svi/data_documentation_download.html. Accessed August 2021.

To translate the CDC SVI percentile results into the WRCOG Facility Prioritization Matrix Community Value (Social Vulnerability) sector, each facility received points for its tract's overall SVI score. The following methodology is used to convert the percentile score to points in the matrix:

- Over 75th percentile = 4 points
- > 50-75th percentile = 3 points
- > 25-50th percentile = 2 points
- 0-25th percentile = 1 point

In order to determine the community value of a facility, several criteria should be evaluated including number of people served, socioeconomic status, household composition and disability, minority status and language, access to housing and transportation, and overall social vulnerability of the population served by the facility. This analysis determines the scale and vulnerability of the community served by the asset/facility. The higher the vulnerability of the population served, the higher the priority of the facility for resilience interventions.

During the development of this Plan, the SVI analysis was validated by speaking with WRCOG staff and representatives from the cities identified as most at-risk.

Key stakeholders to engage around this topic to validate the analysis and learn more about specific community needs include:

- **Representatives from populations identified as socially vulnerable**
- **Community based organizations**

2.4.3. Operational Needs (Energy Needs & Availability Requirements)

This category addresses the various functions and services that the facilities are currently providing or services that are provided to community members. The analysis in this component of facility prioritization is used to determine the feasibility to continuing to provide these services in a time of electrical grid disruption or other emergency situation.

Each of the facility features are ranked on three-point scale. Three points are assigned to services that cannot be interrupted, such as refrigeration of medication, two points to services that are essential such as heating and cooling, and one point to services than are non-essential. Figure 2.13 shows the type of critical energy needs at various facilities and how important it is to preserve those functions during power disruptions.

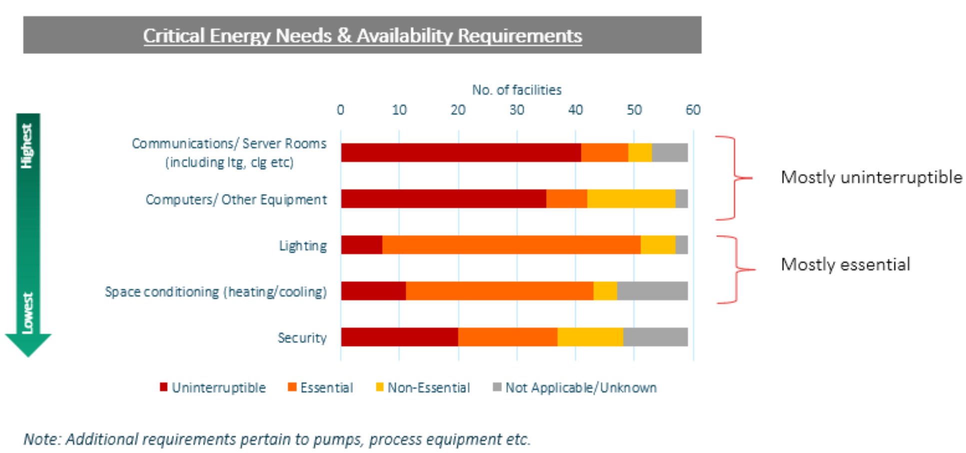


Figure 2.13: Facility critical energy needs and availability requirements

The evaluation starts with a determination of whether the function of services of the facility can be relocated. Having location flexibility enables the services to be brought to the specific community that is being impacted, rather than requiring community members to travel to the facility.

The next factor is the presence of computers and other operations or communications equipment. Given their sensitivity, preservation of electronic resources is seen as high priority. Facilities with computers are allocated a higher score to reflect the importance protecting these resources and, ideally being able to maintain operations of data and communications.

Space conditioning, either heating or cooling can be vital to protecting people that have health-related concerns that can be exacerbated by extreme heat or cold. This can include persistent cardiovascular or respiratory illnesses. Over time exposure to extreme heat or cold can be life threatening.

Lighting is important to maintain for the security and safety of people occupying the building. Facilities with the ability to provide lighting in an area where people can congregate and access other resources are considered to be a significant resilience asset.

Key stakeholders to engage at this step in the process to provide insight into the details of facility operations and systems include:

- **Municipal and/or regional emergency management personnel**
- **Public safety departments including Fire, Police**
- **Public and critical facilities managers**
- **Public works and/or utility departments**

Maintaining communications is critical during times of disruption of emergency, through the cell phone on internet networks. This can be as simple as providing phone charging and as significant as having a secure server or server room that is connected to long-term backup power source.

Location in a secured area is considered to be a positive attribute. This could be a facility located in a secure city building or maintenance yard or a secure school site in the community. Ability to monitor who comes in and out the facility, provide lighting, provide separation between people or families, and generally protect those using the facility from harm are critical concerns in facility selection.

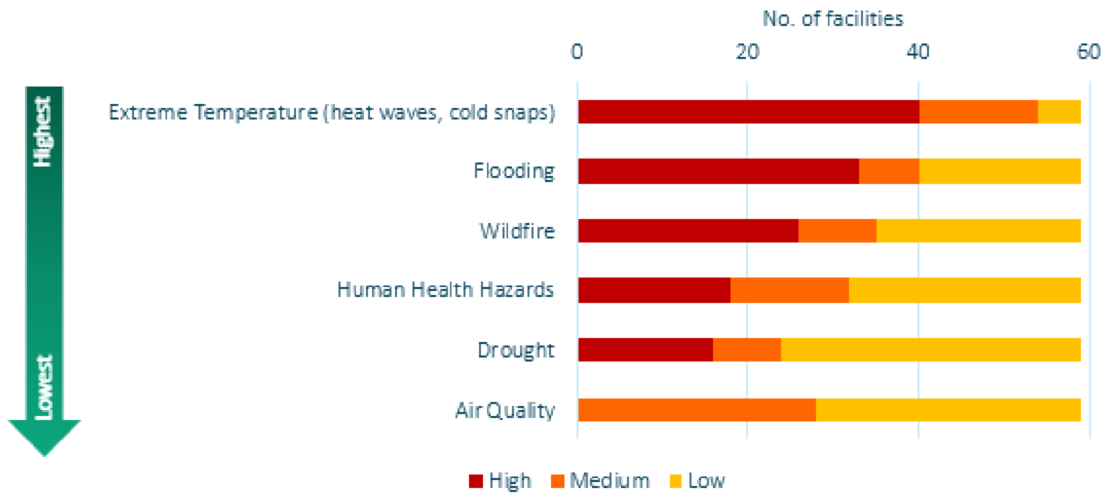
During the development of this Plan, a request for information was sent to facility managers to collect data about the operations of critical facilities and followed up with stakeholder interviews to provide more detail and confirm information.

2.4.4. Physical Hazard Sensitivity

The third prioritization factor is physical hazard sensitivity, which assess the scale and nature of the physical threats to the asset/facility. They are measured on a three-point scale, where three points are assigned for high sensitivity, two points are assigned for low sensitivity, and one point is assigned to low sensitivity for each hazard. Zero points are assigned if the hazard does not apply. Physical threats to critical facilities include:

- PSPS
- Extreme heat
- Wildfire
- Flood
- Earthquake

Physical threats can interrupt the power supply to critical facilities as a result of physical damage to infrastructure and or the preemptive shutoff of energy supply to minimize possible damage to infrastructure and/or the community. Many critical facilities across WRCOG are susceptible to physical threats from climate hazards. Figure 2.14 identifies the hazard sensitivity of critical facilities in Western Riverside County to various climate hazards.



Note: Additional threats include PSPS and earthquakes. Latter specifically applicable to Riverside.

Figure 2.14: Physical Threats to Critical Facilities

The hazard sensitivity evaluation includes considering the location of the facility and that location's sensitivity to a particular hazard (i.e. Is the facility located in a high wildfire severity zone?) and the likelihood of a hazard to disrupt energy supply to the facility.

During the development of this Plan, a workshop was hosted with WRCOG member jurisdiction emergency management personnel and public works departments to discuss which climate hazards were affecting their cities and how facilities and communities were being impacted.

Key stakeholders to engage at this step in the process include:

- **Municipal and/or regional emergency management personnel**
- **Public safety departments including Fire and Police**
- **Public and critical facilities managers**

2.4.5. Existing Infrastructure

The criteria in this component of the prioritization analysis address the physical attributes of the facility that are related to providing continuous energy supply or supporting the needs that are reliant on electricity such as lighting, heating and cooling, refrigeration of medicines, or telecommunications.

The criteria include fundamental issues such as the age of the building, the age and condition of the energy equipment, and the overall capacity of the electricity system. Older buildings are more likely to have less efficient systems or need energy upgrades and may have capacity constraints on electrical service or the feasibility of adding new systems. Older buildings may also have opportunities to integrate energy resilience measures into planned facility upgrades. the age and condition of the energy equipment, presence and capacity of heating and cooling systems. Other infrastructure factors include the presence and capacity of heating and cooling systems, which is a critical concern if the facility is planned to be place of refuge or assembly.

The next cluster of criteria address methods of maintaining power to provide basic services. These include back up generation, fuel storage tanks, battery storage, and on-site energy generation. Photovoltaic systems designed to operate autonomously from the power grid can serve this need during daylight hours but need to the combined with other methods to provide energy for longer periods.

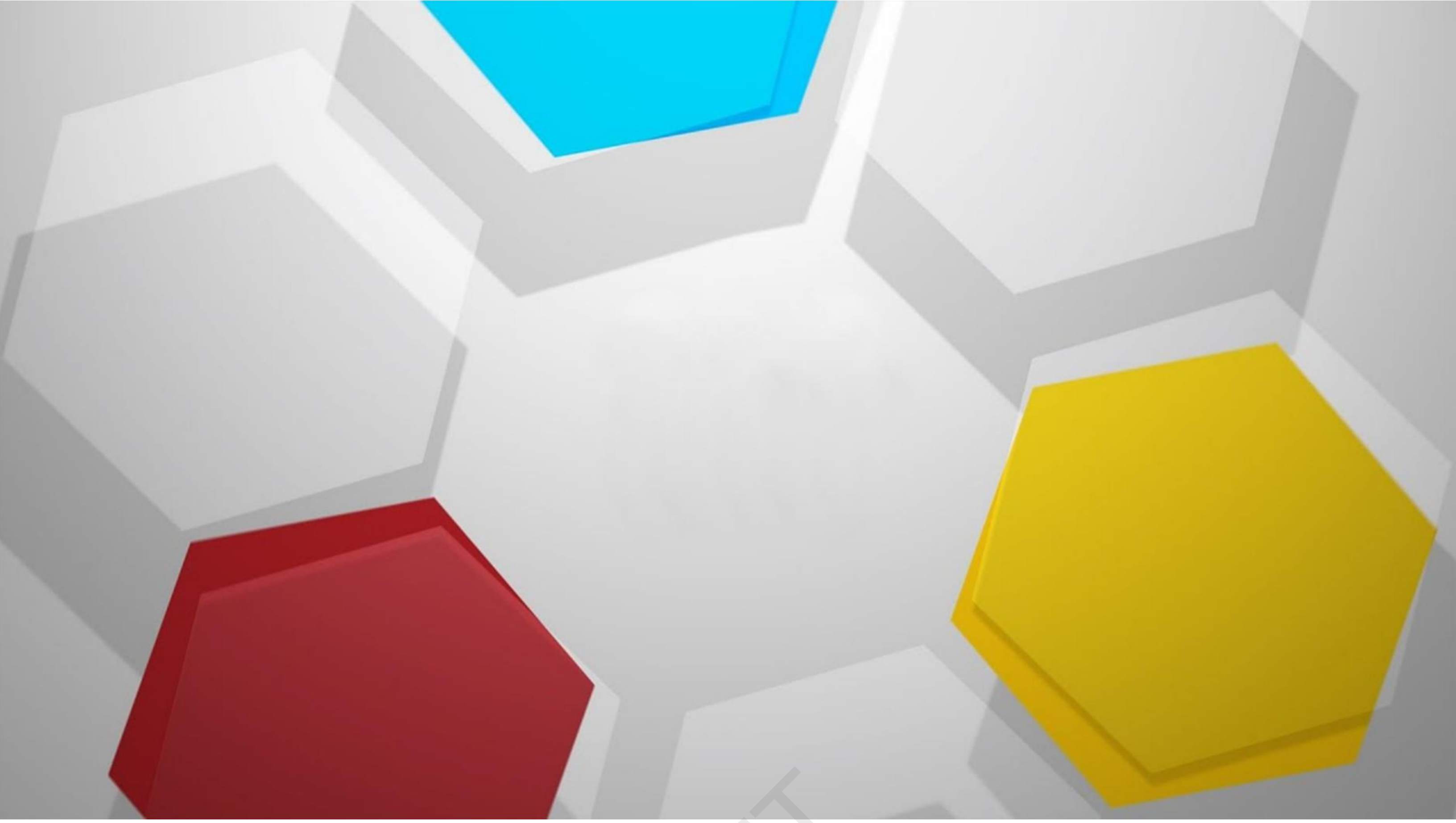
Typical backup generations systems are designed to maintain building energy services for relatively short periods. If the facilities are considered for a longer period of use, which is likely, the existing backup systems may need to be increased to provide energy for 12-24 hours or be augmented by on-site generation to extend the duration that the facility provide resilience services. Other factors include whether there are multiple ways to feed energy to the property or if the property is able to switch from one source, such as diesel generator, to another energy source such as PV or batteries without major disruption to services.

The presence of these energy infrastructure components and services at a given facility are compared to an ideal list of systems and services to determine the score in each category. This analysis is used to determine the gap between a specific facility and an ideal situation. Facilities with greater diversity services and existing capacity, and thus a smaller gap, receive a higher score in this section of the prioritization analysis.

Similar to the operational needs factor, a request for information was sent to facility managers to collect data about critical facilities and followed up with stakeholder interviews to provide more detail and confirm information, during the development of this Plan.

Key stakeholders to engage at this step in the process to provide insight into the details of facilities include:

- **Municipal and/or regional emergency management personnel**
- **Public and critical facilities managers**
- **Public works departments**



3. FRAMEWORK FOR DESIGNING FOR ENERGY RESILIENCE

As stated previously, The WRCOG Energy Resilience Plan serves as a guide for decision-making related to the identification of and investment into critical facilities and other community assets in two stages:

1. Identification and Prioritization of Critical Facilities
2. Evaluation of Design and Implementation Options for Energy Resilience Solutions

With the critical facilities identified and prioritized, the framework for designing for Energy Resilience focuses on developing a technical solution. This includes determining what hazards to mitigate or protect against, what level of reliability and resilience to design to, what technologies and design elements could be part of the solution, and what resources can be mapped to the selected technologies to help with implementation.

3.1. Evaluating Energy Resilience

This section describes the process to defining what are the design objectives of a resilient energy system for critical WRCOG facilities. It is an attempt to answer the question:

"*How resilient is resilient enough?*"

There are many levels of resilience, and many layers of backups and redundancies that could be applied to a given situation. So, the challenge for any prudent engineer or emergency planner is to navigate how to put boundaries on that decision-making process. One approach can be summarized below, as follows:

$$Resilience = \frac{[Capabilities]}{[Requirements]}$$

In other words, designing a facility to be "resilient enough" means designing it to have resilience capabilities that are appropriately aligned with the resilience requirements. Designing capabilities that far exceed the requirements appropriate for that facility, i.e., achieving ">100%" (conceptually) would constitute overinvestment of infrastructure.

3.2.1. Defining the Energy Resilience Requirements

When we successfully tease out the resilience requirements are for a given facility, we come to a "desired end-state" that we can aim for when selecting our design solutions. This desired end-state should be built up from a holistic understanding of the **Mission Needs** of a facility, i.e., what is/are the function(s) and purpose of the facility being evaluated and what systems must be operational in order for the mission to be successful. Missions for a facility can include emergency response, water treatment and water distribution, critical life safety, community cooling hubs, etc. Mission Needs can include lighting, computers and network connectivity for communications, HVAC systems, and specialized equipment such as garage bay doors, medical equipment, pumps, etc. This top-down approach for defining resilience requirements can be summarized in **Error! Reference source not found.**.

As illustrated in **Error! Reference source not found.**, a resilience evaluation informs the **resources** required to support successful operation. Most critical missions require some degree of **power** supply to assure mission success, either for the whole facility or for critical circuits. Depending on the mission, **heating** and **cooling** may be critical in order to maintain sensitive climate control requirements. Reliable **water** supply may also be a requirement for mission success, although in some cases reliable water supply is the *outcome* of mission success (such as for water/ wastewater treatment and distribution systems).[17]

[17] Water and wastewater systems at a facility are important elements of resilient infrastructure, but have not been the focus of this effort.

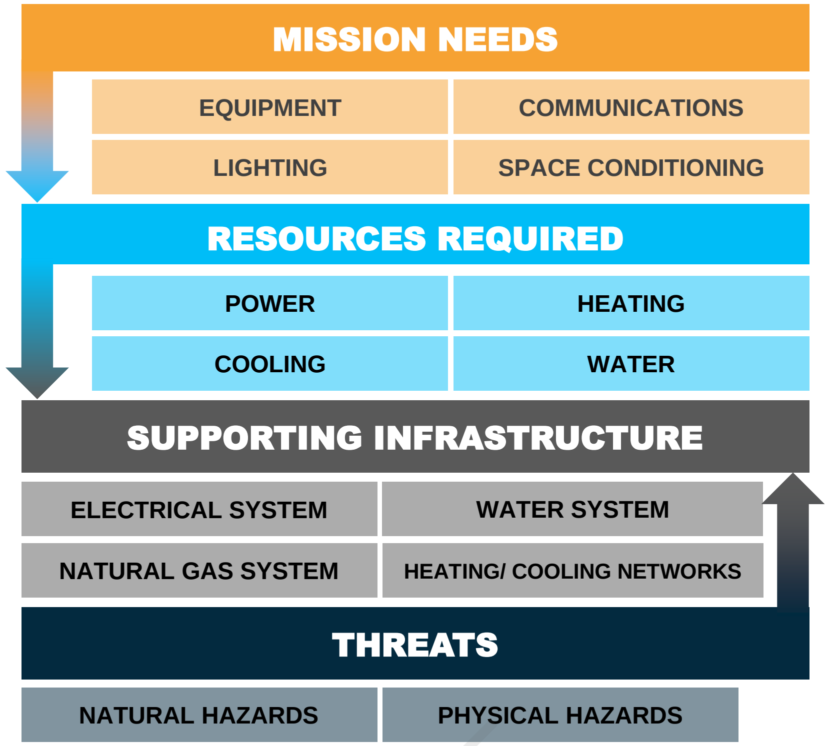


Figure 3.1: Top-down approach to defining energy resilience requirements

Resource requirements can be defined in three tiers of availability that we have found to be sufficient for describing all possible scenarios for Mission Needs, defined in Table 3-1.

Table 3-1: Tiers of Resource Availability Requirements

Tier	Description
Uninterruptible	Resource must be continuously available and cannot experience even momentary disruptions in supply or quality.
Essential	Resource must be available during a specific activity for a given duration. Minor variations in resource quality can be tolerated without significant disruption.
Non-Essential	Resource can be lost, or quality can be degraded for extended periods without severe consequence.

To determine the availability requirements for each resource at a given facility, it is recommended to start with a narrative understanding of the facility by engaging stakeholders who know the facility well, including but not limited to:

- The **facility manager**, who can speak to what systems are in place, what they are used for, and where are the chronic issues that have historically caused mission disruptions.
- The **site director**, who can speak to the broader functions of the facility, the implications to community resilience if utilities are disrupted, and what kind of contingency plans are in place (or lacking) to mitigate mission interruption due to facility degradation (such as whether the mission can be relocated somewhere else).

Through interviewing the facility manager and site director of the critical facility being assessed, each end-use for each resource can be categorized into Uninterruptible, Essential, or Non-essential. For the case studies, this was achieved by sending a facility questionnaire to the key stakeholders to gain initial understanding and then following up with a phone interview. The result is a complete knowledge base for the resource requirements of the facility. For most facilities, such as the **Menifee Senior Center** and **Jurupa Valley Fire Station** case studies, the resource end-uses that are categorized as Uninterruptible or Essential will be a focused subset of the total resource use at the facility. This can be a very helpful discovery because it means that the facility's resilience strategy can hone in on that subset of more critical end-uses instead of building a strategy that serves the entirety of all resources used. When resources are scarce in an austere environment such as the aftermath of a natural disaster, having a clear understanding of which end-uses are most critical will help ensure that those scarce resources are allocated appropriately.

The resource requirements thus identified, an understanding of the supporting infrastructure is a natural next step. The **supporting infrastructure** represents not just the physical, engineered systems present in a facility but also the management systems applied to a facility such as maintenance plans and emergency protocol exercises. When a mission needs resources to ensure success, it is the supporting infrastructure that provides those resources. This includes the power distribution system (transformers, panels, circuits), the HVAC system (mechanical equipment, pipes, ducts, natural gas supply), the water and wastewater systems (pipes, pumps, valves), and management systems.

Similarly, it is the supporting infrastructure that must survive the **threats** present in a given community or geographic location. Threats include the natural hazards present in the area (heat waves, earthquakes, heavy rains and flooding, strong winds, etc.) as well as the social vulnerabilities and physical threats that a community may face (socioeconomic factors, social unrest, public health challenges, etc.). Revisit Chapter 2 for how to assess the threats present in a given location.

To recap, when designing a facility for energy resilience, it is the Supporting Infrastructure that provides the Resources required for the Mission, and it is the Supporting infrastructure that must survive the Threats facing the community. The level of risk mitigation pursued (the resilience requirement) is informed both by the degree to which the critical Resources are required for mission success and the magnitude of the Threats that may cause resource disruption. The Supporting Infrastructure, therefore, is our entry point into making changes at a facility that will enhance its ability to achieve mission success amid a range of threats and is the focus of the rest of this chapter. See Figure 3.2 for a conceptual recap.

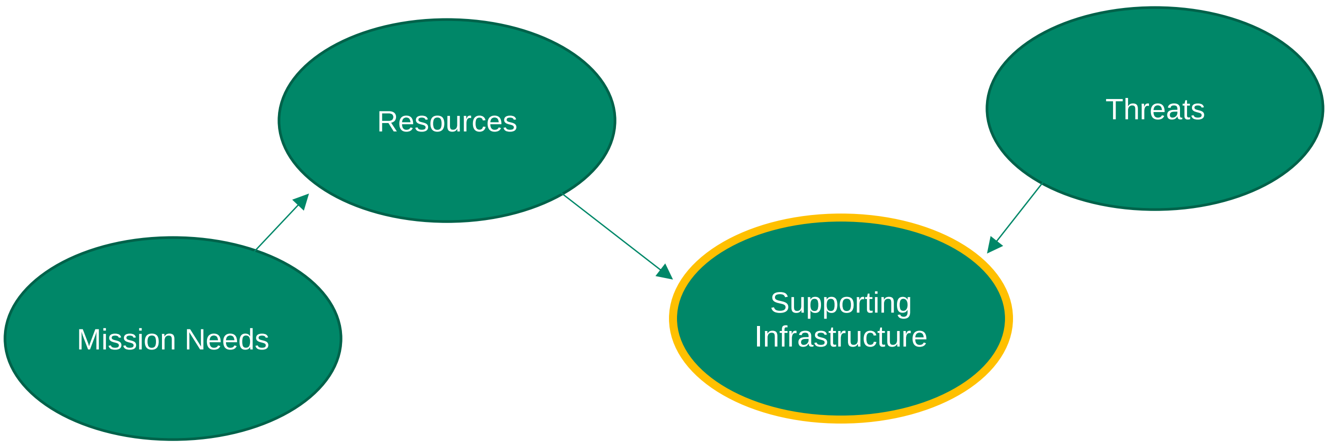


Figure 3.2 Supporting Infrastructure is the entry-point for addressing threats and providing resources for mission success at a facility

3.2.2. Defining the Energy Resilience Capabilities

An effective energy resilience strategy involves more than a simply installing a backup diesel generator with some fuel storage and calling it a day. Resilience includes **preventing** utility service disruptions from ever occurring, **mitigating** the impact of utility service disruptions when they do occur, and **recovering** to full operations in the aftermath of a disruption event.

The capability of a facility to prevent, mitigate, and recover from a disruption event is informed by the **Supporting Infrastructure** defined in the previous section. To assess the energy resilience capability of the supporting infrastructure, the three qualities of resilient infrastructure (prevention, mitigation, recovery) can be subdivided into ten energy resilience attributes. These are described in Table 3-2. When evaluating the resilience capability of a facility, evaluating according to each of these attributes can be helpful for making sure that Energy Resilience is being looked at from all angles.

Table 3-2: Energy Resilience Attributes

RESILIENCE ATTRIBUTES	ATTRIBUTE QUALITIES
Cybersecurity Of Energy Systems	Protection in place for energy systems (e.g. HVAC controls, centralized monitoring, etc.) to resist a cyber attack
Physical Hardening	Protection of energy infrastructure (e.g. electrical supply lines and switch stations, district heating plants and pipes, etc.) from threats such as flooding, fire, and strong winds
Redundant Supply Paths	Separated supply paths to minimize the system infrastructure's vulnerability to the same local threat. (e.g. having multiple electrical supply lines from same source routed through the north and south of campus respectively)
Energy Source Diversity	Alternative sources of energy available to supply critical loads (e.g., utility connection, on-site renewable energy, and emergency backup diesel generator)
Energy Demand Reduction	Conservation and management of energy use in order to reduce the requirement for critical backup capacity and increase outage sustainment time
Load Sustainment Capacity	Ability to maintain energy supply to critical demand from on-site sources. Includes generation, fuel storage, controls, and infrastructure
Emergency Management Protocols	Level of emergency response plan and personnel training
Islanding Capabilities, Analytics, & Controls	Automation of back-up systems, predicting threats, performance indicators to support response efforts
Personnel Availability For Assessment & Repair	Ability to access staff (be it university, contractor, or local specialists) of appropriate expertise for damage assessment and repair
Equipment, Parts & Procurement	Ensuring replacement critical equipment and parts are available. Also includes standardization of components and secured procurement practices

3.2.3. Defining the Energy Resilience Gaps

When compared against the Energy Resilience *Requirements*, the existing Energy Resilience *Capabilities* provide insight into how well the facility can meet the Needs of the Mission that the facility is charged to perform. If the capabilities fall short of the requirements, then a **Resilience Gap** is identified. The essential goal of an energy resilience plan is to fill these gaps by selecting and implementing energy resilience strategies.

For guidance on how to assess the existing infrastructure serving a critical facility, refer to Section 2.4.5.

As the gaps are identified, ideas may start to form about what areas need more attention. The Resilience Attributes can help provide a more focused direction for that attention. Once that direction becomes unveiled, that is when the resilience strategies come in.

For example, the **Menifee Senior Center** was identified as a critical facility with an Essential power requirement to serve as a cooling and heating emergency shelter and food distribution location for residents of the community. The existing infrastructure assessment informed that this essential power supply requirement was not being met. The utility power supply capacity was sufficient when the grid is operational, but in response to a Threat such as a wildfire-caused PSPS event, no alternative power source would be available. In other words, the Resilience Gap of insufficient Energy Source Diversity was identified. With the gap thus identified, strategies can be considered that are designed to close that gap.

3.2. Selecting Energy Resilience Strategies

In order to close a resilience gap, we start thinking about the nature of the gap and the different strategies available to us. Is the resource supply susceptible to physical damage? Does the facility consume excessive energy relative to its needs? Is there a lack of controls ability to phase down non-critical loads? Based on the kind of gap, we can look at the relevant menu of strategies and narrow down which strategy fits the need the best.

A complete list of energy resilience strategies considered in this Energy Resilience Plan is provided in Appendix F. This is not an exhaustive list covering all possible design approaches to energy resilience, but it does capture the majority of desired end-states or capabilities that would apply to the WRCOG community. The more agnostic take by focusing on desired end-states and capabilities instead of focusing on specific, technical solutions allows the project engineer to identify the best solution for a specific site in the context of rapidly evolving energy technology. However, a selection of specific technical solutions that are more commonly deployed are also included in this list for expedience.

Besides addressing resilience gaps, feeding into the strategy selection is a consideration of the site **constraints** and **opportunities**. These key considerations inform what kinds of strategies can make sense for the facility. This is an appropriate time to re-engage the facility manager and site director because they will know the site better than any utility bills or as-built drawings can describe. Be sure to compliment this with reliable data such as utility bills (including interval data) and as-built drawings that can verify and support the claims of the facility manager and site director, because these references will be needed when forming the basis of design for a technical solution.

Appendix F provides a complete list of strategies considered in this Energy Resilience Plan. To help with identifying resilience strategies that can be applied to fill a resilience gap, each strategy is tagged with a Category, which Resource(s) the strategy supports, and which Resilience Attribute(s) the strategy addresses. Additionally, some key considerations intended to inform whether the strategy is worth further evaluation are included. Table 3-3 provides a sample of what is included in Appendix F.

Table 3-3: Sample of Energy Resilience Strategies Appendix

Strategy	Category	Resource	Resilience Attribute	Key Considerations
On-site Solar	Energy Supply	Power	Energy Source Diversity	- Rooftop/Parking Area - Circuit capacity - Structural support - Shading - Glare
Batter Energy Storage System	Energy Storage	Power	Energy Source Diversity; Energy Demand Reduction	- Outdoor space with clearances - Circuit capacity - Advanced controls
Diesel Generator	Backup Power	Power	Load Sustainment Capacity	- Outdoor space with clearances - Ventilation requirements - Noise requirements - Fuel storage capacity - Dedicated emergency circuits

Categories that each energy resilience strategy will fall under:

- Backup Power
- Controls & Communications
- Electrical Distribution
- Energy Conservation
- Energy Management
- Energy Storage
- Energy Supply
- Maintenance
- Mechanical Systems
- Other

Resource(s) that each energy resilience strategy may support:

- Power
- Heating
- Cooling
- Water

Resilience Attribute(s) that each energy resilience strategy may address: see Table 3-2.

By making use of this dataset of energy resilience strategies, and by keeping in mind the Resilience Gaps and Key Considerations, we can arrive at a short-list of strategies to pursue.

3.3. Implementing Selected Strategies

When the engineers and facility stakeholders have worked out which Energy Resilience Strategies are appropriate to move forward with, it is time to develop the technical designs and financing plans for implementation.

Note that some of the strategies that may be selected for implementation are programmatic. Other strategies are more technological in nature and can be generally described as “strategies that require projects to implement.” This section focuses on those strategies that require projects to implement (see).

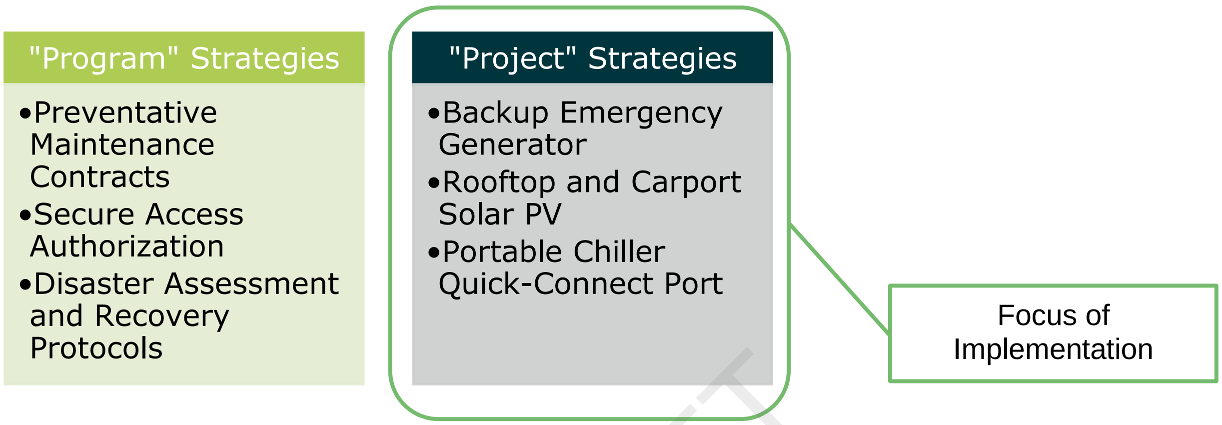
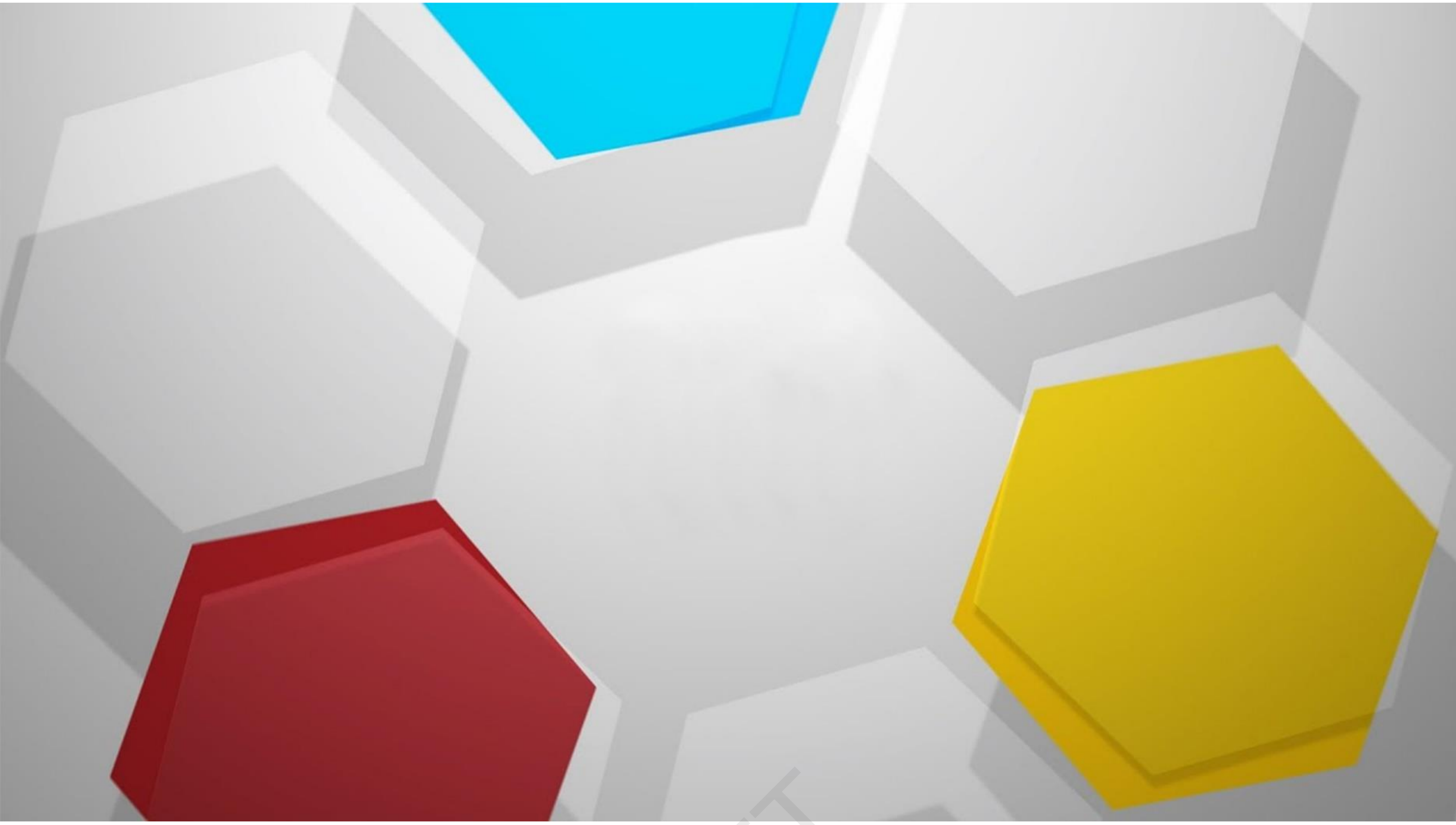


Figure 3.3: Program-oriented vs Project-oriented Energy Resilience Strategies

For the **technical design**, the Case Studies in Appendix A serve as a reference to provide insight into the design process for arriving at an energy resilience solution.

Methodology used for arriving at the designs in the case studies to be provided in the Final Draft. To include inputs to technical optimization model, overview of optimization functions, and outputs from the optimization model.

For insight into how to identify **funding and financing strategies** to support implementation of projects, specifically to support the electrification of and resilience planning for critical facilities in the WRCOG region with an emphasis on inclusion of energy storage for emergency response, refer to Appendix G.



4. CONCLUSION

The WRCOG Energy Resilience Plan serves two primary functions. First, to serve as a decision-making guide for WRCOG members regarding implementation of energy resilience projects to increase facility and community resilience against regional power interruptions. Second, to serve as a more general guide for governance organizations outside of Western Riverside County to begin to untangle the complex topic of community resilience through energy resilience. This conclusion addresses both elements.

4.1. Impact for WRCOG and Members

This Energy Resilience Plan will have a lasting impact on the community by enhancing the day-to-day health and wellbeing of communities through reducing the negative impacts of natural disasters and power interruptions. The Plan achieves this by outlining a pathway for equitable and reliable access to electricity at all critical facilities across WRCOG Member Jurisdictions, ensuring fundamental access to health and public safety services for all members of the Western Riverside community. By being modeled around a replicable framework, this plan can benefit other communities and jurisdictions beyond Western Riverside County.

The Plan provides WRCOG with a methodical approach to painting a complete portrait of all facilities that have been identified by member jurisdictions as having a critical role to play in responding locally to climate-related disruptions. Figure 4.1 illustrates this impact.

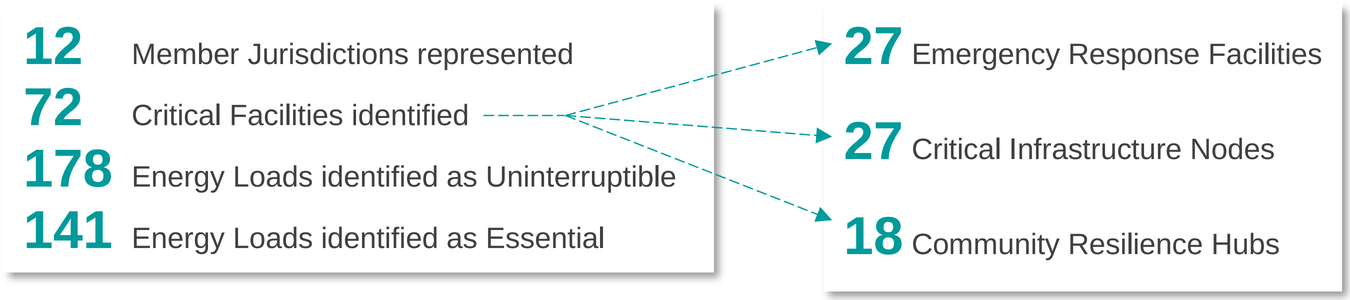


Figure 4.1: Energy Resilience Scale of Impact

4.2. Next Steps

The main priority for achieving the full potential of this Energy Resilience Plan is to scale the findings from the Case Studies to apply to the remaining critical facilities across WRCOG Member Jurisdictions.

4.2.1. Technical Implementation Next Steps

To be completed in Final Draft.

4.2.2. Financial Implementation Next Steps

The Energy Resiliency Plan details a regional transition to renewable energy in critical infrastructure, including the ability to quickly adapt to drought, extreme heat, and other climate changes. Implementation will be most effective and efficient if multiple actions are pursued in tandem, which may include using funding and financing sources to support multiple, or bundled, projects. Near-term next steps (within one to two years) for beginning implementation of priority actions may include:

- **Identify partnership opportunities to plan, fund, and implement climate actions.** WRCOG's efforts in this planning process convened jurisdictions together from across Western Riverside County, opening the opportunity to continue these partnerships as agencies begin to pursue funding. Partnerships between public agencies can also increase the competitive edge of grant applications. Other civic institutions, notably UC Riverside, may also offer partnership opportunities.
- **Determine which strategies will require environmental review, technical analysis, and/or complex partnerships and permitting.** Some of the priority actions will have longer implementation timelines due to environmental review requirements or financing coordination (e.g., new sales tax, bond issuance). To meet its electrification goals in a timely manner, WRCOG member jurisdictions will need to start the first phase of work on these longer-term projects.
- **Track new federal funding opportunities as guidance is released.** The IIJA and Inflation Reduction Act present enormous opportunities. While the available details on known programs are summarized in this chapter, the federal government is regularly releasing new program announcements related to funding eligibility and availability.
- **Being preparing application materials for the state grants that have been allocated additional funding in the Governor's 2022-2023 budget.** Some funding for these grants may already be or will soon be available and will have short application deadlines. An early start on application materials will give WRCOG member jurisdictions more time to match actions to grant opportunities, define strong proposal narratives, and identify potential partnerships.

Page intentionally left blank

APPENDICES

A. Case Studies

A1. Case Study 1- Banning Wastewater Treatment Plant

Facility Overview

The Banning Wastewater Treatment Plant (WTP) plant located at 2242 Charles St, Banning, CA 92220 treats wastewater from approximately 30,000 people, including 12,800 dwellings and the surrounding community.

Banning WTP is currently connected to the Southern California Edison (SCE) utility on the TOU-GS-2-D-CPP tariff. As a critical infrastructure system, the WHP has an existing backup power system comprising of two diesel generators, each dedicated to half of the plant with the total capacity of 900 gallons of diesel storage.

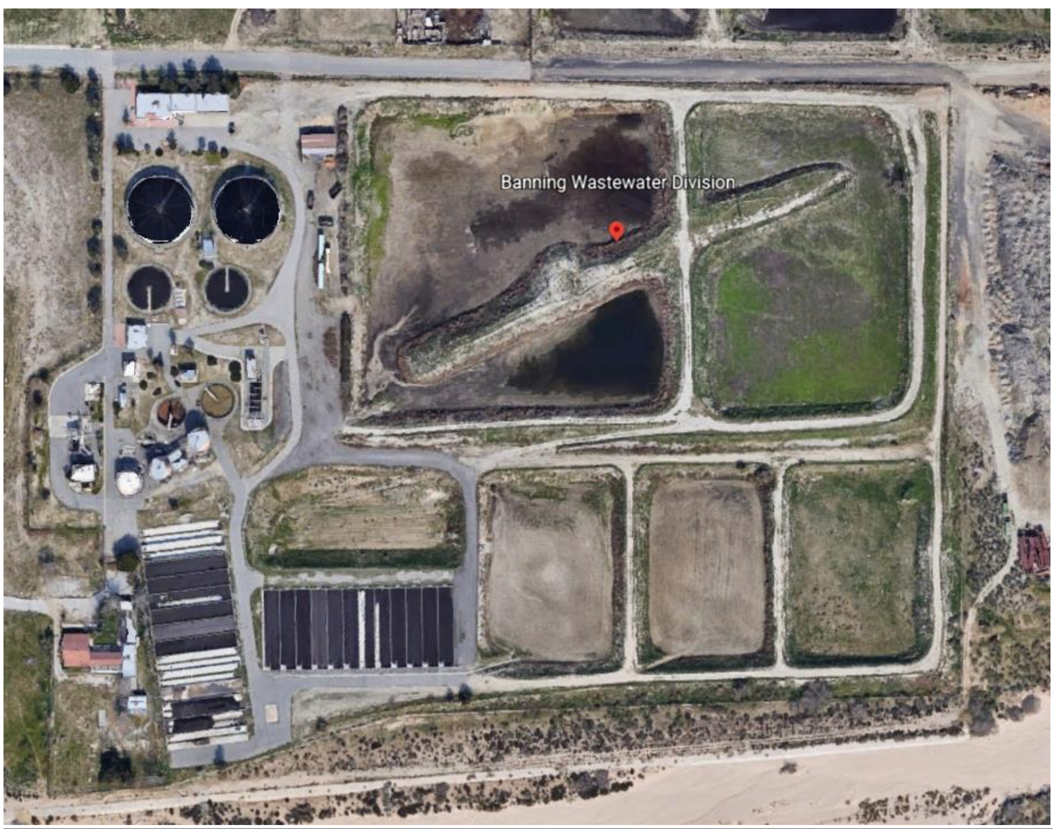


Figure A.1: City of Banning WTP site location

Past Disruptions

The WTP has experienced 7 SCE grid outages over the past several months with the longest one being 5 hours. However, such outages have not yet led to any operational disruptions or degradations as the backup generators have been able to cover the full plant electrical loads. However, given the importance of the WTP to the community, and due to the fact that no redundant diesel generator exists, additional backup power systems may be warranted because:

- If either of the existing diesel generators fail; no other alternative exists to power that section of the plant
- In case of major disasters that may cause prolonged outages, the diesel storage may not be sufficient and fuel re-supply may be compromised
- Air quality regulations limit the run hours of fossil-based generators and alternatives are being promoted at the regional and state level for environmental benefits

Therefore, to prevent such cascading effects of power outage to other utility functions, it is proposed that multiple on-site power sources to be incorporated into the plant infrastructure to provide enough flexibility and redundancy to enhance system resilience against power outages.

Resilience enhancement against grid outages requires technical and financial analyses to develop a viable solution which includes a recommended size and combination of power generation and energy storage assets. This analyses, along with detailed simulation of the microgrid system, is further discussed in the section below.

Analysis and Simulations

To assess how the current and proposed system would response to prolonged utility power outages, a comprehensive microgrid modelling and analysis was carried out. For this purpose, HOMER Grid software tool was used. HOMER Grid is a microgrid modeling software that is being widely used in the research and industry communities to design and optimization of microgrids, size different components of the system, and also to perform a technical and financial feasibility assessment. This tool can also help with resilience and reliability assessment of various microgrid combinations, which has been the main focus of the current study.

In order to develop the baseline model (i.e. business as usual), the annual load of the WTP was collected and input to the model. AECOM received partial load profile for “Aug 22nd 2021 to March 2nd 2022” and estimates were used to fill in missing data based on known load profiles in order to have a complete year for analysis. The existing diesel generators were also modeled to reflect the current status as the baseline of the model.

Utility bill analysis identified that the utility charges were $74,447 for the period Jun 2020 to May 2021. The tariff is not Time of Use and energy costs is determined by a flat rate of $0.0923 per kWh used. During the period of 06/2020-05/2021 the total energy consumption was 784,000 kWh. Peak demand of 120 kW was measured during Nov 14th, Dec 24th, and Feb 23rd.

Figure depicts the monthly variations in the monthly energy consumptions and the breakdown of billing charges. The electrical load heatmap for the Banning WTP is presented in ***Figure A.3***.

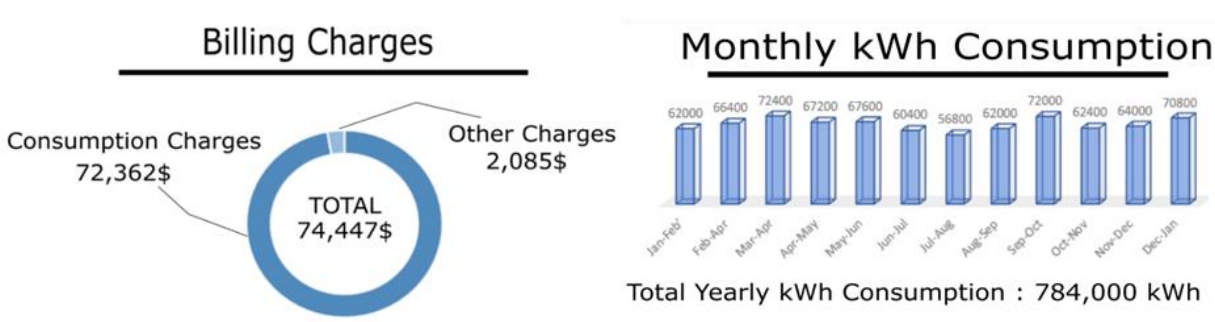


Figure A.2: System annual electricity consumption and billing charges

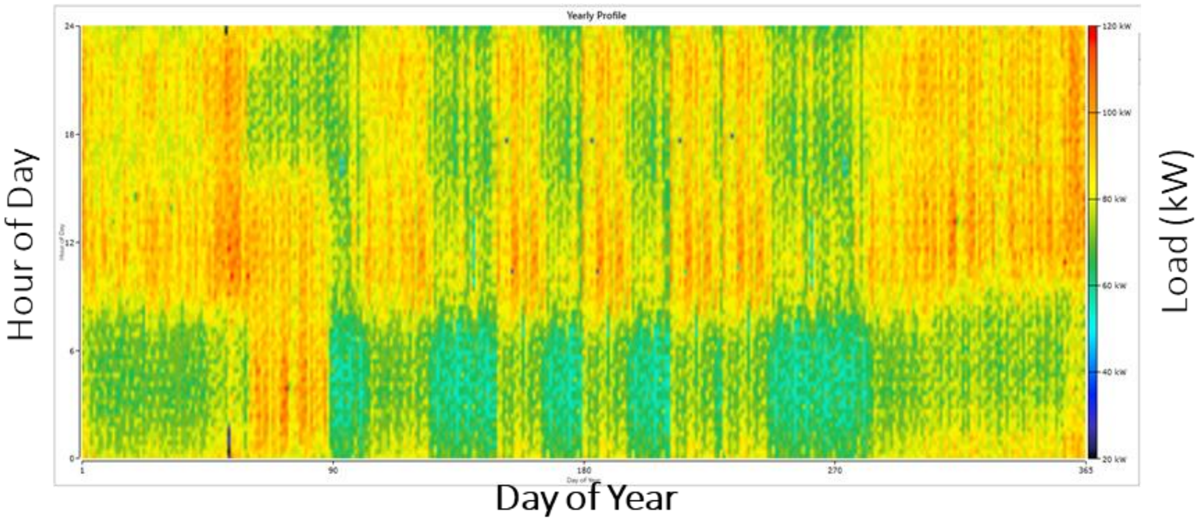


Figure A.3: Heat map of the Banning WTP electrical load

Improving resilience of the WTP to utility power outages can be enhanced through implementation of diverse power sources. To achieve this goal, it is proposed that on-site solar photovoltaics (PVs), as an additional source of power, along with battery energy storage systems (BESS) to be utilized and various combinations and sizes to be evaluated. The capacity of the existing diesel generators totals 130 kW. PV array size was dictated by the available space on land at the south-west corner of the site, resulting in 123 kW system.

For the purpose of this analysis, it is assumed that 100% of the plant load is critical and that no downtime is acceptable. Figure A.4 schematically shows the main components and connections of the developed microgrid for Banning WTP.

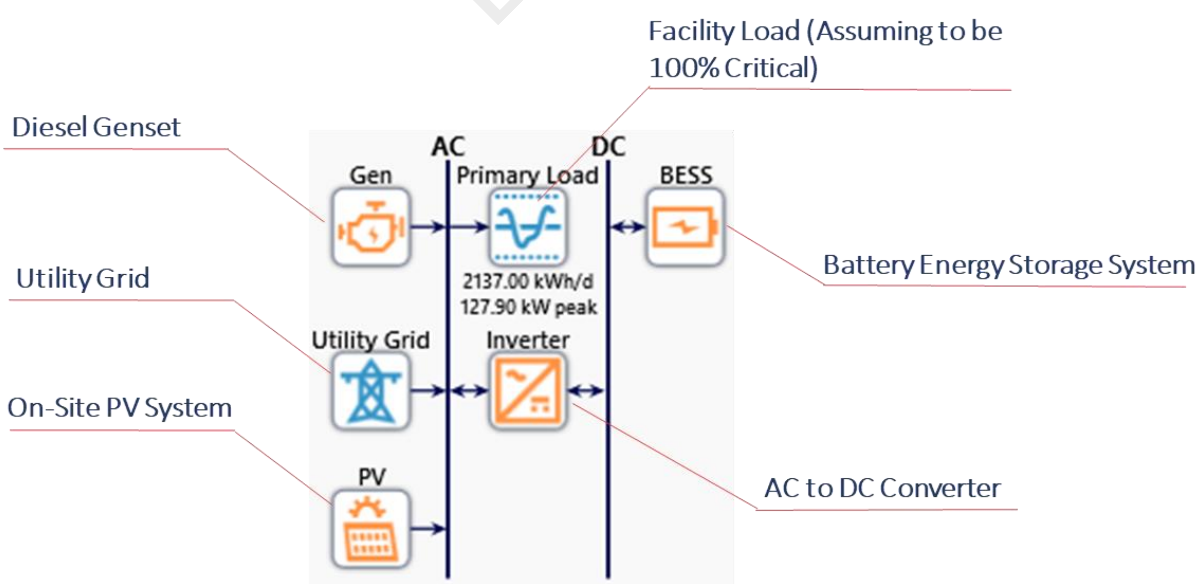


Figure A.4: Microgrid architecture and components

The analysis considered the numbers and duration of historical power outages sourced from SEC reliability reports[18]. System Average Interruption Frequency (SAIFI) and System Average Interruption Duration (SAIDI) numbers, representing average frequency of sustained interruptions and average duration of sustained interruptions respectively, were used in this study. According to the historical reliability of SEC circuits serving the Banning city for 2021, the SAIDI has been 772 minutes and the SAIFI has been 2.9. Therefore, it was assumed that the system would have to endure three 4.5 hours-long outages each year.

The distribution of these outages will be randomly selected by the software; one example is shown in **Error! Reference source not found.**Figure A.5. Depending on the reliability requirements set for the facility. In this case study, we assumed that 100% of the plant load is critical and should be covered throughout the year, i.e., no down time or degradation of performance is allowed.

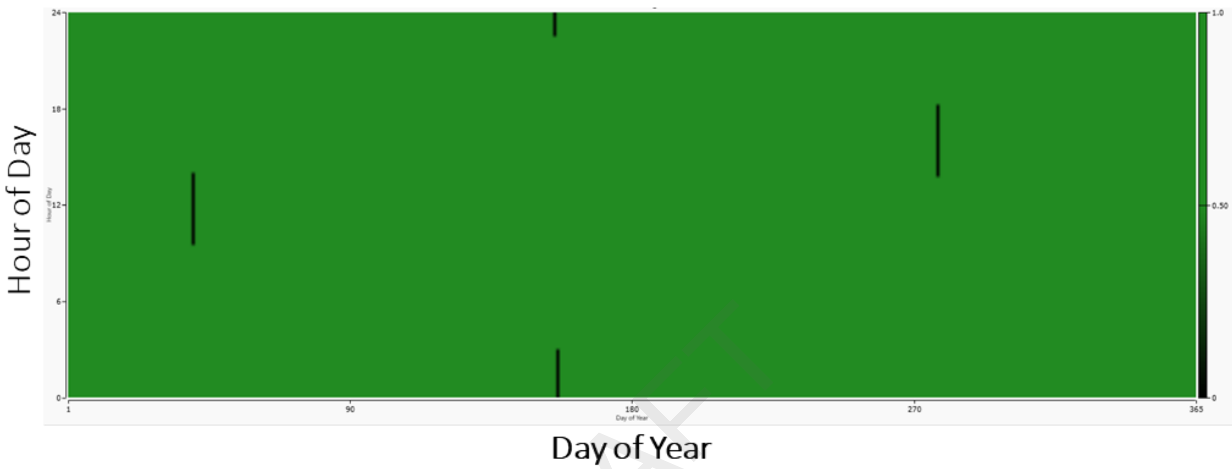


Figure A.5: Random distribution of outages throughout the year

Results and Recommendations

Feasible solutions for the Banning WTP are summarized in Table A-1. These solutions essentially include those system sizes and combinations, referred to as system Architecture, that are capable of meeting the loads during the defined outage scenarios. Each battery pack has the rated capacity of 85 kWh/185 kW, and the software will come up with the optimum number of packs for each system architecture. We have also considered scenarios without diesel generators (i.e., scenarios 5 and 6) to see if there will be any benefits into replacing the existing ones if they are nearing their end of life.

$$SAIDI = \frac{sum\ of\ all\ sustained\ customer\ interruption\ durations}{total\ number\ of\ customers\ served}$$

$$SAIFI = \frac{sum\ of\ total\ quantity\ of\ "sustained"\ customer\ interruptions}{total\ number\ of\ customers\ served}$$

[18] Circuit Reliability Review- Banning, 2022, SOUTHERN CALIFORNIA EDISON

Table A-1: Banning WWTP microgrid modelling results

	Architecture			Cost				System		
Scn.	PV (kW)	Generator (kW)	BESS (kWh/kW)	NPC ($)	LCOE ($/kWh)	CapEx ($)	Simple Payback (yr)	Renewable Fraction (%)	Generator Hours	BESS Autonomy (hr)
1	123	130	-	$920 k	0.091	$194 K	11.2	27.5	10	-
2	-	130	-	$950 k	0.094	$0.0 K	-	0	14	-
3	**123**	**130**	**85/185**	**$1.00 M**	**0.099**	**$243 K**	**17.3**	**27.5**	**4**	**0.95**
4	-	130	85/185	$1.03 M	0.102	$48 K	-	0	10	0.95
5	123	-	425/925	$1.33 M	0.131	$435 K	-	27.5	-	4.77
6	-	-	510/1110	$1.43 M	0.142	$289 K	-	0	-	5.73

These scenarios are ranked based on the net present costs (NPC).[19] Scenario 2, which is the baseline scenario, has the second best NPC; however, the renewable fraction (defined as annual renewable energy generation divided by annual energy consumption) is zero and the generator runtime is 14 hrs/yr. Scenarios 3 is comprised of solar PVs, BESS, and diesel generators; this combination provides multiple benefits in terms of resilience performance and integration of renewable energy. Availability of multiple power sources improves the system flexibility and thereby enhance resilience against power outages. In case of future outages become longer and more frequent, the system would be able to sustain the plant operations for longer periods compared to other scenarios investigated here; see the reduced generators runtime for scenario 3 compared to other scenarios which means less reliance on diesel fuel, less maintenance, and longer lifetime for the diesel generators; for those reasons, and considering only slightly higher NPC compared with the baseline case, Scenario 3 is the proposed option in improving resilience posture of the system while also reducing GHG emissions and maintaining the economic performance close to the existing situation. The single-line diagram of the proposed system is shown in Figure A.6.

[19] Cost includes equipment capital cost only. All-in cost (design, construction, etc.) to be included in Final Draft.

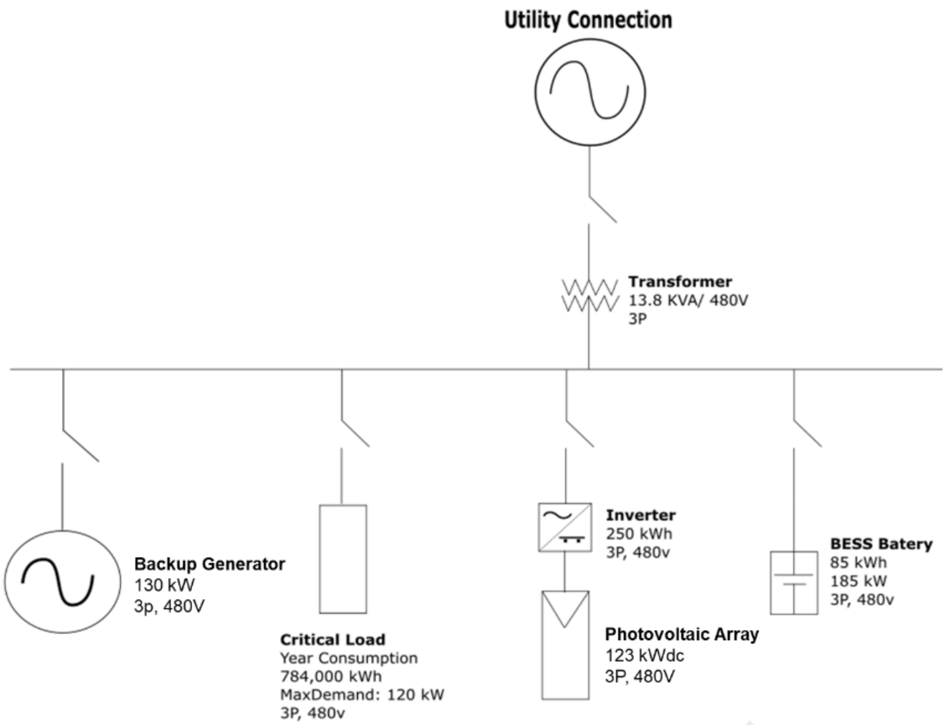


Figure A.6: Single-line diagram of the proposed system for Menifee Senior center

A2. Case Study 2- Menifee Senior Center

Facility Overview

The Menifee Senior Center is located at 29844 Haun Rd Menifee CA 92586 serving 100+ seniors. The Menifee Senior Center is also being utilized as cooling and heating emergency shelter and food distribution location for residents of the community.

The facility is currently connected to the Southern California Edison (SCE) utility on the TOU-GS-2-D-CPP tariff. The backup system includes a 36 kW diesel generator. The site location is shown in the Figure A.7 below.

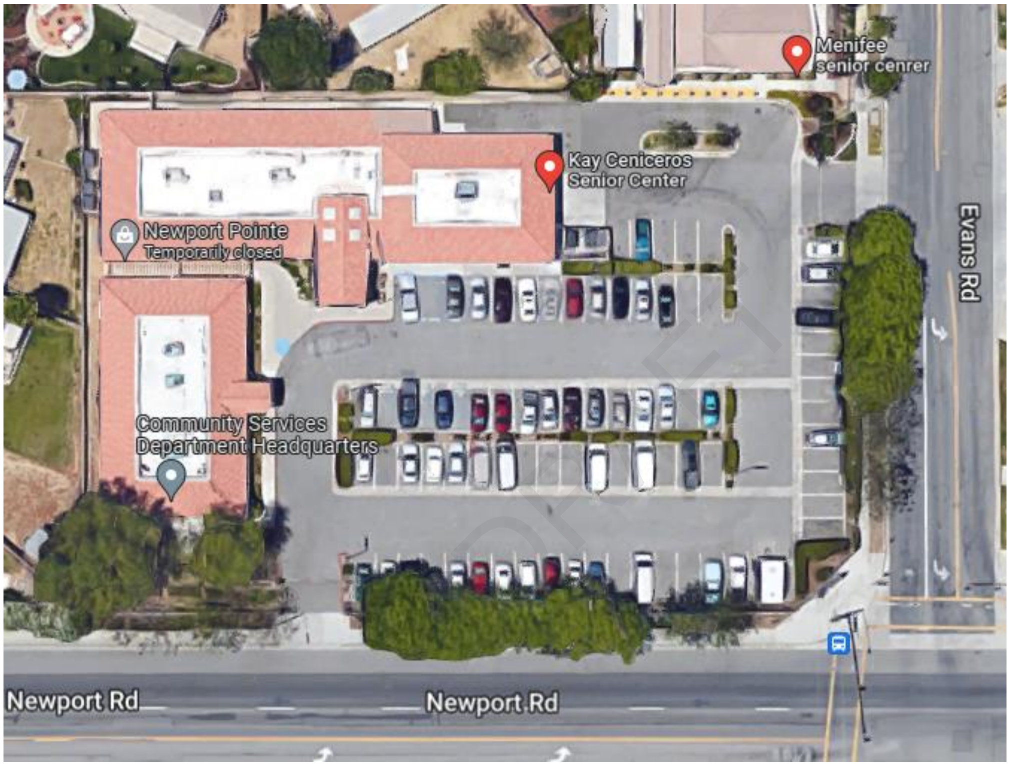


Figure A.7: Menifee Senior Center site location

Past Disruptions

The hazard sensitivity assessment revealed that flooding, and human health risks caused by extreme temperatures are among the highest threats. The latter one can be alleviated by enhancing reliability of the heating and cooling systems. In addition to regular scheduled maintenance to ensure reliable operation of the heating and cooling systems, reliable power sources are required. As grid outages are becoming more frequent, improving resilience of the energy systems against them is critical and has been the focus of this study. Such analyses along with detailed simulation of the plant system is further discussed in the section below.

Analysis and Simulations

To assess how the current and proposed system would response to prolonged utility power outages, a comprehensive microgrid modelling and analysis was carried out. For this purpose, HOMER Grid software tool was used. HOMER Grid is a microgrid modeling software that is being widely used in the research and industry communities to design and optimization of microgrids, size different components of the system, and also to perform a technical and financial feasibility assessment. This tool can also help with resilience and reliability assessment of various microgrid combinations, which has been the main focus of this study.

In 2021, the total cost of electricity charges was $31,110 which includes energy charges, demand charges, and fixed charges. The annual electricity consumption during the year of 2021 has been 133,590 kWh with the peak demand being 58 kW happened on August 1st. Figure A.8 depicts the monthly variations in the monthly energy consumptions and the breakdown of billing charges. The electrical load heatmap for the Menifee Senior Center is presented in Figure A.9.

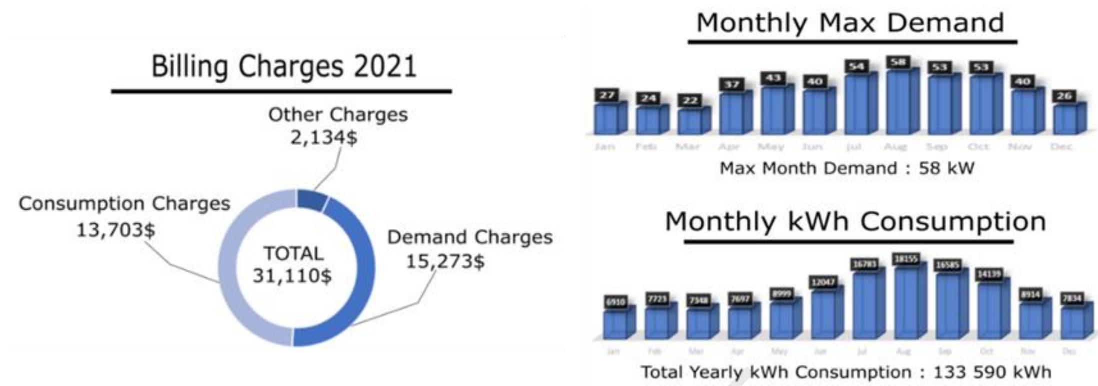


Figure A.8: System annual electricity consumption and billing charges

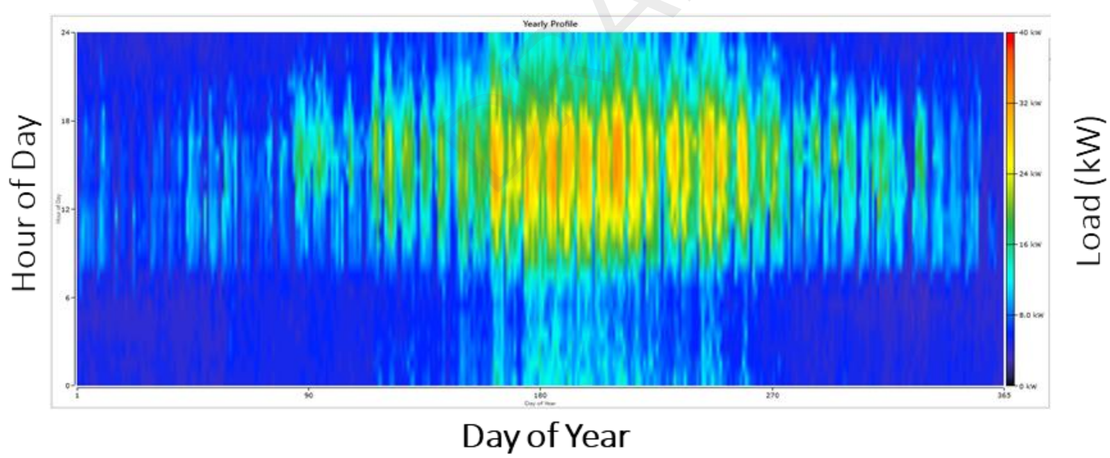


Figure A.9: Heat map of the Menifee Senior Center electrical load

As mentioned earlier, improving resilience performance of the Menifee Senior Center against utility power outages can be enhanced through implementation of diverse power sources. To achieve this goal, it is proposed that on-site solar photovoltaics (PVs), as an additional source of power, along with battery energy storage systems (BESS) to be utilized and various combinations and sizes to be evaluated. The capacity of the existing (or planned) diesel generator is 36 kW.

Figure A.10 shows the proposed location for the solar PV arrays which can accommodate a 62 kW PV system and also provide shaded parking area for the staff and customers.

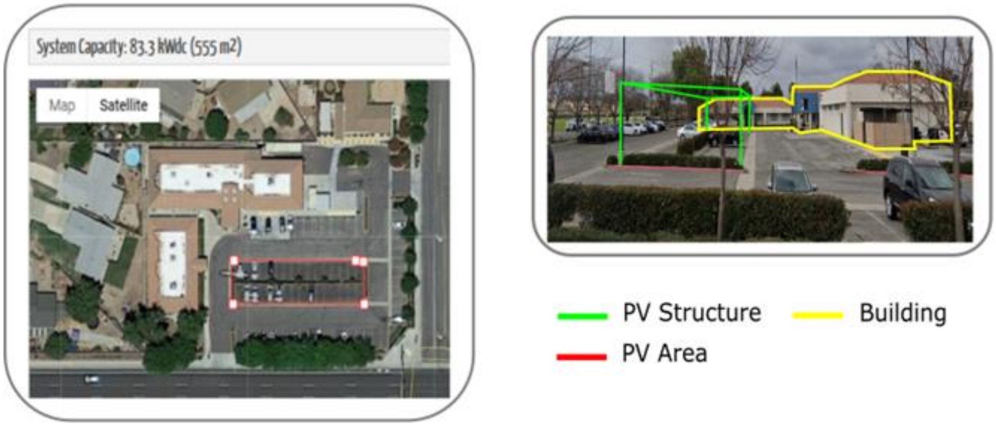


Figure A.10- Menifee Senior Center- PV system location

For the purpose of this analysis, it is assumed that 70% of the facility load, associated with the non-office building, is critical. That is particularly important in how the HOMER tools will treat the load in terms of resilience requirements which would directly impact how the microgrid components are sized and operated. In this case study, no down time is allowed, and the tool will develop the system such that all the loads are met at all the time throughout the year even in case of prolonged grid outages. Figure A.11 schematically shows the main components and connections of the developed microgrid for Menifee Center.

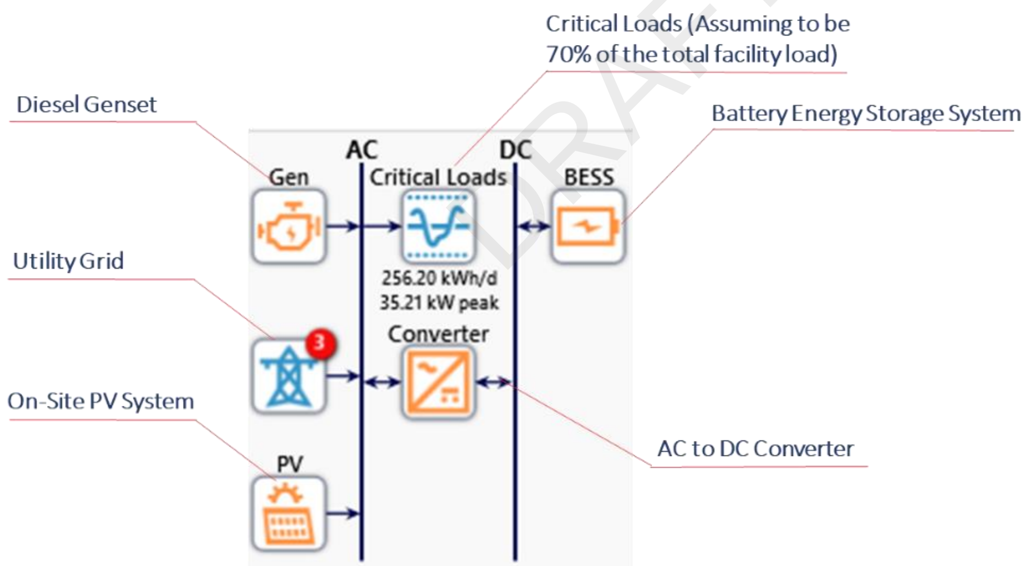


Figure A.11- Menifee Senior Center- Microgrid architecture and components

To evaluate reliability and resilience of the facility, grid outages should be modelled, and the system respond to such outages to be evaluated. Towards that end, frequency and duration of power outages are needed as input to the software model. Statistics of the past grid outages is available at city level through SEC reliability reports[20]. SAIFI and SAIDI numbers, representing average frequency of sustained interruptions and average duration of sustained interruptions respectively, were used in this study. According to the historical reliability of SEC circuits serving the city of Menifee for 2021, the

[20] Circuit Reliability Review- Menifee, 2022, Southern California Edison

SAIDI has been 175 minutes and the SAIFI has been 1.2. Therefore, it was assumed that each year the system would have to endure 1.2 outages each being 2.5 hours long.

The distribution of these outages will be randomly selected by the software; one example is shown in Figure A.12. Depending on the reliability requirements set for the facility, the software will size the solar and battery system such that those requirements are met at all times. In this case study, we assumed that 70% of the facility load is critical and should be covered throughout the year, i.e., no down time or degradation of performance is allowed for that portion of the load.

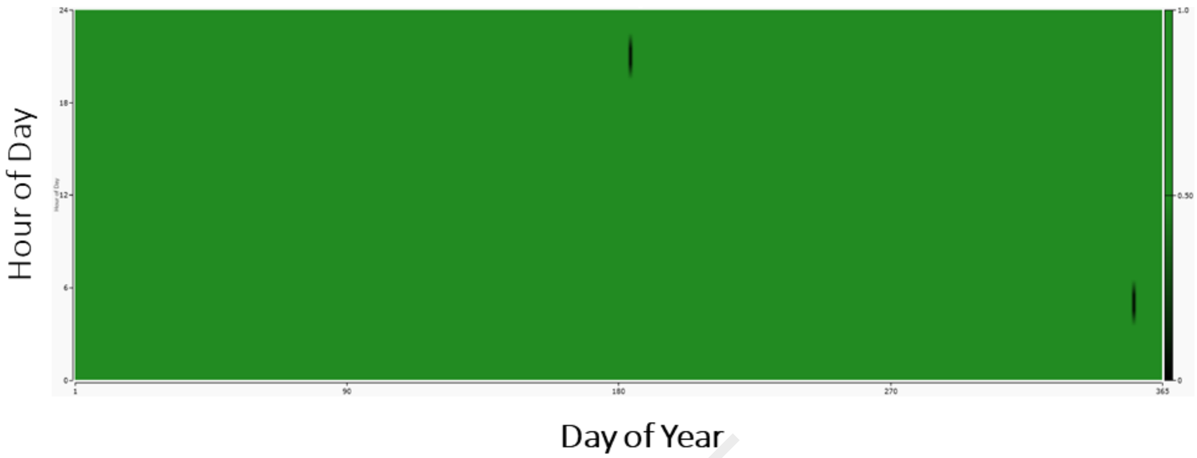


Figure A.12: Menifee Senior Center- Random distribution of outages throughout the year

Results and Recommendations

Feasible solutions for the Menifee Senior Center are summarized in Table A-2. These solutions essentially include those system sizes and combinations, referred to as system Architectures, that are capable of meeting the critical loads during the defined outage scenarios. Each battery pack has the rated capacity of 85 kWh/185 kW, and the software will come up with the optimum number of packs for each system architecture.

Table A-2: Menifee Senior Center- Microgrid modeling results

	Architecture			Cost				System		
Scn.	PV (kW)	Gen (kW)	BESS (kWh/kW)	NPC ($)	LCOE ($/kWh)	CapEx ($)	Simple Payback (yr)	Renewable Fraction (%)	Generator Hours	BESS Autonomy (hr)
1	62	36	-	$124 k	0.082	$149,450	9.5	75.8	4	-
2	-	36	-	$131.5 k	0.172	$27,000	-	0.0	4	-
3	**62**	**36**	**85/185**	**$146.4 k**	**0.108**	**$190,950**	**9.7**	**82.9**	**3**	**8**
4	-	36	85/185	$161.6 k	0.201	$68,500	-	0.0	4	8

These feasible scenarios are ranked based on the net present costs (NPC).[21] Scenario 2 represents the baseline scenario and has the second best NPC; however, the renewable fraction for this scenario is zero. Additionally, the generator runtime is 4 hrs/yr which is the highest among all feasible scenarios. Scenarios 3 is comprised of solar PVs, BESS, and diesel generators; this combination provides multiple benefits in terms of resilience performance and integration of renewable energy. Availability of multiple power sources improves the system flexibility and thereby enhance resilience against power outages. In case of future outages become longer and more frequent, the system would be able to sustain critical operations for longer periods compared to other scenarios investigated here; in other words, reduced generators runtime for scenario 3 compared with other scenarios can be translated to less reliance on diesel fuel, less maintenance, and longer lifetime for the diesel generators; for those reasons, and considering that the NPC of this scenario is only slightly higher than other scenarios, Scenario 3 is the proposed option for improving resilience posture of the system while also reducing GHG emissions and maintaining the economic performance close to the existing situation. Implementation of BESS would provide a more flexible demand management and can reduce demand charges on the utility bills. The single-line diagram of the proposed system is shown in Figure A.13.

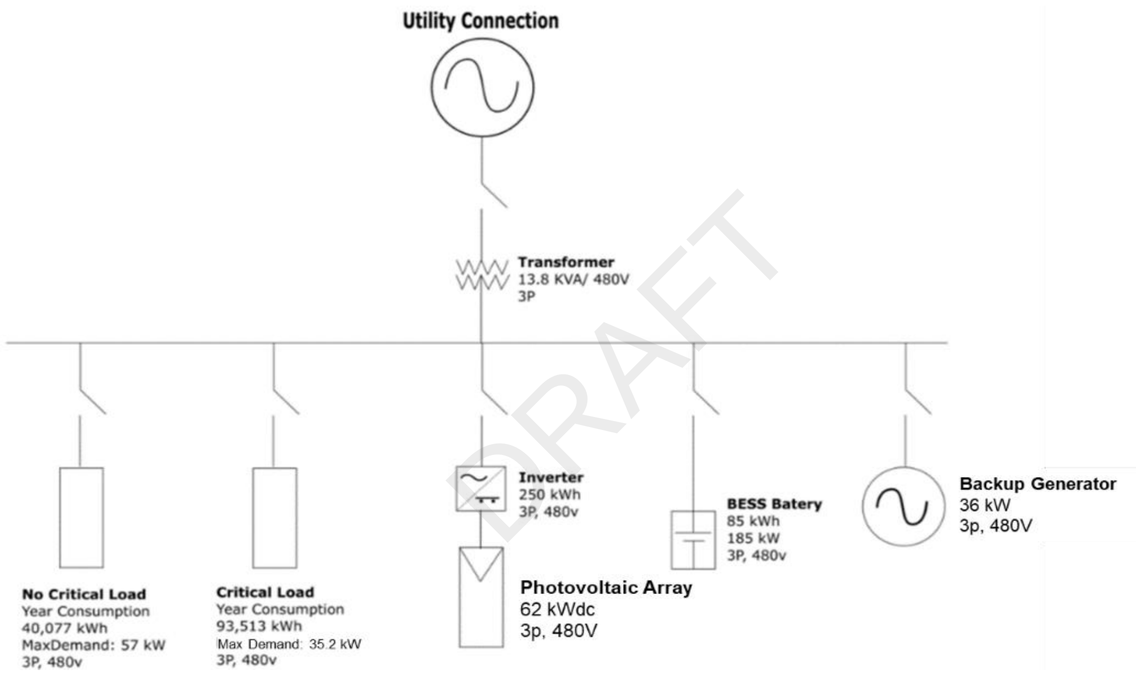


Figure A.13: Single-line diagram of the proposed system for Menifee Senior center

[21] Cost includes equipment capital cost only. All-in cost (design, construction, etc.) to be included in Final Draft.

A3. Case Study 3- Jurupa Valley Fire Station 16

Facility Overview

The Jurupa Valley Fire Station 16 is located at 9270 Limonite Ave, Jurupa Valley, CA. The facility is 40+ years old and serves around 10,000 people. The facility team has recently acquired a 12 kW backup generator.

The facility is currently connected to the Southern California Edison (SCE) utility on the TOU-GS-1-B tariff. The site location is shown in Figure A.14 below.

Figure A.14: Jurupa Valley Fire Station 16 site location

Analysis and Simulations

To assess how the current and proposed system would response to prolonged utility power outages, a comprehensive microgrid modelling and analysis was carried out. For this purpose, HOMER Grid software tool was used. HOMER Grid is a microgrid modeling software that is being widely used in the research and industry communities to design and optimization of microgrids, size different components of the system, and also to perform a technical and financial feasibility assessment. This tool can also help with resilience and reliability assessment of various microgrid combinations, which has been the main focus of this study.

In 2021, the total utility charges was $5,256 which includes energy charges, demand charges, and fixed charges. The total energy consumption during 2021 has been 26,923 kWh with the peak demand reaching 11.28 kW on July 11th. Figure A.15 depicts the monthly variations in the monthly energy consumptions and the peak demands. The electrical load heatmap for this facility is shown in Figure A.16.

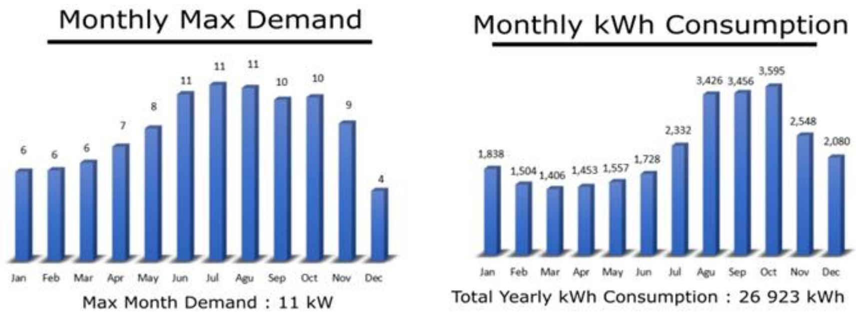


Figure A.15: Monthly electricity consumption and peak demands

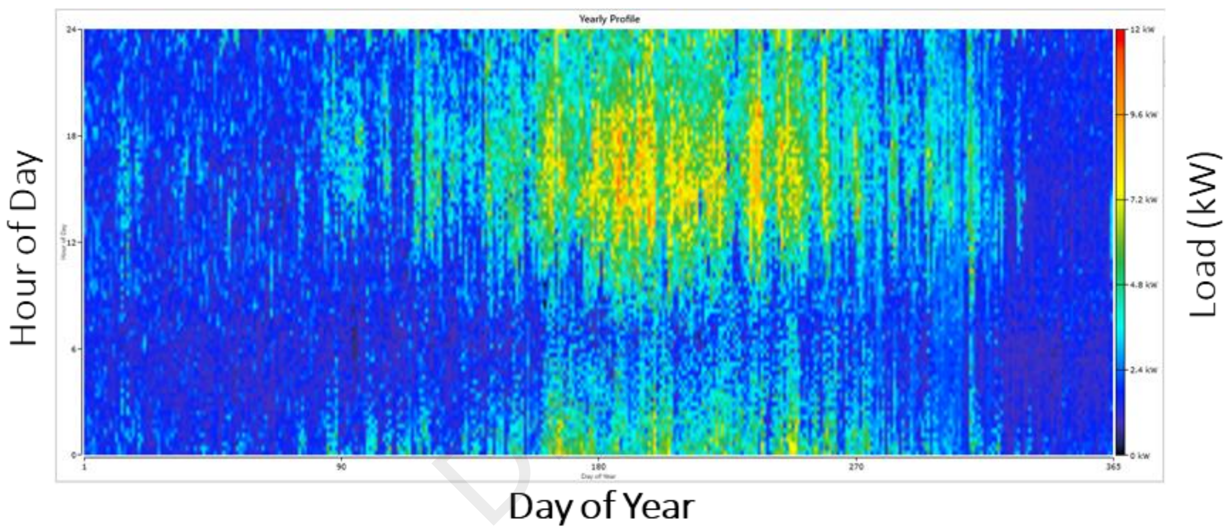


Figure A.16: Heat map of the Jurupa Valley Fire Station 16 electrical load

To improve resilience performance of the facility, it is proposed that on-site solar photovoltaics (PVs), as an additional source of power, along with battery energy storage systems (BESS) to be utilized and various combinations and sizes to be evaluated. The capacity of the existing (or planned) diesel generator is 12 kW. Figure A.17 shows the proposed location for the solar PV arrays which can accommodate a 14 kW PV system and also provide shaded parking area for the staff.

Figure A.17: Jurupa Valley Fire Station 16 - PV system location

For the purpose of this analysis, 100% of the facility load is assumed to be critical. That is particularly important in how the HOMER tools will treat the load in terms of resilience requirements which would directly impact how the microgrid components are sized and operated. In this case study, no down time is allowed, and the tool will develop the system such that all the loads are met at all the time throughout the year even in case of prolonged grid outages. Figure A.18 schematically shows the main components and connections of the developed microgrid for Jurupa Valley Fire Station 16.

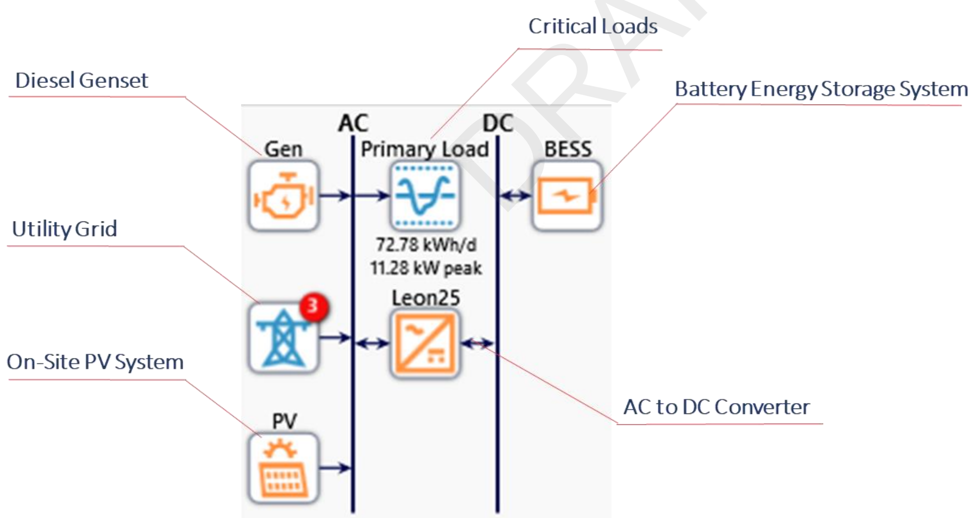


Figure A.18: Jurupa Valley Fire Station 16 - Microgrid architecture and components

To evaluate reliability and resilience of the facility, grid outages should be modelled, and the system respond to such outages to be evaluated. Towards that end, frequency and duration of power outages are needed as input to the software model. Statistics of the past grid outages is available at city level through SEC reliability reports[22]. SAIFI and SAIDI numbers, representing average frequency of sustained interruptions and average duration of sustained interruptions respectively, were used in this

[22] Circuit Reliability Review- Jurupa Valley, 2022, SOUTHERN CALIFORNIA EDISON

study. According to the historical reliability of SEC circuits serving the Jurupa Valley for 2021, the SAIDI has been 891 minutes and the SAIFI has been 2.7. Therefore, it was assumed that each year the system would have to endure 2.7 outages each being 5.5 hours long.

The distribution of these outages will be randomly selected by the software; one example is shown in Figure A.19**Error! Reference source not found.**. Depending on the reliability requirements set for the facility, the software will size the solar and battery system such that those requirements are met at all times. In this case study, we assumed that 100% of the plant load is critical and should be covered throughout the year, i.e., no down time or degradation of performance is allowed.

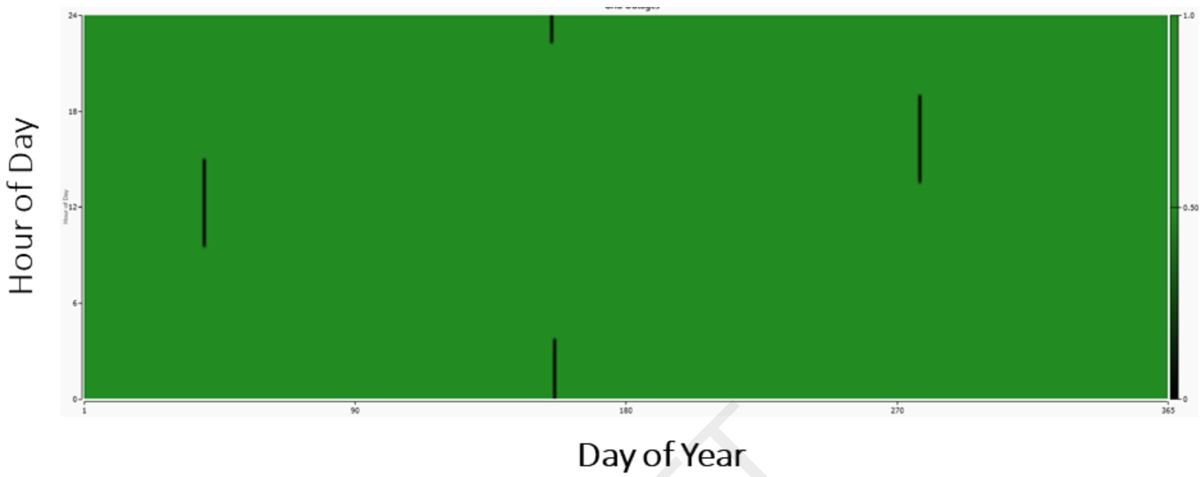


Figure A.19: Jurupa Valley Fire Station 16 - Random distribution of outages throughout the year

Results and Recommendations

Feasible solutions for the Jurupa Valley Fire Station 16 are summarized in Table A-3. These solutions essentially include those system sizes and combinations, referred to as system Architectures, that are capable of meeting the critical loads during the defined outage scenarios. Each battery pack has the rated capacity of 10.5 kWh/10.5 kW, and the software will come up with the optimum number of packs for each system architecture.

Table A-3: Jurupa Valley Fire Station 16- microgrid modeling results

	Architecture			Cost				System		
Scn.	PV (kW)	Gen (kW)	BESS (kWh/kW)	NPC ($)	LCOE ($/kWh)	CapEx ($)	Simple Payback (yr)	Renewable Fraction (%)	Generator Hours	BESS Autonomy (hr)
1	14	12	-	$27.8 k	0.066	$27.6 k	7.7	66.2	8	-
2	**14**	**12**	**10.5/10.5**	**$37.2 k**	**0.089**	**$33.6 k**	**10**	**67.1**	**3**	**2.8**
3	-	12	-	$41.4 k	0.159	$0	-	0	7	-
4	-	12	10.5/10.5	$50.1 k	0.193	$5.9 k	-	0	19	2.8

These feasible scenarios are ranked based on the net present costs (NPC).[23] Scenario 3 represents the baseline scenario and has the third best NPC. Scenarios 2 is comprised of solar PVs, BESS, and diesel generators; this combination provides multiple benefits in terms of resilience performance and integration of renewable energy. Availability of multiple power sources improves the system flexibility and thereby enhance resilience against power outages. In case of future outages become longer and more frequent, the system would be able to sustain critical operations for longer periods compared to other scenarios investigated here; in other words, reduced generators runtime for scenario 2 compared with other scenarios can be translated to less reliance on diesel fuel, less maintenance, and longer lifetime for the diesel generators. Scenario 2 will also result in a better economic performance compared to the baseline case; for those reasons, and considering that it has lower GHG emissions, Scenario 2 is the proposed option for improving resilience posture of the system. Implementation of BESS would provide flexibility towards better demand management and can reduce demand charges on the utility bills. The single-line diagram of the proposed system is shown in Figure A.20.

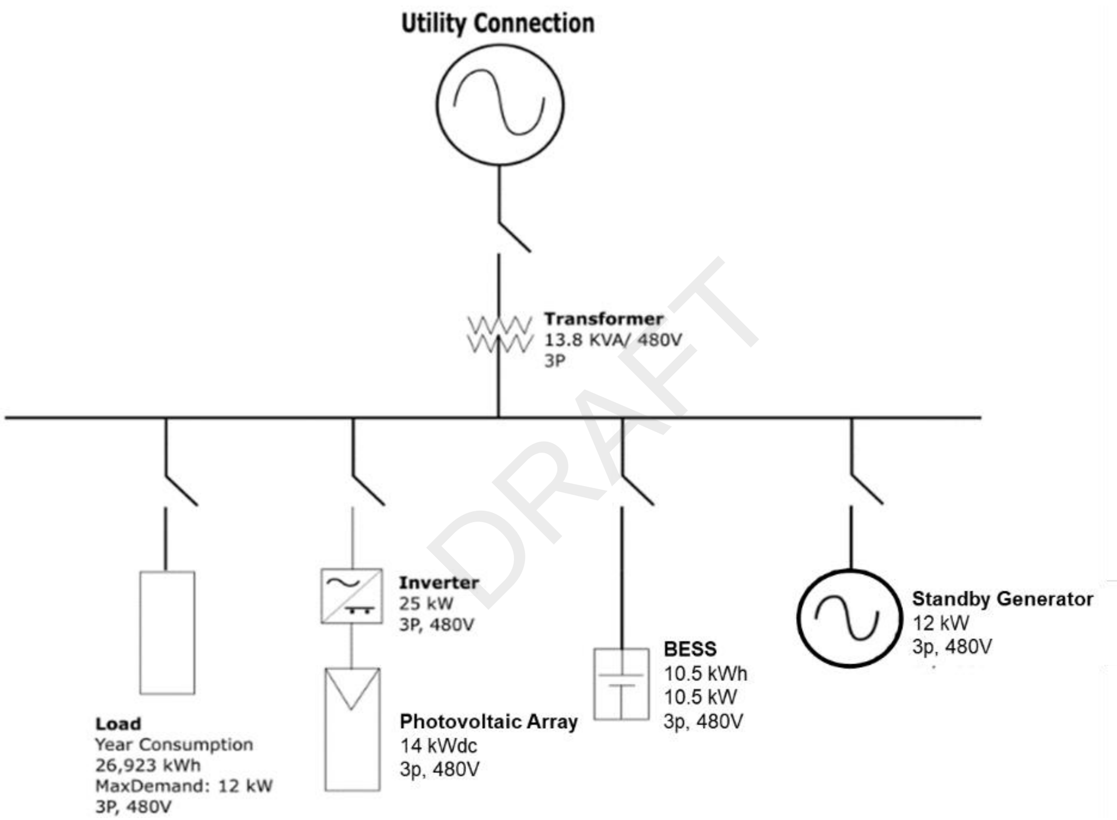


Figure A.20: Single-line diagram of the proposed system for Jurupa Valley Fire Station 16

Similar analysis was carried out on Jurupa Valley Fire Station 17 which is a larger and newer facility located at 10400 San Sevaine Way, Mira Loma, CA 91752. As shown in

A4. Case Study 4- Jurupa Valley Fire Station 17

[23] Cost includes equipment capital cost only. All-in cost (design, construction, etc.) to be included in Final Draft.

Complete analysis for Jurupa Valley Fire Station 17 to be provided in Final Draft.

Table A-4, the PV+BESS+Diesel Generator scenario, i.e. scenario 2, would be the best solution as it improves both resilience, economic, and environmental performance compared to the baseline scenario (scenario 3).

A4. Case Study 4- Jurupa Valley Fire Station 17

Complete analysis for Jurupa Valley Fire Station 17 to be provided in Final Draft.

Table A-4- Jurupa Valley Fire station 17- microgrid modeling results

	Architecture			Cost				System		
Scn.	PV (kW)	Generator (kW)	BESS (kWh/kW)	NPC ($)	LCOE ($/kWh)	CapEx ($)	Simple Payback (yr)	Renewable Fraction (%)	Generator Hours	BESS Autonomy (hr)
1	55	24	-	$62.5 k	0.042	$108.6 k	8.1	74.5	17	-
2	**55**	**24**	**10.5/10.5**	**$98.6 k**	**0.067**	**$131.4 k**	**10.9**	**74.9**	16	**1**
3	-	24	-	$107.7 k	0.150	$0	-	0	31	-
4	-	24	10.5/10.5	$143.6 k	0.199	$22.8 k	-	0	33	1

B. Social Vulnerability

To be completed in the Final Draft.

C. Natural Hazards

To be completed in the Final Draft

D. Critical Facility Questionnaire

WRCOG Critical Assets- Questionnaire [NAME OF JURISDICTION]

	Guidance	*Facility 1*	*Facility 2*
Facility Name	*As extracted from the WRCOG Regional Facility List spreadsheet circulated earlier; add/modify list as needed.*	[FACILITY NAME]	[FACILITY NAME]
FACILITY OVERVIEW			
Facility Type	*As extracted from the WRCOG Regional Facility List spreadsheet circulated earlier; add/modify list as needed.*		
Services Provided	*As extracted from the WRCOG Regional Facility List spreadsheet circulated earlier; add/modify list as needed.*		
No. of people served	*On average, how many people does this facility serve under normal operations? Select range from dropdown menu.*		
Facility Age	*Select from dropdown menu.*		
HAZARD SENSITIVITY			
Air Quality	*Identify degree of sensitivity against each threat, by selecting one of the following options from the dropdown menu:* ***Low*** ***Medium*** ***High***		
Drought			
Flooding			
Human Health Hazards			
Extreme Temperature (heat waves, cold snaps)			
Wildfire			
Other?	*Note any additional remarks on threat probability and consequence*		
MOST CRITICAL ENERGY NEEDS			
Computers/ Other Equipment	*Identify most prioritized energy needs for the facility by selecting "X" where applicable. Leave other fields blank.*		
Space conditioning (heating/cooling)			
Lighting			
Communications/ Server Rooms (including ltg, clg etc)			
Security			
Other?	*Note any additional remarks on critical energy needs here*		
AVAILABILITY REQUIREMENTS			
Computers/ Other Equipment	*Identify availability requirements to meet the most critical energy needs by selecting one of the following options from the dropdown menu:* *Uninterruptible : Eg-24x7, no downtime at all; Eg- 911 call center comms* *Essential : Eg- can afford minor downtime, Eg- fire station* *Non-Essential : Eg: can afford downtime, can stay offline for a few hours without major impact, Eg- Contracting office* *Not Applicable*		
Space conditioning (heating/cooling)			
Lighting			
Communications/ Server Rooms (including ltg, clg etc)			
Security			
Additional remarks	*Note any additional remarks on availability requirements can be entered here*		
EXISTING INFRASTRUCTURE			
Electrical/Power System Condition	*Select from dropdown menu*		
HVAC System Condition	*Select from dropdown menu*		
Backup Generators	*Identify if facility has backup generators that support facility load, in part or in full, from dropdown selection*		
Fuel storage tanks	*Identify if facility has fuel storage tank, from dropdown selection*		
Power conditioning systems (UPS)	*Identify if facility has UPS supporting critical loads of the concerned facility, from dropdown selection*		
Renewable energy supply	*Identify if facility has solar PV or other forms of renewable energy, from dropdown selection*		
Battery energy storage	*Identify if facility has battery energy storage systems, from dropdown selection*		
Multiple power feeds	*Identify if facility has multiple power feeds, from dropdown selection*		
Opportunity for alternative technologies	*Identify if alternate energy on site can be an option, or if there is room to expand current alternative systems. Enter response in words.*		
Additional remarks	*Any additional remarks on current infrastructure or on any of the above can be entered here. Note any issues related to backup power, power outages, or power quality*		
What are the key challenges you anticipate in implementing resilience measures on this site ?	*Enter response in words. Mention any key pain points, if they exist, specific to the facility or region.*		

E. Asset Prioritization Matrix

WRCOG Facility Prioritization Matrix

Facility Overview

Community Value (Social Vulnerability)	Operational Needs (Energy Needs & Availability Requirements)	Physical Hazard Sensitivity	Existing Infrastructure	TOTAL SCORE
The scale and vulnerability of the community served by the asset/facility.	The requirements for energy at the at the facility to maintain function.	The scale and nature of the physical threats to the asset/facility.	The asset's/facility's existing systems which influence its ability to operate	
People served; Socioeconomic Status; Household Composition & Disability; Minority Status & Language; Housing & Transportation; Overall Social Vulnerability	Relocatability; Computers/ Other Equipment; Space conditioning (heating/cooling); Lighting; Communications/ Server Rooms (including; Security	Air Quality; Drought; Human Health Hazards; Flooding; Extreme Temperature (heat waves, cold; Wildfire	Facility age: Old/New; Electrical/Power system condition; HVAC systems; Backup Generators; Fuel storage tanks; Power conditioning systems (UPS); Renewable energy supply; Battery energy storage; Multiple power feeds; Opportunity for alternative technologies	
<100=1, 100-1k=2, 1k-10k=3, >10k=4; 4 percentiles (highest (4) to lowest (1))	Y=1, N=3; Uninterruptible=3, Essential=2, Non-essential=1, N/A= 0	High=3, Medium=2, Low=1, N/A=0	<10 yrs=1, 10-40yrs; Poor=3, Avg/Fair=2, Good=1; No=3, Yes-P=2, Yes-; Yes=1, Yes w/gaps=2, No=3, Not needed= blank/0	Max=100
1.25 ... 1.25	1.4, 1.4, 1.4, 1.4, 1.4, 1.4	2.0, 2.0, 2.0, 1.0, 3, 2.3	0.5, 1, 1, 1, 0.81, 0.81, 0.81, 0.81, 0.81, 0.81	

All responses translated from questionnaire and coded per category as highlighted in this row — Low … High

Attribute weights listed in this row →

Agency	Facility name	Building Type	Services Provided	TOTAL SCORE
DUMMY				100
CORONA	Wells 7, 8, 9A, 11, 12, 13, 14, 15, 17, 1	Water Wells	Groundwater pumped for treatment used as potable water	86
BEAUMONT	Beaumont Fire Station	Fire Station	Emergency ops	83
CORONA	Desalter	Potable WTP	Potable water treatment for distribution	82
CORONA	Sierra del Oro Treatment Plant	Potable WTP	Potable water treatment for distribution	81
CORONA	Garretson Blending Station	Blending station	Blend multiple sources of potable water for distribution	81
CORONA	Water Reclamation Facility 1	Water Reclamation	WWT to be used as reclaimed water	81
CORONA	Lester Water Treatment Plant	Potable WTP	Potable water treatment for distribution	80
CORONA	15 Wastewater Lift Stations	Lift station	Lift station	80
CORONA	Water Reclamation Facility 2	Water Reclamation	WWT to be used as reclaimed water	80
BEAUMONT	Beaumont Police Station	Police Station	Emergency ops	80
JURUPA VALLEY	County Sheriff's Station	Police Station	Emergency ops	79
CORONA	Mangular Blending Station	Blending station	Blend multiple sources of potable water for distribution	79
CORONA	Water Reclamation Facility 3	Water Reclamation	WWT to be used as reclaimed water	79
BEAUMONT	City of Beaumont WWTP	WWTP	24/7 WWT	78
JURUPA VALLEY	County Fire Station 18	Fire Station	Emergency ops	77
JURUPA VALLEY	County Fire Station 16	Fire Station	Emergency ops	77
JURUPA VALLEY	County Fire Station 38	Fire Station	Emergency ops	75
BANNING	Water Canyon Production Wells	Water production well	Wells in water canyon to provide city water	74
BEAUMONT	Four Seasons Lift Station	WW Pump Station	Lift station	73
JURUPA VALLEY	County Fire Station 17	Fire Station	Emergency ops	73
BEAUMONT	Beaumont Mesa Lift Station	WW Pump Station	Lift station	73
RIVERSIDE	Riverside Water Quality Control Plant	Sewer treatment plant	Sewer treatment plant for potable use	72
BEAUMONT	Noble Creek Lift Station	WW Pump Station	Lift station	71
BEAUMONT	Marshall Creek Lift Station	WW Pump Station	Lift station	71
MURRIETA	Murrieta Fire Station 5	Fire Station	Emergency ops	70
MENIFEE	Fire Station #68	Fire Station	Emergency response	70
MENIFEE	Kay Ceniceros Senior Center	Senior Center	Senior center and shelter	69
MURRIETA	Murrieta Fire Station 2	Fire Station	Emergency ops	69
MENIFEE	City Hall	City Hall	City service hall	69
RIVERSIDE	Wood Rd Swer Lift Station	Lift station	Lift station	69
BEAUMONT	Upper Oak Valley Lift Station	WW Pump Station	Lift station	69
BEAUMONT	San Timoteo Repeater	Comms	Control/Comm for sewer conveyance	68
RIVERSIDE	Emergency Operation Center (EOC)	EOC	Emergency ops	68
BANNING	Wastewater Treatment Plant	WWTP	WWT for percolation ponds	68
TEMECULA	CalFIRE Station 12	Fire Station	Emergency ops	68
MURRIETA	Murrieta Fire Station 1/Admin	Fire Station	Back-up EOC	68
MENIFEE	Maintenance and Operations Center (M	Department ops center (DO	DOC location during rainstorm/flooding	68
BEAUMONT	Fairway Canyon Lift Station	WW Pump Station	Lift station	68
MURRIETA	Murrieta Fire Station 3	Fire Station	Emergency ops	68
BEAUMONT	Albert A. Chatigny, Sr. Community Rec	Community Center	Emergency center, heat/cool center, children/senior services	67
MURRIETA	Murrieta Fire Station 4	Fire Station	Emergency ops	67
BEAUMONT	Seneca Springs Lift Station	WW Pump Station	Lift station	67
MURRIETA	Murrieta Senior Center	Senior Center	Senior center and cool/heat center	67
MURRIETA	Murrieta Community Center	Community Center	Services for children/adults	66
BEAUMONT	Lower Oak Valley Lift Station	WW Pump Station	Lift station	66
JURUPA VALLEY	Jurupa Valley City Hall	Admin	City service hall	66
RIVERSIDE	Janet Goeske Senior Center	Senior Center	Senior center	65
RIVERSIDE	Yvonne Villegas Community Center	Community Center	Service for children/adults	65
MURRIETA	Murrieta Police Department	Police Station	Emergency ops	65
WILDOMAR	Fire Station #61	Fire Station	Emergency ops	64
MURRIETA	Murrieta Youth Center	Youth Center	Services for children	63
TEMECULA	Temecula Field Operations Center	Field ops	Response ops, response equipment location	63
TEMECULA	Mary Phillips Senior Center	Senior Center	Cool/heat center	62
TEMECULA	Temecula City Hall	EOC	Emergency ops	62
BANNING	Westward Lift Station	Lift station	Lift station	61
WILDOMAR	City Hall	City Hall	EOC	61
JURUPA VALLEY	City of Jurupa Valley, Fleet Maintenanc	Maintenance	Field/Maintenance/Facilities Maintenance staff use	61
EASTVALE	Fire Station 27	Fire Station	Fire Service	61
EASTVALE	Fire Station 31	Fire Station	Fire Service	60
JURUPA VALLEY	City of Jurupa Valley, Eddie D. Smith Se	Senior Center	Senior center and shelter	60
BANNING	Community Center	Community and senior cent	Cool center, services for seniors	59
MENIFEE	Lazy Creek Recreational Center	Rec Center	Service for children	58
WILDOMAR	Facility #4	Cooling center	Cool center	57
BANNING	Banning Police Station	Police Station	Emergency ops	57
TEMECULA	Temecula Community Recreation Cent	Community Center	Services for children/adults and emergency shelter	57
MORENO	City of Moreno Valley Senior Center	Senior center	daily access and services for seniors, cooling center	53
MORENO	City of Moreno Valley EOC	Emergency Operations Cent	emergency response central command	51
MORENO	City of Moreno Valley CRC	Community center /emerge	emergency shelter for disasters, COOL center	50
LAKE ELSINORE	Senior Center	cooling center	lunch service, cooling center	45
LAKE ELSINORE	Planet Youth/ Tiny Tots	child care, school	child care, school	44
LAKE ELSINORE	Neighborhood Center	child care, cooling center	child care, activities for kids	44
WILDOMAR	Facility #3	Traffic Signals-citywide		37

F. Energy Resilience Strategies

Table F: Energy Resilience Strategies

Strategy	Category	Resource	Resilience Attribute	Opportunities & Constraints
On-site Solar	Energy Supply	Power	Energy Source Diversity	- Rooftop/Parking Area - Circuit capacity - Structural support - Shading - Glare
Batter Energy Storage System	Energy Storage	Power	Energy Source Diversity; Energy Demand Reduction	- Outdoor space with clearances - Circuit capacity - Advanced controls
Diesel Generator	Backup Power	Power	Load Sustainment Capacity	- Outdoor space with clearances - Ventilation requirements - Noise requirements - Fuel storage capacity - Dedicated emergency circuits

Additional strategies to be added in Final Draft

G. Funding and Financing Strategies

The available funding and financing strategies identified in this chapter support the electrification of and resilience planning for critical facilities in the WRCOG region, with an emphasis on inclusion of energy storage for emergency response. This chapter summarizes key considerations for developing funding strategies for resiliency efforts, as well as grants and other funding and financing tools that are currently available to fund capital intensive energy resiliency projects and ongoing policies and programs.

G1. Key Considerations for Developing Funding & Financing Strategies

The following section will contain high-level descriptions of the difference between funding and financing types, revenue generating tools, and the potential role of local and regional stakeholders in the implementation process.

Funding vs. Financing

Energy resiliency projects often require a combination of funding and financing strategies. Funding includes revenues generated by a project (e.g., from electricity generated by a renewable energy project), taxes, and grants or incentives that do not need to be paid back. While many grants are very competitive and require a multi-stage application process, some are allocated through state or federal formulas that consider factors such as population size, demographics, and various other forms of Census data.

Financing, often accessed in the form of loans or bonds, is the incurrence of indebtedness to cover the initial costs of a project. Financing must be paid back with revenue, for example from the sale of electricity back to the grid, incentives, or tax credits. A common example of financing for a renewable energy project is a solar power purchase agreement (PPA). Solar PPAs are a type of public-private partnership where a developer covers most, if not all, of the cost associated with design, permitting, financing, and installation of solar energy system on a customer's property. The developer will then provide the energy generated on-site to the customer at a cost lower than the typical utility's rate. The developer of the solar energy system will benefit from the income associated with sale of electricity, as well as any related tax credits and other incentives generated from the system. In addition to public-private partnerships, other financing opportunities may include revolving loan funds operated by the state and/or bond issuances.

Implementation and Governance

The facilities evaluated in this planning process are operated by a wide range of city and county agencies, including local Police (or County Sherriff), Fire, Wastewater, and Community Services Departments. Some of the Fire stations evaluated are operated by the state (CalFIRE). In general, the agencies that own and operate facilities are likely to be the primary implementers of energy measures. Local governments are eligible to apply for most of the grants and incentives described below, enter into PPAs or other public-private partnerships, and access the other funding and financing tools described below.

However, the process for applying for competitive grants (in particular) is onerous. Larger cities and local governments that operate their municipal utilities are most likely to have the capacity to pursue state and federal grants independently. By partnering together, cities may help share the administrative burden and increase the competitiveness of grant applications. WRCOG can continue to play a valuable role in convening cross-agency partnerships, providing information about upcoming grant opportunities, and even serving as a co-applicant for specific grants that have a regional focus. Other important local partners include SCE, which (as discussed below) offers some incentive and financing programs for energy efficiency improvements.

G2. Funding & Financing Tools

Common funding and financing sources for energy resiliency projects and programs can be broadly categorized as (1) grants from local, state, and federal agencies, (2) financing tools and 3) local revenue sources. This section summarizes key funding and financing sources that are currently available to support implementation of WRCOG's regional resilience plan.

Grants and Incentives

In response to the COVID-19 pandemic and the increasing impacts of climate change, an unprecedented amount of federal and state funding is being made available to local governments for energy and resilience related projects, creating a once-in-generation opportunity to implement projects and programs that mitigate and adapt to climate change. At the same time, local agencies across the country are largely underfunded, which creates substantial competition for grant funding. The increasing frequency and intensity of extreme weather events have also increased local agency demand for grant dollars to mitigate climate change, prepare for future events, and support recovery from these events.

The grants summarized below are those that have potential to fund WRCOG and member agency's resiliency efforts, including improving resiliency to regional vulnerabilities such as wildfire, drought, flooding, and extreme heat and supporting the goal of long-term decarbonization.

State and Regional Grants

The State of California offers an array of mitigation and resilience-related grants for which WRCOG's energy resiliency plan may be well-suited. In May 2022, Governor Newsom announced a record-breaking $32 billion increase in state funding over the next four years to address climate change, including emissions reduction, drought resilience and response, extreme heat, natural carbon sequestration, renewable energy, and energy resilience (Office of Governor Gavin Newsom 2022). State grant programs that are earmarked to receive increased funding allocations because of this increased budget allocation are indicated with an asterisk.

Table G-1: State and Regional Grants Most Applicable to WRCOG Energy Resiliency Plan

Administering Organization	Program/Grant Name	Eligible Receiving Entities	Description	Eligible Uses	Funding Range	Type of Funding
California Governor's Office of Planning and Research (Cal OPR)	**Adaptation Planning Grant Program***	Local, Regional, and Tribal Governments	Adaptation Planning Grant Program provides funding to help fill planning needs, provides communities the resources to identify climate resilience priorities, and support the development of a pipeline of climate resilient infrastructure projects across the state.	• Build community planning and capacity by supporting peer to peer learning/info sharing. • Multisector/issue planning. • Support communities faced with cascading and compound impacts of climate change.	$25m released in total through multiple rounds of funding.	Competitive
California Governor's Office of Planning and Research (Cal OPR)	**Regional Resilience Planning & Implementation Grant Program***	Local, Regional, and Tribal Governments	This Program will support regions in advancing resilience through capacity-building, planning, and project implementation.	• Support regional projects that improve climate resilience and reduce risk from climate impacts. Including: wildfire, sea level rise, drought, flood, increasing temperatures, and extreme heat events.	$255m in fed funding (fed cost share) 25% local cost share ($85m set aside by FEMA to cover).	Reimbursement based; advanced funding on a case-by-case basis.
California Energy Commission (CEC)	**Energy Partnership Program**	Cities, Counties, County offices of Education, Special Districts, Public Hospitals, Public Care Facilities, Public Colleges or Universities	This Program offers services to help identify the most cost-effective, energy-saving opportunities for existing buildings and new construction. These funds may be used to conduct energy audits, prepare feasibility studies, and develop equipment performance specifications, among other construction related plans.	• Assist with contractor selection • Review commissioning plans. • Review equipment bid specifications. • Develop equipment performance specifications. • Review existing proposals and designs.	Up to $20,000 available per grantee.	Available, continuously open with final filing date. Closed once funding is expended.
California Governor's Office of Emergency Services (Cal OES)	**PrepareCA Jumpstart**	Local, Regional, and Tribal Governments	Provides technical assistance to develop local initiatives that primarily benefit eligible socially vulnerable and high hazard risk communities; and create resiliency through capacity building, mitigation, preparedness activities, education, response and recovery planning, and/or future project scoping.	• Evacuation planning – community education on mitigation. • Strengthening building codes. • Implementing a Community Emergency Response Team. • Establishing a data/fiscal management system.	$15m in state funding. Applications may not receive more than $1m in state funds.	Reimbursement based; advanced funding on a case-by-case basis.

Administering Organization	Program/Grant Name	Eligible Receiving Entities	Description	Eligible Uses	Funding Range	Type of Funding
California Resilience Challenge	**California Resilience Challenge 2022 Grant Program**	State communities	A statewide effort inviting local communities across CA to apply for funding for a project that addresses a unique climate threat: drought, fire, flood, or extreme heat.	• Differs case-by-case. • Santa Barbara County received an award to design two pilot climate resilience hubs that will provide safe refuge and critical services during emergencies.	$2m released in 2021, 2022 TBD.	Competitive
California Governor's Office of Emergency Services (Cal OES)	**PrepareCA Match**	Local, Regional, and Tribal Governments	Provides scoping/sub-application technical assistance to develop FEMA HMGP projects and activities that directly and primarily benefit socially vulnerable and high hazard risk communities.	• Address effects of future conditions such as climate change, demographics changes, population changes, and land-use changes. • Advance whole community risk reduction, including protecting access and functional needs.	$255m in fed funding (fed cost share) 25% local cost share ($85m set aside by FEMA to cover).	Reimbursement based; advanced funding on a case-by-case basis.
California Governor's Office of Planning and Research (Cal OPR)	**Extreme Heat and Community Resilience Grant Program***	TBD. More information coming soon.	TBD. More information coming soon.	• TBD. More information coming soon.	TBD. More information coming soon.	TBD. More information coming soon.
Coachella Valley Mountains Conservancy	**Climate Resilience and Community Access Grant Program**	Nonprofit, Public Agency, Tribal Government	Seeks to invest in local conservation community by creating new programs or developing organizational or agency capacity to enhance desert resilience to climate change and foster conservation of the desert as a carbon sink.	• Enhance desert resilience to climate change. • Improve natural resources management.	Grants requests may range from $100-400,000 per grantee.	No minimum match, but applicants leveraging other funds will be preferred.
State Energy Resource Conservation and Development Commission	**Community Energy Resilience Act of 2022 (SB 833)**	TBD. More information coming soon.	Seeks to support local governments in developing community energy resilience plans that help achieve energy resilience objectives and state clean energy and air quality goals.	• TBD. More information coming soon.	TBD. More information coming soon.	TBD. More information coming soon.
California Department of Food and Agriculture (CDFA)	**Fairground and Community Resilience Centers Program**	Tribes, Community-based organizations, Nonprofits, Foundations, Public agencies, Financial institutions, small businesses, Private sector	The Fairground and Community Resilience Centers Program focuses on improving both local fairground and other community facilities to enhance the state's emergency preparedness capabilities, particularly in response to climate change.	• Infrastructure for emergency evacuation, shelter, base camps during emergency events, and critical deferred maintenance. (I.e., cooling and heating centers, clean air centers, and extended emergency evacuation response centers with kitchens, shower facilities, broadband, back-up power, etc.)	$38m of available funding.	TBD. Draft guidelines and details are currently being developed.
California Strategic	**Community Resilience**	California Native American Tribes, Community-based	The CRC program funds new construction and upgrades of neighborhood-level resilience centers across the state that will support	• Comprehensive retrofits that support the resilience center's ability to provide	$25m will be available in 2022-2023 fiscal year	TBD. Draft guidelines and details are

Administering Organization	Program/Grant Name	Eligible Receiving Entities	Description	Eligible Uses	Funding Range	Type of Funding
Growth Council	**Centers (CRC) Program**	organizations, Community development financial institutions, Faith-based organizations, Foundations, Joint powers authorities, Nonprofits, Libraries, Local government agencies, Schools, Small businesses	communities during climate and other disasters, as well as build long-term resilience, preparedness, and recovery operations for local communities.	shelter during an emergency (I.e., solar installation, energy and water efficiency appliances, etc.). • Upgrades to surrounding area that support accessibility and function of the center (I.e., community gardens, shade trees, low-carbon transportation, etc.) • Distribution of community services and resources such as food, clean water, and personal protective equipment. • Local workforce development and job force training programming.	and $75m will be available in 2023-2024 fiscal year.	currently being developed.

*These grants have been allocated funding through the 2022 California State Budget.

Federal Grants

Federal grants tend to offer larger dollar amounts per grantee than state and local grants but tend to have more requirements and lengthier application processes, which can be resource-intensive for the receiving entity. Given this, federal grants are generally better suited for higher price tag projects, including regional projects, for which the grant can cover a significant portion. A list of the federal grants that are most relevant to WRCOG's Energy Resiliency Plan are summarized in Table . Many new and legacy federal grants have received an injection of funding through President Biden's Infrastructure Investment and Jobs Act (IIJA). These funding opportunities must be used in accordance with IIJA rules, such as domestically sourced construction materials and Justice 40 Initiative requirements.

In addition to pursuing competitive funding, WRCOG jurisdictions may also consider allocating federal formula funding to improve energy resilience. For example, funds already allocated to cities and counties from the American Rescue Plan Act (ARPA) through the Coronavirus State and Local Fiscal Recovery Fund could potentially be used to fund portions of energy resiliency projects, particularly projects related to water infrastructure or replacing lost public sector revenue streams.[24] Other potential formula funding sources include the Energy Efficiency and Conservation Block Grant Program, which specifically calls out as an eligible use the development, implementation, and installation of renewable energy technologies on government buildings.

Table G-2: Federal Grants Most Applicable to WRCOG Energy Resiliency Plan

Administering Organization	Program/Grant Name	Eligible Receiving Entities	Description	Eligible Uses	Funding Range	Type of Funding
Federal Emergency Management Agency (FEMA)	Building Resilient Infrastructure and Communities (BRIC)*	State, Tribal Gov./Org., Local Government, For-Profit Entity, Public Agency/Authority, Other, Utilities, Cooperative Organization	The Building Resilient Infrastructure and Communities program makes federal funds available to states, U.S. territories, federally recognized Tribal governments, and local communities for hazard mitigation activities.	• Capability and capacity-building. (knowledge sharing, etc.) • Mitigation projects. (projects to increases resilience and public safety) • Management costs (indirect, direct, administrative expenses.)	State allocations - $56M. National competition for mitigation projects - $919M.	Competitive
United States Department of Energy (US DOE)	Program Updating our Electric Grid and Ensuring Reliability and Resiliency*	State, Tribal Gov./Org., Local Government, US Territory	To provide federal financial assistance to demonstrate innovative approaches to transmission, storage, and distribution, infrastructure to harden and enhance resilience and reliability.	• Innovative approaches for hardening efforts that enhance resilience and reliability. • Promotion of grid resilience by region.	$5B available in total with $1B appropriated annually for FY 2022-2026. Opens 3rd QTR, 2022.	Competitive, Cooperative Agreement, Other

[24] For example, the City of Riverside received $73,535,189 in American Rescue Plan Act (ARPA) funding, which the City had already allocated to various uses at the time of this publication. Any remaining funding, however, could be considered for this purpose.

Administering Organization	Program/Grant Name	Eligible Receiving Entities	Description	Eligible Uses	Funding Range	Type of Funding
Federal Emergency Management Agency (FEMA)	**Hazard Mitigation Grant Program***	State, Tribal Gov./Org.	Hazard mitigation includes long-term efforts to reduce risk and the potential impact of future disasters. HMGP assists communities in rebuilding in a better, stronger, and safer way to become more resilient overall.	• Development and adoption of hazard mitigation plans (required to receive federal funding). • Structural resilience retrofits for buildings and utilities for resistance against hazards.	$3.46B available until expended.	Competitive. 75% federal and 25% local/state match requirement.
Energy Efficiency and Renewable Energy (EERE)	**Energy Efficiency and Conservation Block Grant Program***	State, Tribal Gov./Org, Local Government, County	This program assists states, local governments, and Tribes to reduce energy use, reduce fossil fuel emissions, and improve energy efficiency.	• Energy distribution technologies; distributed resource, district heating and cooling systems. • On-site renewables; solar energy, wind energy, fuel cells.	$550M available until expended. Applications 4th QTR, 2022.	Mix of competitive and formula grants.
Department of Agriculture, Forest Service	**Community Wildfire Defense Grant Program for At-Risk Communities***	State, Tribal Gov./Org., Local Government, Public Agency/Authority, Non-Profit	Provides grants to communities at risk from wildfire to develop or revise their community wildfire protection plans and carry out projects described within those plans.	• Under development. • Eligible to plan and implement fuels reduction strategies and drought mitigation.	Not to exceed $250,000 for planning or $10M for implementation per grantee.	Mix of competitive and formula grants.
Federal Grant, disbursed through State	**Building Codes Implementation for Efficiency and Resilience***	States and State Partnerships	Enable sustained, cost-effective implementation of updated building energy codes to save customers money on their energy bills.	• Meeting updated building energy codes in a cost-effective manner. • Address implementation needs in both urban and suburban areas. • See sources for all eligible uses.	$225M available until expended.	Competitive
US Department of Housing and Urban Development (HUD)	**Community Development Block Grant (CDBG)**	Metropolitan Statistical Areas (MSAs), Cities with a minimum population of 50,000, Urban counties with a minimum population of 200,000	To develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low-and-moderate income persons.	• Flexible funding to meet multi-sector/issue planning needs that intersect with climate risks. • Planning and responding to cascading and compound impacts of climate change.	$8.7B allocated for FY 2022. Minimum request of $100,000 and has no ceiling limit.	Mix of competitive and formula grants. 70% of funds must be used to benefit low-and-moderate persons.

*These grants have been allocated additional funding through IIJA.

Utility and Tax Incentives

The state and federal government currently have programs in place to incentivize an equitable transition to clean energy. Incentive programs and rebates are funding sources open to all applicable projects until the program budget is expended. To reap the benefits of incentives and rebates, the costs of planning and implementation must first be covered to establish a functioning renewable energy system.

Note that the federal Inflation Reduction Act, which was passed in August 2022, extended the solar investment tax credit and advanced energy project credit, and created new tax credits and deductions to incentivize investments in energy efficient commercial buildings, clean vehicles, alternative fuels, and clean electricity production and storage. Guidance on the details of these new programs can be expected over the coming months and years.

Table G-3. Existing Utility and Tax Incentives Most Applicable to WRCOG Energy Resiliency Plan

Administering Organization	Program Name	Description	Eligible Uses
California Public Utilities Commission (CPUC)	**Microgrid Incentive Program (MIP)**	The Microgrid Incentive Program, with $200M budget, will fund clean energy microgrids to support the critical needs of a vulnerable communities impacted by grid outages and to test new technologies or regulatory approaches to inform future action.	• Increased electricity and resiliency in communities at risk of electrical outages. • Increased reliability for critical infrastructure such as fire stations, schools, nursing homes, etc. • Reduced impacts of power outages and minimized disruptions for low-income households.
Southern California Edison (SCE)	**Self-Generation Incentive Program (SGIP)**	The Self-Generation Incentive Program (SGIP) is a CA Public Utilities Commission (CPUC) program administered by California's Investor-Owned Utilities (IOUs) that offers rebates for installing energy storage technology at your facility. These storage technologies include battery storage systems that can function in the event of a power outage.	• Self-generated energy in a storage system (i.e., battery).
United States Dept of Energy (US DOE)	**Solar Investment Tax Credit**	The solar Investment Tax Credit (ITC) is a federal tax credit for those who purchase solar energy systems for commercial scale properties. The credit is equal to a percentage of the cost of eligible equipment. Tax exempt entities may not collect the credit themselves, but the benefits may be useful in securing a PPA.	• Solar photovoltaic (PV) system that is placed in service during the tax year.

Financing Tools

Projects that generate their own revenue or cost savings create private investment opportunities. Public-private partnership (P3) agreements are cooperative agreements between one or more public and private sectors that can take different forms, such as private entity financing or management of a project in return for a promised stream of payments from a government agency. In the context of limited public funding opportunities, P3 agreements may provide capital that allows a project to be delivered faster since private operators may have more immediate access to capital and debt financing and fewer competing resource demands. Table G-4 summarizes some of the most common P3 opportunities to implement energy projects.

Table G-4. Public Private Partnership Opportunities

Strategy	Description
Power Purchase Agreement (PPA)	A Power Purchase Agreement (PPA), a type of P3, is a financial agreement in which a developer arranges for the design, permitting, financing, and installation of an energy system on a customer's property at little to no cost. The developer sells the power generated to the host customer at a fixed rate that is typically lower than the local utility's retail rate. The lower electricity price serves to offset the customer's purchase of electricity from the grid while the developer receives the income from the sales of electricity as well as any tax credits and other incentives generated from the system. These may take the form of corporate PPAs, which involve corporate or industrial buyers purchasing renewable energy directly or virtually from developers. PPAs typically last 10 to 25 years, and the developer is responsible for the operation and maintenance of the system for the duration of the agreement. The Morris Model of a PPA is when a public entity issues a government bond at a low interest rate and transfers low-cost capital to a developer in exchange for a lower PPA price.
Energy Savings Performance Contracting (ESPC)	Budget-neutral approach to building improvements that provide renewable energy, reduce energy, and increase operational efficiency. In ESPC, a facility owner partners with an energy service company (ESC) that provides design and installation of the energy improvements, arranges the financing, and in some cases provides ongoing operations and maintenance services. Similar to a PPA, a facility owner can use an ESPC to pay for today's facility upgrades with tomorrow's energy savings without tapping into capital budgets. State and local governments can implement ESPC projects in their own facilities as well as promote and support ESPC projects through ESPC programs. Ideal candidates for ESPC projects include any large building or group of buildings such as city, county, and state buildings; schools; hospitals; commercial office buildings; and multi-family buildings.
Leasing Arrangements	Tax-exempt lease-purchase agreements provide state and local governments with the opportunity to finance upgrades and use energy savings to pay for financing costs. While leasing arrangements have higher rates compared to bond financing, they are often faster and more flexible revenue-generating mechanisms.
On-Bill Tariff Financing (SCE Program)	The On-Bill Financing Program provided by Southern California Edison (SCE) offers commercial and institutional customers with a monthly usage of 100 kW or less the opportunity to reduce operating expenses and finance retrofitting projects by covering the initial costs of installing the energy saving measures. Commercial property owners pay back these costs on their monthly utility bills interest free for up to 60 months. The program includes energy assessment and includes a specific list of measures to reduce the cost of refrigeration, cooling, and lighting.

Table G-5 summarizes current loan opportunities that are relevant to WRCOG's resiliency framework. Notably, the California Infrastructure and Economic Development Bank's Infrastructure State Revolving Fund (ISRF) can be used as a source of matching funds for grants or other financing needs. Table G-6 summarizes the types of bonds that may be suitable for funding WRCOG's climate actions.

Table G-5. Relevant Loan Programs Offered by the California Infrastructure and Economic Development Bank

Program	Description
CLEEN (Green Loan) Program	The CLEEN Program provides public financing to help meet state goals of greenhouse gas reduction, water conservation, and environmental preservation. This program consists of two subprograms: (1) the Statewide Energy Efficiency Program (SWEEP), which helps local governments and nonprofit organizations make small, medium, and large-scale energy-efficiency upgrades and projects, and (2) the Light Emitting Diode Street Lighting Program, which finances the installation of LED (Light Emitting Diode) streetlights for local governments.
Infrastructure State Revolving Fund (ISRF)	The Infrastructure State Revolving Fund (ISRF) Program (through IBank) is authorized to directly provide low-cost public financing to state and local government entities, including Municipalities, Universities, Schools and Hospitals (MUSH borrowers) and to nonprofit organizations sponsored by public agencies for a wide variety of public infrastructure and economic expansion projects. In the past, WRCOG member jurisdictions have received state revolving fund loans for the development of bike path and pedestrian path lights and investments in drinking water sources.

Table G-6. Bonds Relevant to WRCOG Energy Resiliency Plan

Strategy	Description
Environmental Impact Bond (EIB)	An Environmental Impact Bond (EIB) is an innovative financing tool that uses a Pay for Success approach to provide up-front capital from private investors for environmental projects, either to pilot an innovative approach whose performance is viewed as uncertain or to scale up a solution that has been tested in a pilot program.
Revenue or General Obligation Bonds	Revenue Bonds are used to pay for projects such as major improvements to an airport, water system, garage or other large facilities which generate revenue that is then used to repay the debt. General obligation (GO) bonds are issued to pay for projects that may not have a revenue stream. Debt is repaid through an increase in the ad valorem property tax. In California, General Obligation bonds (and in some cases revenue bonds) are subject to voter approval.
Green or Climate Bonds	Green or climate bonds specifically finance climate change adaptation or mitigation projects. Eligible projects include those related to renewable energy and energy efficiency, sustainable waste management projects, sustainable land use and biodiversity conservation, clean transportation, and clean drinking water.
Utility Revenue Bonds	A utility revenue bond is a type of municipal bond issued to finance a public utility project that repays investors directly from project revenues. Utility revenue bonds are used to fund capital projects in areas considered essential to public services including hospitals, fire services, water and waste treatment facilities, and improvements to the electrical grid.

Local Revenue Sources

Another key strategy for funding and financing the region's climate actions is to develop fiscal policies that support and reinforce its climate goals. Climate change creates a long-term financial obligation, both in terms of mitigating, adapting, and responding to a climate crisis, and, as such, requires long-term fiscal planning. WRCOG's member jurisdictions may consider developing a Climate Action Fund that allocates a portion of the local General Fund to specifically fund climate mitigation and adaptation efforts.

WRCOG member jurisdictions may also identify climate action and adaptation as a priority criterion when determining how to allocate funding and prioritize programs and projects across all funds. For example, the City of Los Angeles' Financial Policies identifies "resilience and sustainability" as a primary criterion for allocating funding and prioritizing capital projects (City Administrative Officer of Los Angeles 2020). If WRCOG member jurisdictions were to develop a similar criteria policy, it may have the effect of facilitating implementation of fund-specific, or department-specific, climate actions, such as prioritizing facility improvements that includes energy resiliency improvements.

In some cases, jurisdictions within California have implemented local climate and resource specific taxes to offset the cost of natural hazard mitigation. The City of Santa Clara renewed the Safe, Clean Water and Natural Flood Protection Program in November of 2020; a parcel tax of $.006 per square foot which protects drinking water supplies, dams from earthquakes and climate change, reduces pollutions, toxins, and contaminants in waterways, and provides flood protection. Marin County also passed the Marin Wildfire Prevention Measure in 2020; another parcel tax of 10 cents per building square foot which supports wildfire prevention including early detection and improving critical infrastructure. WRCOG member jurisdictions may consider a similar program or measure to fund regionally specific resilience efforts, which could include funds set aside for resilience improvements for critical facilities.

G3. Next Steps

The Energy Resiliency Plan details a regional transition to renewable energy in critical infrastructure, including the ability to quickly adapt to drought, extreme heat, and other climate changes. Implementation will be most effective and efficient if multiple actions are pursued in tandem, which may include using funding and financing sources to support multiple, or bundled, projects. Near-term next steps (within one to two years) for beginning implementation of priority actions may include:

- **Identify partnership opportunities to plan, fund, and implement climate actions.** WRCOG's efforts in this planning process convened jurisdictions together from across Western Riverside County, opening the opportunity to continue these partnerships as agencies begin to pursue funding. Partnerships between public agencies can also increase the competitive edge of grant applications. Other civic institutions, notably UC Riverside, may also offer partnership opportunities.
- **Determine which strategies will require environmental review, technical analysis, and/or complex partnerships and permitting.** Some of the priority actions will have longer implementation timelines due to environmental review requirements or financing coordination (e.g., new sales tax, bond issuance). To meet its electrification goals in a timely manner, WRCOG member jurisdictions will need to start the first phase of work on these longer-term projects.
- **Track new federal funding opportunities as guidance is released.** The IIJA and Inflation Reduction Act present enormous opportunities. While the available details on known programs are summarized in this chapter, the federal government is regularly releasing new program announcements related to funding eligibility and availability.
- **Being preparing application materials for the state grants that have been allocated additional funding in the Governor's 2022-2023 budget.** Some funding for these grants may already be or will soon be available and will have short application deadlines. An early start on application materials will give WRCOG member jurisdictions more time to match actions to grant opportunities, define strong proposal narratives, and identify potential partnerships.

H. Resilient Design Resources and Guidelines (References)

To be provided in Final Draft

(To include a list of additional resources and case studies)

Item 6.C

Western Riverside Council of Governments
Administration & Finance Committee

Staff Report

Subject: **Grant Writing Assistance Program Activities Update**

Contact: **Christopher Tzeng, Program Manager, ctzeng@wrcog.us, (951) 405-6711**

Date: **November 9, 2022**

Requested Action(s):

1. Receive and file.

Purpose:

The purpose of this item is to provide an update on the WRCOG Grant Writing Assistance Program.

WRCOG 2022-2027 Strategic Plan Goal:

Goal #2 - Identify and help secure grants and other potential funding opportunities for projects and programs that benefit member agencies.

Background:

WRCOG commenced its Grant Writing Assistance Program to assist member agencies in grant writing assistance on an as-needed basis as funding is available. The goal of this Program is to strengthen the subregion's overall competitiveness for statewide funding and to provide needed supplemental support to jurisdictions prevented from seeking grant funds due to limited capacity and/or resources. The Program Guidelines were approved by the Executive Committee in September 2017.

Based on the volume of requests, staff requested additional funding for the Program to enable more assistance to member agencies. The Executive Committee approved an additional $500,000 in funding to this Program in December 2017 for a total of $700,000. The Executive Committee approved changes to the Grant Writing Assistance Program Guidelines at its April 4, 2022, meeting. For Fiscal Year 2022/2023, WRCOG has incorporated the Grant Writing Assistance Program as part of its Local Transportation Fund (LTF) Work Plan. LTF funds, which were established in state law by the Transportation Development Act (TDA), are allocated to WRCOG from RCTC under the Transportation Development Act (TDA) for planning purposes.

To date, approximately $660,000 has been utilized on the following tasks, which are described in further detail below:

- Direct grant assistance for applications
- Advisory services to WRCOG member agencies
- Grant opportunity tables sent to member agencies on a bi-weekly basis
- Producing grant program fact sheets

Program Benefits

Direct Grant Assistance: The Program has provided direct grant assistance on over 45 grant applications with over 20 applications being awarded funding that has assisted WRCOG and its jurisdictions within Western Riverside County attain over $70M in grant funding. The largest portion of this grant funding was a partnership with the City of Riverside for the grant application development of an Affordable Housing and Sustainable Communities Program and Transformative Climate Communities grants that will provide over $47M to housing projects and multi-modal transportation improvements, among other improvements. The next largest portion of grant funding attained is through the Active Transportation Program (ATP). The WRCOG Grant Writing Assistance Program has helped attain $17M in ATP funding for jurisdictions in Western Riverside County.

List of Projects Funded through Program:

Member Agency	Project	Award Amount
Banning	Advanced metering infrastructure project	$300,000
Banning	Omar / Ramsey Intersection Improvements and Sidewalk	$376,650
Banning	Ramsey Street Pedestrian Safety Improvements	$250,000
Banning	Downtown Revitalization Plan	$297,461
County	SR-74 / Winchester Land Use and Transportation Study	$133,000
County	March ARB Joint Land Use Study	$630,000
County	Hemet area Safe Routes to School Program	$348,000
County	San Jacinto area Safe Routes to School Program	$600,000
Eastvale	Construction of North / South bicycle network gap closure	$6.5M
Eastvale	Southwest Eastvale Safe Routes to School Access Project	$1.4M
Jurupa Valley	Safe Routes to School Project	$2.9M
Lake Elsinore	Citywide Active Transportation Plan	$175,000
Lake Elsinore	Homeless Services HEAP Grant	$1.5M
Perris	Construction of Perris Valley Storm Drain Channel Trail	$1.9M
Riverside	Mission Heritage Development (Affordable Housing and Sustainable Communities Grant)	$16.8M
Riverside	Entrada Development (Transformative Climate Communities)	$31.2M
Temecula	Construction of Santa Gertrudis Creek Trail Phase II	$1.5M
Wildomar	Construction of Bundy Canyon Active Transportation Project	$1.5M
WRCOG	Climate Action Plan	$344,900
WRCOG	Resilient IE - Climate Adaptation Toolkit	$683,431
WRCOG	Resilient IE Phase II - Transportation Project Risk Assessments	$409,894
WRCOG	Household Hazardous Waste	$60,000

Assistance in 2022: During calendar year 2022, the Program assisted the Cities of Riverside and Temecula with ATP Cycle VI grant applications that were submitted in June 2022. The Program engaged with additional jurisdictions about an ATP application but it was ultimately decided that an application for the next cycle was more appropriate. In addition, the Program is in the process of assisting the City of San Jacinto with an active transportation Highway Safety Improvement Plan (HSIP) grant application that is due in September 2022.

New Assistance Opportunity: Since its inception, the Program has focused on opportunities in areas in which WRCOG provides assistance to its member agencies. However, the Program is also able to assist with housing-related grant programs in the interim. WRCOG has allocated funding through SCAG's Regional Early Action Planning Grant Program to further housing planning in the subregion to assist member agencies with submitting applications to housing-related grant programs. These grant programs can also be for infrastructure programs that will help with the construction of housing. Examples of housing-related grant programs include the Affordable Housing and Sustainable Communities Program, Equitable Community Revitalization Grant, Infill Infrastructure Grant, Multi-family Housing Program, and Permanent Local Housing Allocation.

Advisory Services: In addition to direct assistance, the Program has provided advisory services to member agencies. This has provided member agencies the ability to discuss potential projects or ideas in order to align with the Grant Program that fits best. This service also enables member agencies to learn more about grant programs and the requirements that need to be met in order to attain and exhaust grant funding. Grant funding includes certain reporting requirements so it is also a benefit for member agencies to understand the requirements prior to submitting an application. This has been an aspect of the Program not quantifiable but has proved beneficial in ensuring the efficient use of a jurisdiction’s resources.

Grant Opportunity Tables and Grant Program Fact Sheets: A table that summarizes current grant opportunities and upcoming opportunities is disseminated to members of WRCOG's Technical Advisory, Planning Directors, and Public Works Committees, as well as other member agency staff, on a bi-weekly basis. The table includes a synopsis of the grant program, the deadline for submittals, the level of effort needed to develop an application, success rate for each opportunity, and other notes, including the number of applications awarded in relation to the number of applications submitted, if known. This table is updated constantly as grant opportunities are made available on a daily basis. In addition, fact sheets are produced for newer grant programs and larger grant programs that may be of interest to member agencies.

Lessons Learned: Since the inception of this Program, there have been lessons learned with grant programs and applying for grant funding, and WRCOG has tried to communicate with staff from member agencies. The first is that grant programs that have dedicated funding allocated for multiple years are cyclical and typically have a Notice of Funding Availability around the same time of year. For example, the Caltrans Sustainable Transportation Planning grant program typically has its Call-for-Projects in the fall. This is subject to change based on other factors, such as legislative changes and changes in administration. This cyclical element for grant programs is important to note so agencies may plan ahead.

The Executive Committee approved changes to the Grant Writing Assistance Program Guidelines at its April 4, 2022, meeting. These changes were proposed based on lessons learned and to streamline Program activities in order to ensure fiscal sustainability of the Program. The second lesson learned is that the Program should be selective in how it provides assistance. Grant programs are multi-faceted and have stringent criteria that applications must meet. Popular grant programs are also highly competitive. For example, attaining grant funding through the statewide Active Transportation Program has become increasingly difficult. Applications needed to have a score of 92 out of 100 points in order to be awarded funding through initial phase. Since WRCOG must ensure fiscal sustainability of the Program, the Program Guidelines were revised in order to be more selective with Program assistance.

Lastly, grant applications take time to develop and typically either falls on staff or consultants to complete. Some applications are simple but many are very complex and take time to develop. It may take a big commitment from staff or the consultant to successfully submit the grant application. It is important that due diligence and understanding all the facets of the grant program must be done to ensure resources are utilized efficiently.

Prior Action(s):
September 15, 2022: The Technical Advisory 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. The various elements of the Grant Writing Program have different funding sources. Any transportation related grants are funded by prior-year agency carry-over funds and the Local Transportation Funds (LTF), which is provided by RCTC to WRCOG for Transportation Planning purposes. Any support for housing related grant applications is provided through the SCAG REAP program.

Attachment(s):
Attachment 1 - Grant Writing Assistance Program Guidelines

WRCOG Grant Writing Assistance Program Guidelines 2.0

Program Overview: The WRCOG Grant Writing Assistance Program (Program), launched in September 2017, is designed to assist members in preparing proposals for grant opportunities. To provide a Program that best assists WRCOG members, WRCOG staff convened a Focus Group of member jurisdiction staff to provide feedback on Program specifics and develop Program Guidelines, which were approved by the WRCOG Executive Committee on September 11, 2017. The subsequent Guidelines 2.0 have been presented to the WRCOG Planning Directors Committee and Public Works Committee iteratively to ensure the Program continues to benefit WRCOG member jurisdictions.

Grant Writing Consultants: WRCOG released a Request for Proposals (RFP) in December 2021 for consultants to serve on a "bench" to provide grant writing assistance to WRCOG member jurisdictions. The bench of consultants is available to members on a first-come, first-served basis when funding opportunities for the selected grants become available. The consultants will assist members with the grant application process only, not with subsequent award management or project implementation. The following consultants were selected to assist our member jurisdictions with grant preparation:

- Alta Planning + Design
- Blais & Associates
- Cambridge Systematics
- KTUA
- National Community Renaissance

Program Contact:
Christopher Tzeng
Program Manager, Transportation
Phone: (951) 405-6711
Email: ctzeng@wrcog.us
Website: http://www.wrcog.us/266/Grant-Writing-Assistance

Program Guidelines: The Guidelines define the parameters of the Program, including the following items:

1. Eligible grants;
2. Eligible activities;
3. Expectation of member jurisdictions accepting assistance;
4. Linkage to other WRCOG programs;
5. Screening process; and
6. Process to request grant writing assistance.

#1 - Eligible grants: The Program focuses on a few select grant opportunities. Eligible grants are as follows:

- Active Transportation Program (https://dot.ca.gov/programs/local-assistance/fed-and-state-programs/active-transportation-program)
- Caltrans Sustainable Transportation Planning Grant Program (Transportation Planning Grants & Adaptation Planning Grants) (https://dot.ca.gov/programs/transportation-planning/regional-planning/sustainable-transportation-planning-grants)
- Housing related grant programs, for example:
    - Affordable Housing and Sustainable Communities Program (https://sgc.ca.gov/programs/ahsc/)
    - Transformative Climate Communities Program
    - Infill Infrastructure Program
    - Permanent Local Housing Allocations (PLHA)
    - Transit Oriented Development Housing Program
    - Mobilehome Park Rehabilitation & Resident Ownership Program (MPRROP)
    - Multifamily Housing Program
- Clean Cities related grants (https://cleancities.energy.gov/)
- New planning grant opportunities

Some of the grants identified in the "housing related grant programs" section are new additions to the Program and are highlighted in yellow. WRCOG is receiving REAP funds through SCAG with the goal of assisting local jurisdictions increase housing production and planning. WRCOG has received approval from SCAG to allocate some of the REAP funds to assist jurisdictions develop grant applications in these identified housing related grant programs to achieve this goal. All of the programs identified in the housing related grant programs will be funded through REAP funds that must be utilized by June 30, 2023.

To maintain flexibility with the Program, "new planning grant opportunities" are included so that other grant opportunities related to planning may be considered. This category enables members to request assistance if any grant opportunities that focus on planning grants become available – such as those that help fund General Plans, Specific Plans, or Community Plans.

*Ineligible Grants: The Program is **not** intended to assist infrastructure grant opportunities, i.e., TIGER, HSIP, FASTLANE, etc.*

Assistance with Clean Cities grants is available for WRCOG Clean Cities Coalition members only. Assistance is available for grant opportunities related to Clean Cities activities, such as electric vehicle charging stations and city / county fleet purchasing. Funding for assistance with these grants will be allocated from Coalition funds. WRCOG administers the Coalition on behalf of participating member jurisdictions which pay specific Coalition dues. This Program can increase the Coalition's effectiveness by assisting Coalition members attain grant funding.

#2 - Eligible activities and assistance limitations: The Program will streamline the activities it provides assistance to member jurisdictions in order to ensure a fiscally supportable Program. WRCOG staff conducted an evaluation on necessary changes to enable a sustainable Program. This evaluation looked at if the Program can sustain the different components of the Program, how the Program has been utilized, where efficiencies can be created and the process in which assistance has been provided to member jurisdictions.

WRCOG will be implementing the parameters listed below for the Program based on the evaluation and input from WRCOG Committees:

- Jurisdictions will be permitted direct assistance developing grant applications on one (1) application per grant program per cycle.
    - e.g., Jurisdictions will be provided direct assistance developing a grant application for ATP Cycle VI on one (1) submittal.
- Jurisdictions will be limited to receiving direct assistance on grant application development for three (3) grant applications every two-years.
- The Program will provide direct assistance on a grant application resubmittal once. Further resubmittals will not be provided Program assistance.

#3 - Expectation of member jurisdiction accepting assistance: WRCOG member jurisdictions must submit formal request using the Application for Grant Writing Assistance (http://wrcog.us/DocumentCenter/View/2119) form to WRCOG. WRCOG will only authorize a consultant to provide assistance if it is determined the project will be competitive based on the initial input provided by the requestor (see Screening Process – section #5).

In order for the Program to run effectively and utilize funds efficiently, the member jurisdiction accepting grant writing assistance must agree to the following:

- Dedicate sufficient resources:
    - Obtain all necessary material on the information checklist provided by the consultant
    - Attend kick-off meeting to ensure consultant has needed information to prepare grant application
    - Respond to inquiries from the consultant in a timely manner
- Be the responsible party for grant submittal, including signatory on application and actual submittal of the application

It is expected that once the member jurisdiction is awarded the assistance for a grant application, and the consultant is selected to assist, all parties will participate in a kick-off meeting to discuss the proposal and share necessary information to begin work on the grant application. The consultant will prepare the grant application and all necessary exhibits, tables, etc., for review by the member jurisdiction staff. The member jurisdiction will then provide comments to be addressed by the consultant, and the consultant will then revise the application based on comments provided. Finally, the consultant will provide the member jurisdiction staff with a final draft for review and submittal.

If the member jurisdiction does not actually submit the grant application, the member jurisdiction will be required to reimburse WRCOG the costs for assistance.

#4 - Process to request grant writing assistance:

1. Member jurisdiction submits an application, formally requesting grant writing assistance with a specific grant. WRCOG will leave it to the discretion of the member jurisdiction how this request is made, whether it is through the elected body, WRCOG representative, or other party to act on behalf of the City. WRCOG will assume that if it receives a request for assistance from a member jurisdiction representative, that representative is authorized to act on behalf of the member jurisdiction.
2. WRCOG staff and its grant writing professionals will review the applications within seven calendar days and determine whether the request meets the criteria, as noted below.
3. If the Application meets the criteria set in these Guidelines, WRCOG will work with the applicant to select a proper consultant from the list of pre-approved consultants.
4. Kick-off meeting will be held with jurisdiction and consultant.

#5 - Screening process: In order to ensure funds for the Program are utilized effectively and efficiently, an Application must be submitted to WRCOG for review. The application has been updated to ensure a sustainable Program moving forward.

Required information to initiate request assistance

- To initiate assistance, member jurisdictions are required to submit an application that will include a project description/parameters to WRCOG.
    - The Program will not provide services to develop a project or conduct research on how a proposed project will score.
- The project description will be reviewed by grant writing professionals. WRCOG will determine if application development assistance will be provided based on the professional judgement of its grant writing professionals and application development schedule.
- Furthermore, a preliminary scoring criterion for the ATP will be utilized to determine if assistance will be provided by WRCOG. The criterion will be assessed by grant writing professionals. Member jurisdictions will need to provide the following:
        - Proposed project's Disadvantaged Community (DAC) score
        - Project description
        - Accident data
        - Status of outreach conducted

The criteria set in these Guidelines, serve as basic standards for proposals to be evaluated. The selection of proposals for grant writing assistance will be at the discretion of WRCOG based on available funding, and WRCOG reserves the right to decide which proposals receive grant writing assistance.

Nothing in this Program will be construed as limiting member jurisdictions from hiring other consultants to prepare grants on their behalf.

Item 6.D

Western Riverside Council of Governments
Administration & Finance Committee

Staff Report

Subject: **2022 / 2023 General Assembly Activities Updates and Determinations**

Contact: **Dr. Kurt Wilson, Executive Director, kwilson@wrcog.us, (951) 405-6701**

Date: **November 9, 2022**

Requested Action(s):

1. Direct the Executive Director to take the necessary actions for the 2023 General Assembly & Leadership Address to take place on June 29, 2023, at Pechanga Resort Casino, including entering into an agreement, substantially as to form.
2. Provide direction for an event speaker.

Purpose:
The purpose of this item is to provide an update on the 31st and 32nd WRCOG General Assemblies & Leadership Addresses.

WRCOG 2022-2027 Strategic Plan Goal:
Goal #4 - Communicate proactively about the role and activities of the Council of Governments and its members.

Background:
WRCOG's Annual General Assembly & Leadership Address provides an opportunity for WRCOG's member agencies to gather and share information regarding regional accomplishments and recognize members of the community who have made significant contributions to the region. The event also includes the approval of WRCOG's Annual Budget and selection of leadership positions for the forthcoming year. Each General Assembly and Leadership Address also features noteworthy speakers who can speak on issues of Regional, Statewide, National, and International importance.

31st General Assembly & Leadership Address (2022)

There were 650 registrants for the event, which is comparable for events. Some key highlights of the event included:

- Selection of Crystal Ruiz (San Jacinto), Chris Barajas (Jurupa Valley), and Rita Rogers (Perris) as WRCOG Chair, Vice-Chair, and Second Vice-Chair for the 2022/2023 Fiscal Year
- Approval of the WRCOG 2022/2023 Fiscal Year Annual Budget
- Community Service Awards presented to the following persons or organizations:
    - Sonia Ramos
    - Dawn Smith

- Karen Alexander
- Kristian Ticas
- Love 4 Life

The event concluded with an interactive question and answer session with the Co-founder of Apple Computer, Steve Wozniak.

32nd Annual General Assembly & Leadership Address (2023)

Chair Ruiz appointed an Ad Hoc Committee of Executive Committee members to provide input and guidance to staff regarding the upcoming General Assemble & Leadership Address. The Committee, consisting of Chair Ruiz, Vice-Chair Barajas, 2nd-Vice Chair Rogers, and Executive Committee member Wendy Hewitt, has considered a variety of items over the last several months.

At this stage in the planning process, securing the venue is the highest priority. As the region has returned to full-scale in-person events, demand has been particularly high and event dates have been difficult to secure. The number of locations able to host an event of this size is limited. A key component of the event includes the approval of the WRCOG annual budget for the fiscal year beginning July 1, 2023. Pechanga Casino Resort served as the venue for the last two in-person events and is currently available on June 29, 2023, to host the event, pending execution of an agreement (attached) and subject to minor changes that are negotiated to best meet the needs of the event (i.e., the number of rooms, dates of deposits, etc.). This Committee is being asked to affirm the date and agreement.

The next priority for the early planning process is securing an event speaker. Securing the speaker prior to the end of the calendar year will aid in the event branding and early sponsorship conversations. The Ad Hoc Committee has met with a representative of the Speakers Bureau and discussed several concepts in terms of categories, topics, and specific speakers. A partial list of the speakers who have been considered is attached to this staff report. Members of the Ad Hoc Committee will be available during the meeting to share their thoughts and recommendations. While no final decision is required at the November A&F Committee meeting, it would be helpful to have a final decision by the December meeting. In order to facilitate that, this Committee is asked to provide direction that will narrow the selection process and allow the Executive Director to make formal requests of one or more speakers. Upon acceptance by a speaker, terms will be negotiated and presented to the A&F Committee for final consideration.

Prior Action(s):
None.

Fiscal Impact:
There is no fiscal impact to the General Fund. Funds for General Assembly and its activities are raised through sponsorship.

Attachment(s):
Attachment - Pechanga Agreement
Attachment - Potential GA Speakers

Attachment

Letter of Agreement

Pechanga Resort Casino & WRCOG

45000 Pechanga Parkway
Temecula, CA 92592

LETTER OF AGREEMENT
Western Riverside Council of Governments
32nd Annual WRCOG General Assembly and Leadership Conference
.

CLIENT NAME: Kurt Wilson
ADDRESS: 3390 University Avenue, Suite 450
CITY, STATE, ZIP: Riverside, CA 92501
TITLE: Executive Director
PHONE #: (909) 380-2957
E-MAIL: kwilson@wrcog.us

HOTEL SALES CONTACT: Lissette Kerby
TITLE: National Sales Manager
PHONE #: 951-770-8603
SALES FAX #: (951) 770-2419
E-MAIL: lkerby@pechanga.com

RESERVATIONS #: 888-732-4264
CONFERENCE SERVICES #: 951-770-8551
CONFERENCE SERVICES FAX #: 951-770-8565
HOTEL MAIN LINE #: 877-711-2946

November 3, 2022

On behalf of the staff and management of the Pechanga Resort Casino, may we extend a sincere thank you for the opportunity of hosting the Western Riverside Council of Governments event.

This agreement is made and entered into as of November 3, 2022, by and between Pechanga Resort Casino, as manager of the resort commonly known as Pechanga Resort Casino, and Western Riverside Council of Governments.

If we do not receive this Agreement executed by you on or before Tuesday, November 15, 2022, this option shall terminate and the Resort shall have the right to contract with other parties for the use of all or part of the room block and other facilities described in the Agreement, without any further notice or obligation to you.

GUESTROOM BLOCK COMMITMENT:
Total Group Room Nights: 65
(The foregoing is the agreed total rooms and hereinafter referred to as "Room Block") Please note that parlor rooms are counted as 1 unit. **ROOM TYPES ARE NOT GUARANTEED.**

ROOMS:

		Wed 06/28/2023		**Thu 06/29/2023**	
		Rooms	**Rate**	**Rooms**	**Rate**
Run of House	S	5	$209.00	60	$209.00
	D		$209.00		$209.00
	T		$239.00		$239.00
	Q		$269.00		$269.00

PECHANGA
RESORT CASINO

COMMISSIONABLE OR NON-COMMISSIONABLE:
The above rates are net, non-commissionable.

SPECIAL CONSIDERATIONS:
The Resort extends the following special considerations for Group based on fulfillment of your Room Block usage as set forth above:

- 1/50 Complimentary rooms
- Complimentary Health Club
- Complimentary Valet Parking (based on availability)
- Complimentary wireless internet in all guest rooms
- Complimentary toll-free call from guestrooms
- No Resort fee

OTHER FEES
The above quoted room rates are also subject to taxes that apply at the time of room occupancy. Currently, the tax rate is **12%**.

PORTERAGE/HOUSEKEEPING FEES:
The Resort baggage handling fee is $3.00 $7.00 per person each way; housekeeping fee is $3.00 per room. These charges will be applicable to the Group and will be added to the Master Account unless you indicate otherwise below. Resort baggage handling/housekeeping fees are not included in the Group Room Rate. Fees are subject to change.

Please check one and initial:

_____Porterage/Housekeeping fees to be posted to the Master Account.

_____Porterage/Housekeeping fees to be posted to the Individual Folio.

CHECK IN/CHECK OUT:
The Resort's **check-out time is prior to 11:00**. **Check-in time is 4:00 PM**.

INDIVIDUAL RESERVATION BY TELEPHONE:
It is our understanding that individuals will make reservations directly with our reservation's office. The direct phone number to the reservations department is **888-732-4264.** Reservations can be made between the hours of **7:00 AM – 11:00 PM PST.** Your attendees must identify themselves as part of the 32nd Annual WRCOG General Assembly and Leadership Conference **group/meeting** to receive any negotiated Group Rate.

ROOMING LIST:
Group shall submit a rooming list to the Resort by 05/27/2023 which is to include the attendee's name, address, and arrival and departure dates. The rooming list must include for each guest a valid credit card number, expiration date, and cardholders name or one night room and tax must be paid unless all guest charges are the responsibility of the group. The Rooming List and any Rooming List changes should be directed to the **Conference Services Department at 951-770-8551 or via Conference Services Fax at 951-770-8565.**

RESERVATION CUT-OFF DATE: 05/27/2023***client initials -_____***
We have established a cut-off date of 05/27/2023 ("Reservation Cut-Off Date") for guestroom accommodations. **Only those Group rooms reserved with guest name and guaranteed as of the Reservation Cut-Off Date will be considered reserved Group rooms as part of this**

Agreement. Any Group reservations and substitution requests received after the Reservation Cut-Off Date shall be handled on a space available basis and at prevailing rate.

INDIVIDUAL RESERVATION TERMS:

All rooms included in the Room Block require *prepayment in full of each room night* or *a one night's room and tax deposit* by guest check, money order, or credit card by the Reservation Cut-Off Date. Individual cancellation will be accepted up to seventy-two (72) hours prior to arrival; however, Group's Room Block and attrition obligations shall not be modified. The deposit is refundable to guest if timely notice of cancellation is given, and a cancellation number obtained.

The Resort will require an early departure charge in an amount equal to the guest's current per night charge, plus applicable tax, for all guests who depart one or more days prior to their scheduled departure date. The first night deposit will be credited against any early departure charge and the charges for the first night shall be included on the guest bill. However, any such refund shall not alter, release or negate the Group's attrition obligations of this Agreement and any such cancelled room shall be considered an "unused" room for purposes of such section.

All reservations guaranteed to the Master Account are held for late arrival. Any changes or requests received within thirty (30) days of your event may be accepted on space availability, at the Resort's discretion. Additionally, any guaranteed reservations that fail to arrive will result in a charge of the room and tax to your Master Account.

In the event that a room is not available for a guest holding a guaranteed room reservation, the Resort will pay for one night's lodging (room & tax) at an alternate property, transportation to and from such property, and one long distance phone call. The resort will also list the guest's name with the Resort switchboard, in order to facilitate the transfer of the guest's phone calls to the alternate property. Every effort will be made to bring the guest back after one night at the alternate property.

BILLING PROCEDURES:

Mixed billing, room and tax will be guaranteed and billed to the Master Account for the rooming list. Guests will be responsible for their own incidental charges.

Individual Call in will be responsible for their own room, tax and incidentals.

DEPOSIT PAYMENT SCHEDULE & DUE DATES:

Deposits are **non-refundable** and will be applied towards the final bill for your event or any damages due the Resort pursuant to this contract.

Transaction Type	Charge Type	Date	Amount
Charge	Initial Deposit	11/15/2022	$20,000
Charge	Additional Deposit	05/31/203	$35,000
		Balance Due	$55,000

PECHANGA RESORT CASINO

MEETING AND FUNCTION ROOM OUTLINE

Date	Time	Event Class	Room	Setup	AGR	Rental
Thu, 06/29/23	8:00 AM - 11:45 PM	Room Hold	Summit Ballroom AB	Empty Room	1	
Thu, 06/29/23	8:00 AM - 11:59 PM	Hospitality	Green Room C	Existing	10	
Thu, 06/29/23	8:00 AM - 11:59 PM	Hospitality	Green Room B	Existing	10	
Thu, 06/29/23	8:00 AM - 11:59 PM	Hospitality	Green Room A	Existing	10	
Thu, 06/29/23	10:30 AM - 6:45 PM	Registration	Registration A & B	Existing	10	
Thu, 06/29/23	4:00 PM - 6:00 PM	Room Hold	Eagle's View Ballroom	Cocktail Rounds	200	
Thu, 06/29/23	4:00 PM - 6:00 PM	Reception	Summit Foyer B&C	Cocktail Rounds	500	
Thu, 06/29/23	4:00 PM - 6:00 PM	Reception	Eagle's Nest	Cocktail Rounds	200	
Thu, 06/29/23	5:30 PM - 9:00 PM	Hospitality	Summit Ballroom CDE	Rounds of 10	700	2,000
Thu, 06/29/23	6:30 PM - 8:00 PM	Dinner Plated	Summit Ballroom CDE	Rounds of 10	700	
Thu, 06/29/23	8:00 PM - 11:29 PM	Reception	Pool Side Lawn	Existing	300	$500
Fri, 06/30/23	7:00 AM - 1:00 PM	Room Hold	Summit Ballroom C	Existing	1	
Fri, 06/30/23	8:00 AM - 11:59 PM	Hospitality	Green Room C	Existing	10	
Fri, 06/30/23	8:00 AM - 11:59 PM	Hospitality	Green Room A	Existing	10	
Fri, 06/30/23	8:00 AM - 11:59 PM	Hospitality	Green Room B	Existing	10	
Fri, 06/30/23	10:00 AM - 11:30 AM	Breakfast Buffet	Eagle's View Ballroom	U-Shape	40	
Fri, 06/30/23	10:00 AM - 12:00 PM	Meeting	Eagle's View Ballroom	U-Shape	40	

GROUP FOOD AND BEVERAGE MINIMUM:

The Group agrees to spend a minimum of $55,000 for banquet and meeting food and beverage over the dates of the Event (F&B Minimum). This F&B Minimum does not include meeting room rental, service charges, tax, labor charges, audio visual, or any other miscellaneous charges incurred. Should your final count drop below the approximate number of guests listed in your Program Agenda, or cancellation occurs for one or more of your guests, the Parties agree that the difference between the F&B Minimum and the actual food and beverage expenditure will be assessed to your Master Account.

FOOD AND BEVERAGE POLICIES – NO OUTSIDE FOOD AND BEVERAGE PERMITTED

In arranging private functions, the attendance must be specified at least 72 hours in advance. This number will be considered a guarantee, not subject to reduction, and charges will be made accordingly. The Resort will set up for 5% over your guaranteed attendance for groups under 250 people and 3% for groups over 250 people in attendance. Functions with an anticipated attendance of fewer than 50 will be assessed a $50.00 room setup fee, separate from room rental, breakfast, lunch and dinner. Changes to a room set at the request of the meeting or event contact once the room has been set will be assessed a $100.00 charge fee.

All food and beverage prices quoted are subject to current tax of 9.0% and service charge of 21%. Pechanga Resort Casinoassesses a service charge on all food, beverage, audiovisual and miscellaneous revenues. Food and beverage purchased through the Resort may not be removed from the premises. All food and beverage served in the meeting and function rooms must be purchased through the Resort and dispensed only by Resort servers. Provisions of the Resort's liquor license prohibit patrons from providing alcoholic beverages from outside sources. If alcoholic beverages are served on the Resort premises (or elsewhere under the provision of the Resort's liquor license), the Resort is required to request proper identifications (photo identification of anyone of questionable age) and refuse alcoholic beverage service to any person who fails to present proper identification or who appears to be intoxicated, according to the Resort's discretion, consistent with the applicable **state liquor license regulations.**

Food and beverage prices will be quoted, but not guaranteed, six (6) months prior to the function, and will be guaranteed ninety (90) days prior to the arrival of your Group. The final attendance must be received no later than 72 business hours prior to your function. If the Resort has not received a final attendance count by the due date, the approximate number of guests as stated on the Banquet Event Order will be used as your final attendance for your event. For all functions, you will be billed at this number, or the actual number of guests served, whichever is greater. Should your attendance be more than your approximated number, the Resort may be able to serve 5% over your guaranteed number for groups below 250 people and 3% for groups of more than 250 people.
Audiovisual services are available on site for your convenience. However, should you choose to bring and utilize your own audiovisual equipment at the Resort, there will be a usage charge, per outlet will apply: Please contact us for pricing.

GUEST ROOM ATTRITION CLAUSE

The Hotel is relying upon Group's 65 (not including extensions) Total Room Nights as stated in the Room Block Section of this Agreement. Should there be a reduction in the number of Total Room Nights to less than 80% of the anticipated amount. Group agrees that a loss will be incurred by Hotel. Should the room nights actually used by Group be less than 80% of the anticipated Total Room Nights, Group agrees to pay, as liquidated damages and not as penalty, the difference between 80% of the Total Room Nights and Group's actual usage of rooms, less credit for rooms resold by Hotel, multiplied by the net Group room rate (group room rate minus commission if rate is commissionable).

GUEST CREDIT FOR ALL NON MASTER ACCOUNT CHARGES:

All guests are required to establish credit upon or before check-in, allowing them non-gaming charging privileges throughout the resort. Guests must establish credit by posting a valid individual credit card or cash deposit of no less than $100.00 upon arrival for each reserved standard deluxe room per night. Individual room reservations not charged to the group master account will be charged the established guest room rate and applicable sales tax upon check-in.

In addition: Upon arrival, all guests with suite reservations must establish credit by posting a valid individual credit card deposit of no less than $100.00 per reserved suite per night. Individual room reservations not charged to the group master account will be charged the established guest room rate and applicable sales tax upon check-in. Please note that cash deposits will not be accepted for suite reservations.

INSURANCE:

The Resort is not responsible for property brought onto or stored on the Resort's premises by the Group or its exhibitors or attendees, and it is the responsibility of the Group to obtain or maintain any insurance coverage on such property. The Group shall give written notice of this policy to all exhibitors or attendees that are to utilize function space in the Resort in connection with the Group's function. The Group shall furnish evidence of liability insurance coverage to the Resort upon request, and in the event that the Resort reasonably determines it to be necessary, shall name "**Pechanga Resort Casino**" as "additional" insured on such policy or policies.

HOTEL LIABILITY:

The Resort will not assume any responsibility for the damage or loss of any merchandise, articles, or other personal property of Sponsor or Sponsor's guests left in the Function Room or any other area of the Resort before or after your Event, unless prior arrangements have been made for proper storage.

To the fullest extent permitted by California Law, Patron hereby agrees to protect, indemnify, defend and hold harmless the Hotel and its employees and agents against all claims, losses or damages to persons or property, government charges or fines, and costs [including reasonable attorney fees], arising out of or connected with the Event, including but not limited to, the installation, removal, maintenance, occupancy, or use of Hotel premises, or a part thereof, by

Patron or any guest, invitee or Patron, except those claims arising out of the sole negligence or willful misconduct of the Hotel.

SHIPPING AND STORAGE OF MATERIALS:
The Resort is unable to guarantee prompt delivery of improperly labeled packages, therefore, materials being shipped should read:
Kurt Wilson
32nd Annual WRCOG General Assembly and Leadership Conference
Monday, June 26, 2023 to Saturday, July 1, 2023
C/O Pechanga Resort Casino
Attn: Lissette Kerby
45000 Pechanga Parkway
Temecula, CA 92592

Due to limited space, the Resort cannot accept packages more than three (3) days prior to arrival date of the group. In order for the Resort to receive, manage, and to store materials, there is a handling fee of $1.50 to $5.00 per box, depending on the size and weight. Please speak with your **Conference Services Manager for details by calling 951-770-8538.**

IMAGES & LOGOS:
Any requests for Pechanga Resort Casino images and/or logo for marketing your event must be given directly to the Marketing Department at Pechanga.

FULL GROUP CANCELLATION POLICY – ROOMS CANCELLATION POLICY

From time of Agreement finalization (Agreement signed by both parties) until 181 days prior to main group arrival on Monday, June 26, 2023, 50% of full net room revenue will be charged as a cancellation fee for full Group cancellation.

61 days to 180 days prior to main group arrival Monday, June 26, 2023, 75% of full net room revenue will be charged as a fee against full cancellation of event, minus credit for the number of rooms resold by the Hotel.

31 days to 60 days prior to main group arrival Monday, June 26, 2023, 90% of full net room revenue will be charged as a fee against full cancellation of event, minus credit for the number of rooms resold by the Hotel.

30 days or less prior to main group arrival Monday, June 26, 2023, 100% of full net room revenue will be charged as a fee against full cancellation of event, minus credit for the number of rooms resold by the Hotel.

Full Net (Forecasted) Revenue: 13585

FORCE MAJEURE:
The performance of this Agreement by either party is subject to acts of God, war, government regulations, disaster, strikes, civil disorder, terrorism, complete curtailment of transportation, or other emergencies making it illegal or impossible to substantially perform this Agreement. In such an event, prompt notice shall be given by the party canceling pursuant to this section. The party seeking cancellation of performance under this provision must exercise due diligence and take all reasonable steps to avoid, remove and overcome the effects of the force majeure event.

For the purpose of this section, terrorism is defined as acts of persons acting on behalf of or in connection with any organization which carries out activities within the United States directed toward the overthrowing or intimidating of the United States Government by violence or other force, which is intended to cause serious bodily injury. War is that which is declared by Congress.

If these arrangements meet with your approval, please sign and return the original to the attention of Lissette Kerby, Sales Manager. Acceptance will occur upon receipt of an original or a facsimile (fax) transmittal of a fully signed original by the Resort. If either party uses a fax transmittal, then the fax copy shall serve as an original until an actual original is executed and received by both parties.

The undersigned are authorized to sign and enter into this contract. This agreement shall be considered valid and binding with BOTH parties have signed it and shall be governed and construed under the laws of the State of California.

The Agreement must be signed by a Sales Manager, and by the Director of Sales and Catering.

ACCEPTED BY:

____
Kurt Wilson
32nd Annual WRCOG General Assembly and Leadership Conference

____
Date:

APPROVED BY:

____
Lissette Kerby
National Sales Manager

Pechanga Resort Casino

____
Date:

____
Jon Chir
Director of Sales and Catering

Attachment

Potential GA Speakers List

MARK KING

CEO of Taco Bell

As Chief Executive Officer of Taco Bell Corp., Mark King is responsible for driving overall brand strategy and performance of the business in the U.S. and internationally. Drawing on his retail experience and track record of driving innovation, brand relevance, and culture, King accelerates the innovation, sales growth, and unique brand identity that makes Taco Bell a Category of One.

Before joining Taco Bell, King served as president of adidas North America from 2014-2018. Under his leadership, adidas market share doubled in under three years and sales tripled in four years. In addition, King cultivated new energy for the company's culture resulting in double the number of employees at adidas, an industry-shattering retention rate, the highest employee net promoter score in the company, and more than 500,000 job applications in one year.

Prior to adidas, King spent 34 years at TaylorMade, quickly rising from a territory sales representative to president of TaylorMade in 1999 and CEO in 2002. During King's tenure as president and CEO, TaylorMade became the leading and most profitable golf company in the world, catapulting the business from $300 million to more than $1.85 billion in sales.

Learned from his nearly 40-year career, King believes in creating the right atmosphere to unleash the potential of people to make extraordinary breakthroughs happen. As a leader, he steers with a belief system based in keeping a growth mindset, investing in people, and encouraging an innovative culture to achieve success.

In 2017, Footwear News honored King with the number one spot on their Power 100 list and in 2016 they named him "Person of the Year." Also, in 2017 and 2016, King was named "Executive of the Year" by the Portland Business Journal. He served as the chairman of the National Golf Foundation and was consistently named as one of the ten most power people in golf during his years at TaylorMade-adidas Golf.

King currently serves on the Board of Directors for the V Foundation Victory Over Cancer. Together with his daughters, he has also raised more than $10 million for children charities around the world through their OneKind Foundation.

	King graduated from University of Wisconsin – Green Bay with a bachelor's degree in Business Administration.
FEE AND EXPENSES:	$41,000.00 plus fully refundable, unrestricted first class airfare, plus professional commercially-insured round trip ground transportation (home and event city), hotel accommodations, and reasonable meals and incidentals for one.
VIEW CLIP(S):	Do You Really Understand Your Customer? Lessons in Leadership: How to Compete in Business Today Mark King on Embracing Disruption to Drive Success Mark King on How to Celebrate Success and Inspire Employees to Create Mark King on Leading the Next Generation Mark King: The Power of Belief in the Formula for Success Mark King: Can Ordinary People Do Extraordinary Things? Speech Clip - Change the Rules of the Games Speech Clip - Create an Environment that Allows Creativity Speech Clip - Why Do CEOs and Organizations Fail? Unleashing the Potential of People
WEBSITE:	www.wsb.com/speakers/mark-king/

ALAN MULALLY

Former President & CEO, Boeing Commercial Airplanes, Boeing Information, Space and Defense Systems, and The Ford Motor Company

Renowned for his strategic and operational leadership and working together, Alan Mulally transformed a struggling Ford Motor Company into one of the world's leading automobile companies and the #1 automobile brand in the United States. Mulally led the transformation of Boeing into the #1 commercial airplane company and aerospace company in the world.

Named #3 on *FORTUNE's* list of "World's Greatest Leaders," and one of "The World's Most Influential People" by *TIME* magazine, Alan Mulally's leadership as president and CEO of The Ford Motor Company has been hailed by consumers and industry experts alike.

In 2006, Ford suffered a 12.7 billion dollar loss and a significant degradation in their stock-value. With Mulally's leadership to formulate a compelling vision, comprehensive strategy, and a relentless implementation plan, Ford was able to develop a world class product line of cars and trucks with ever increasing productivity, and to deliver profitable growth for all the company's stakeholders. Today, Ford is one of the world's leading automobile companies and the #1 automobile brand in the United States.

Mulally examines strategic and operational leadership and "working together" teamwork principles, practices and management system. Mulally encourages them to explore their own set of working together skills as applicable to their industry and particular organization.

Prior to joining Ford, Mulally served as executive president of The Boeing Company, president and CEO of Boeing Commercial Airplanes and of Boeing Information, Space, and Defense Systems. He has additionally been named one of the 30 "World's Best CEO's" by *Barrons'* magazine, and "Chief Executive of the Year" by *Chief Executive* magazine. Mulally has been honored with the American Society for Quality's medal for executive leadership, the "Automotive Executive of the Year", and the "Thomas Edison Achievement Award". In 2016, Mulally was inducted into The Automotive Hall of Fame. Mulally previously served on President Obama's United States Export Council.

FEE AND EXPENSES: $151,000.00 plus expenses for two to include hotel (one bedroom suite), meals and reasonable incidentals (airfare and ground transportation are included in fee).

VIEW CLIP(S):
Alan Mulally Has a Great Story About His First Day at Ford
Alan Mulally on the Importance of Feedback
Boeing Flight Path Oral History: Alan Mulally
Corporate Culture: Leading Change
CUNA ACUC DeCarlo Q&A with Alan Mulally (CEO Ford & Boeing)
Speech Clip - Visibility: Knowing Where the Red Is
Speech Clips - The Brand is the Most Important Thing

WEBSITE: www.wsb.com/speakers/alan-mulally/

ALEX GORSKY

Executive Chairman of Johnson & Johnson

Alex Gorsky is Executive Chairman of Johnson & Johnson, and one of just seven leaders to have served in the dual role of Chairman and Chief Executive Officer since the company was listed on the New York Stock Exchange in 1944.

Alex began his Johnson & Johnson career as a sales representative with Janssen Pharmaceutica in 1988. Over the next three decades, he advanced through positions of increasing responsibility in sales, marketing, and management, culminating in being named CEO and Chairman in 2012.

Under his leadership, Johnson & Johnson became an industry leader in areas including oncology, immunology, and digital surgery, and reimagined how one of the world's most iconic companies could meet the healthcare needs of families around the globe. During Alex's tenure, record levels of R&D investment, including $14.7 billion in 2021 alone, as well as hundreds of acquisitions and partnerships contributed to significant growth across its Medical Devices, Pharmaceutical, and Consumer Health sectors. As part of Johnson & Johnson's commitment to serving more than a billion people each day, Alex also oversaw significant breakthroughs in public health, including the successful deployment of an Ebola vaccine in Africa and the development of the Janssen single-shot COVID-19 vaccine in just 13 months.

During Alex's time as CEO, Johnson & Johnson was consistently recognized as one of the most innovative and best-managed companies in the world—featured on the list of Fortune's Most Admired Companies in each year of his tenure, recognized as a "Most Innovative Company" by Fast Company, repeatedly named to Fortune's "Change the World" list, and ranked as the #1 best-run healthcare company in The Wall Street Journal Management Top 250 since its inception in 2017. Alex continually promoted a more diverse and inclusive culture at Johnson & Johnson, serving as the driving force behind many of the company's DE&I initiatives, including a $100 million pledge to fight health inequities faced by communities of color in the United States.

Outside Johnson & Johnson, Mr. Gorsky's influence has shaped both the healthcare landscape and the greater business community through his work as a member of the Business Roundtable and the Business Council Executive Committees. Among other accolades, he has been honored with the Robert F. Kennedy Human Rights Ripple of Hope Award (2017), the Prix Galien Roy Vagelos Pro Bono Humanum Award (2021), the BENS Eisenhower Award for outstanding contributions to the United States (2021), the Franklin Institute Bower Award for Leadership (2022), and the Distinguished Graduate Award from the U.S. Military Academy at West Point (2022). Alex currently sits on the Board of Directors of Apple, IBM, NewYork-Presbyterian Hospital, the Travis Manion Foundation, and Wharton's Board of Advisors.

After completing his undergraduate education at the U.S. Military Academy at West Point, Mr. Gorsky served six years in the Army, earning the rank of captain, the Ranger tab, and Airborne wings. He earned his MBA from Wharton in 1996. Alex has been married to his wife, Pat, for more than 30 years, and they are the parents to one son, Nick.

FEE AND EXPENSES: $101,000.00 plus fully refundable, unrestricted first class airfare, plus professional commercially-insured round trip ground transportation (home and event city), hotel accommodations, and reasonable meals and incidentals for two.

VIEW CLIP(S): Alex Gorsky - Disruption and Innovation in Healthcare | Olin Business School

WEBSITE:

ADAM GRANT

Organizational Psychologist, The Wharton School of Business; Bestselling Author; Host: WorkLife, a TED Original Podcast

Named one of the world's 10 most influential management thinkers and one of the Fortune's 40 under 40, Adam Grant is a leading expert on promoting generosity, originality, and resilience.

Adam Grant has been Wharton's top-rated professor for 7 straight years. As an organizational psychologist, he is a leading expert on how we can find motivation and meaning, rethink assumptions, and live more generous and creative lives. He has been recognized as one of the world's 10 most influential management thinkers and Fortune's 40 under 40.

He is the #1 New York Times bestselling author of 5 books that have sold millions of copies and been translated into 45 languages: *Think Again, Give and Take, Originals, Option B*, and *Power Moves*. His books have been named among the year's best by Amazon, Apple, the Financial Times, and the Wall Street Journal. His viral piece on languishing was the most-read New York Times article of 2021 and the most-saved article across all platforms.

Adam hosts WorkLife, a chart-topping TED original podcast. His TED talks on languishing, original thinkers, and givers and takers have been viewed more than 30 million times. He has received a standing ovation at TED and was voted the audience's favorite speaker at The Nantucket Project. His speaking and consulting clients include Google, the NBA, Bridgewater, and the Gates Foundation. He writes on work and psychology for the New York Times, has served on the Defense Innovation Board at the Pentagon, and has been honored as a Young Global Leader by the World Economic Forum. He has more than 5 million followers on social media and features new insights in his free monthly newsletter, GRANTED.

Adam was profiled in The New York Times Magazine cover story, Is giving the secret to getting ahead? He was tenured at Wharton while still in his twenties, and has received the Excellence in Teaching Award for every class that he has taught. He is the founder and host of the Authors@Wharton speaker series, and co-director of Wharton People Analytics. He curates the Next Big Idea Club along with Susan Cain, Malcolm Gladwell, and Dan Pink, handpicking two new books each quarter for subscribers and donating 100% of profits to provide books for children in under-resourced communities. He and his wife Allison have published a children's picture book on generosity, The Gift Inside the Box. Adam is also the cofounder of Givitas, a knowledge collaboration platform that makes it easy to give and receive help in 5 minutes a day, and an angel investor in startups in HR and culture, technology, and consumer products.

Adam earned his Ph.D. in organizational psychology from the University of Michigan, completing it in less than 3 years, and his B.A. from Harvard University, magna cum laude with highest honors and Phi Beta Kappa honors. He has received awards for distinguished scholarly achievement from the Academy of Management, the American Psychological Association, and the National Science Foundation, and been recognized as one of the world's most-cited, most prolific, and most influential researchers in business and economics. His pioneering research has increased performance and reduced burnout among engineers, teachers, and salespeople, and motivated safety behaviors among doctors, nurses, and lifeguards. He is a former magician and Junior Olympic springboard diver.

FEE AND EXPENSES: $251,000.00 plus roundtrip private plane or fully refundable, unrestricted first class airfare, plus professional commercially-insured round trip ground transportation (home and event city), hotel accommodations, and reasonable meals and incidentals for one.

VIEW CLIP(S):
Adam Grant on 'Are You A Giver or A Taker?'
Adam Grant on Finding Flow in Projects That Matter
Adam Grant on How to Stop Languishing and Start Finding Flow
Adam Grant on Rethinking the World of Work | Blue Shield of California
Adam Grant on the Power of Small Wins
Adam Grant on the Qualities of Originality
Adam Grant on The Surprising Habits of Original Thinkers
Adam Grant on Using Boundaries to Find Flow
Adam Grant on Weeding Out the Takers
Angela Duckworth Moderates a conversation with Adam Grant
Franklin Covey: Moderated Conversation with Adam Grant on Think Again
Interactive Keynote: Adam Grant - SXSW 2017
TED: How to Stop Languishing and Start Finding Flow
What Frogs in Hot Water Can Teach Us About Thinking Again

WEBSITE: www.wsb.com/speakers/adam-grant/

1615 L STREET NW | WASHINGTON, DC 20036 USA | 833.972.8255 | WWW.WSB.COM

SIMON SINEK

Renowned Leadership Expert and Author, *Leaders Eat Last*

Described as "a visionary thinker with a rare intellect," Simon Sinek teaches leaders and organizations how to inspire people. With a bold goal to help build a world in which the vast majority of people go home everyday feeling fulfilled by their work, Sinek is leading a movement to inspire people to do the things that inspire them

Described as “a visionary thinker with a rare intellect,” Sinek is a trained ethnographer and the author of multiple best-selling books:

• The global best seller Start With Why (over 1 million books sold in the U.S. alone)
• *The New York Times* and *Wall Street Journal* best seller Leaders Eat Last
• *The New York Times* and *Wall Street Journal* best seller Together is Better
• Find Your Why: A Practical Guide for Discovering Purpose for You and Your Team
• And his latest book, The Infinite Game, published in 2019

A trained ethnographer, Simon is fascinated by the people and organizations that make the greatest, lasting impact in their organizations and in the world. Over the years, he has discovered some remarkable patterns about how they think, act, and communicate and the environments in which people operate at their natural best. He has devoted his life to sharing his thinking in order to help other leaders and organizations inspire action.

Simon may be best known for popularizing the concept of WHY in his first TED Talk in 2009. It rose to become one of the most watched TED talks of all time, with over 43 million views and subtitled in 48 languages. His interview on Millennials in the workplace broke the Internet in 2016, garnering over 200 million views in the first month. This led to Simon being YouTube’s fifth most searched term in 2017.

His unconventional and innovative views on business and leadership have attracted international attention. From American Airlines to Disney and MARS, from big business to entrepreneurs to police forces, Simon has been invited to meet with an array of leaders and organizations in nearly every industry. He has also had the honor of sharing his ideas at the United Nations, the United States Congress, and with the senior-most leaders of the United States Air Force, Marine Corps, Navy, Army, and Coast Guard.

With a vision to change the way businesses think, act, and operate, Simon has partnered with Ernst & Young to develop products and services to help many companies transform their businesses. He is an adjunct staff member of the RAND Corporation, one of the most highly regarded think tanks in the world. He is also active in the arts and in the non-for-profit world (Simon prefers to call it the for-impact world).

FEE AND EXPENSES: $200,000.00 plus event city ground transportation, hotel accommodations and reasonable meals and incidentals for up to four

VIEW CLIP(S): Talks at Good: "The Finite and Infinite Games of Leadership
TEDTalks: Why good leaders make you feel safe

MARILLYN HEWSON

Former Chairman, President and CEO, Lockheed Martin

Marillyn Hewson served as Chairman, President and CEO and led Lockheed Martin from 2013 to June 2020 through a period of consistent financial performance and impressive growth. During her seven-year tenure, she increased Lockheed's share price near 300% on the growth of programs like the F-35 Joint Strike Fighter, expansive tactical and strike weapons sales and new markets like hypersonic weapons. During her 38 years at Lockheed Martin, Hewson held executive positions of increasing responsibility with the corporation and has more than three decades of financial responsibility and international operations experience. Hewson forged a $9 billion acquisition of Sikorsky, the maker of Black Hawk helicopters; and expanded into emerging technologies such as hypersonic missiles, leading Lockheed to win billions of dollars in new contracts. She has also masterfully led the company navigating conflicts in Syria and national security threats — both on the ground, in space, and in cyberspace — from North Korea, Russia and China in recent years.

Hewson's performance as a business leader has earned her global accolades. In 2019, TIME magazine identified Hewson as one of the "100 Most Influential People in the World," and FORTUNE magazine ranked her No. 1 on its list of "50 Most Powerful Women in Business" for the second year in a row. In 2018, she was named the "CEO of the Year" by Chief Executive magazine, a Top 10 "Businessperson of the Year" by FORTUNE magazine, and one of the "World's 100 Most Powerful Women" by Forbes.

Hewson has an extensive history of sustainability leadership, and leading growth and innovation at a Fortune 100. As Chairman, CEO, and President of Lockheed Martin, Hewson oversaw initiatives for energy and environmental stewardship, including Go Green, carbon and energy reduction, and water use reduction, and partnered with the United States Department of Energy's Better Plants Program, and the Environmental Protection Agency's ENERGY STAR Program and Green Power

Partnerships.

Hewson's expertise extends to executive and operational leadership in a global, regulated industry; insight and experience in global business management, strategic planning, cybersecurity, finance, supply chain, leveraged services and manufacturing; and expertise in government relations and human capital management.

She serves of the Board of Directors for Chevron Corporation, Johnson & Johnson, and green construction technology company, Nexii Building Solutions Inc. She previously served on the Board of Directors for DuPont, DowDuPont Inc., and Lockheed Martin Corporation.

Hewson is a member of the University of Alabama's President's Cabinet and a proud supporter of the University of Alabama.

FEE AND EXPENSES: $101,000.00 plus first class expenses for two, to include cash equivalent of fully refundable, unrestricted first class airfare for two, plus professional commercially-insured round trip ground transportation (home and event city), hotel accommodations (subject to speaker's approval), and reasonable meals and incidentals for two.

VIEW CLIP(S):
Marillyn Hewson on Artificial Intelligence & Cybersecurity
Marillyn Hewson on National Security
Marillyn Hewson on Prioritizing Fundamental Core Values
Marillyn Hewson on the Importance of Listening as a Leader
Marillyn Hewson on the Qualities of Leadership
Marillyn Hewson on Women in Leadership Roles

WEBSITE: www.wsb.com/speakers/marillyn-hewson/

OSCAR MUNOZ

Executive Chairman (ret.) & Former CEO, United Airlines; Board Member of Salesforce, CBRE, TelevisaUnivision, and Archer Aviation; Independent Trustee on Fidelity's Equity & High-Income Funds Board; Member of the Pentagon's Defense Business Board; Member of the Board of Trustees at the Brookings Institution; Trustee of the University of Southern California

Oscar Munoz has served as executive chairman of the board of directors of United Airlines Holdings Inc. since May 2020. He previously served as the company's Chief Executive Officer from September 2015 until his Executive Chairman appointment. Mr. Munoz has served on the board of directors of United Airlines Holdings Inc. since 2010, and he served on the board of directors of Continental Airlines Inc. from 2004 to 2010. He currently serves on the board of directors for CBRE Group Inc. and Univision Holdings Inc., and sits as an independent trustee on Fidelity's Equity & High Income Funds Board. Prior to United, Mr. Munoz served as President and Chief Operating Officer of CSX Corporation, a railroad and intermodal *transportation services company, from February 2015 to September 2015; as Executive Vice President and Chief Operating Officer of CSX from 2012 to 2015; and as Executive Vice President and Chief Financial Officer of CSX from 2003 to 2012. He also served on the board of directors of CSX from February 2015 to September 2015.*

Oscar Munoz served as CEO of United Airlines from 2015-2020, and eventually retired as Executive Chairman in 2021.

Oscar took the helm of a United that was flying through very turbulent skies, and was anything but United. A stalled merger, dismal operational and financial performance, tortured labor relations and rock-bottom customer satisfaction and employee morale meant United was in freefall.

Within five years, United was flying high, achieving top-tier reliability and profits, winning back customer loyalty and earning the praise of each of its major union leaders. Most importantly, frontline employees were finally flying together as a team, after the turmoil of a merger that finally was ratified eight years to the day after it was begun.

Oscar credits his employees for pulling off the airline comeback story of all time, and it began with a Wall Street-defying strategy to put employees first, as the foundation of rebuilding.

Behind the scenes, another personal drama was unfolding. On Day 37 of his tenure, he suffered a massive heart attack. He woke from a coma only to fight for his job, fend off a proxy battle from activist investors, manage PR crises, all while learning the three-dimensional chess game that is required to obtain a heart transplant.

As CEO, then Chairman, he also helped lead negotiations for the CARES Act, and helped marshal the airline sector response to Covid.

Today, Oscar remains beloved by the global employee base that makes up the United Airlines family for his authenticity, faith in his employees, and for turning the company around by creating a New Spirit of United.

FEE AND EXPENSES: $101,000.00 plus fully refundable, unrestricted first class airfare, plus professional commercially-insured round trip ground transportation (home and event city), hotel accommodations, and reasonable meals and incidentals for one.

VIEW CLIP(S):
Oscar Munoz In Conversation - The CEO Board Relationship
Oscar Munoz on Building Trust
Oscar Munoz on Connecting People
Oscar Munoz on Finding Purpose in a Health Challenege
Oscar Munoz on the Importance of Effective Leadership

WEBSITE: www.wsb.com/speakers/oscar-munoz/

STEPHANIE CHUNG

Founding Chief Growth Officer & Current Global Brand Ambassador, Wheels Up

Stephanie Chung has over 30 years of experience catalyzing transformative growth in commercial and private aviation at every level – her career started as a baggage handler at Logan Airport. From there, she worked her way up through various roles at USAir, Delta, Bombardier, Flexjet and JetSuite and eventually served as the first African-American and only second female president of a major private aviation company. In her current role as Chief Growth Officer at Wheels Up, she leads efforts on diversity, equity and inclusion prioritizing cultural sensitivity and fluency across a diverse target audience with the goal of expanding customer acquisition and maximizing corporate growth.

While the President of JetSuite, Stephanie Chung became the first African American female to lead a private business aviation company in the U.S. and only the second female to run a major private aviation company.

FEE AND EXPENSES: $34,250.00 plus fully refundable, unrestricted first class airfare, plus professional commercially-insured round trip ground transportation (home and event city), hotel accommodations, and reasonable meals and incidentals for one.

VIEW CLIP(S):
Stephanie Chung - You Are a Salesperson and You Are an Interior Designer
Neuroscience Selling TV
Neuroscience Selling to Executive Coaches
Women in Aviation - Keynote
Empowering Women
Neuroscience Leadership
Neuroscience Selling

WEBSITE: www.wsb.com/speakers/stephanie-chung/

1615 L STREET NW | WASHINGTON, DC 20036 USA | 833.972.8255 | WWW.WSB.COM

GEORGE BLANKENSHIP

Former Executive at Tesla Motors, Apple Computer and GAP Inc.

Former Tesla, Apple and GAP Inc. executive, George Blankenship, drives businesses toward innovation and transforms companies from status quo market contenders to forward-thinking and dynamic companies of the future.

Former executive at Tesla Motors, Apple Computer and GAP Inc., George Blankenship brings 30 years of international strategy, retail and real estate experience to his audiences. He most recently disrupted the auto industry, redefined customer engagement, and revolutionized the car-buying experience in his executive role at Tesla Motors. As vice president of real estate at Apple, Blankenship formulated and executed one of the most triumphant retail growth strategies in history and is widely recognized as the architect of Apple's brand-building retail method. Apple saw a material, sustained increase in sales, profit and consumer loyalty due to Blankenship's focus on reformulation of the consumer experience, building brand awareness, and ongoing accessibility to customers.

Blankenship has meaningfully redefined the role of superior customer experience in contemporary markets and knows how to hone and refine corporate values to deeply strengthen customer loyalty. An industry leader and market expert, he brings high-energy and unmatched insight on how companies can build and create brand loyalty, remain competitively positioned in a modern market, and thoroughly equip themselves to deliver first-class customer care. His innovative processes inform and transform secure, status quo organizations into forward-thinking and dynamic players of the future.

FEE AND EXPENSES: $56,000.00 plus hotel accommodations and reasonable meals and incidentals for one.

VIEW CLIP(S):
George Blankenship - Preparing Your Brand for the Future of Retail
George Blankenship - The Future of Innovation
George Blankenship on Building Long Term Customer Relationships
George Blankenship on having an Innovation Mindset
George Blankenship on Product Innovation
George Blankenship on Steve and Elon's Leadership
George Blankenship on The Customer Experience
George Blankenship: Innovating the Customer Experience Through Tech
Speech Clip - Creating Long-Term Customer Relationships
Speech Clip - Stay the Course and Win
Speech Clip - The Future of Stores in the Age of Connectedness
Speech Clip - Working With Elon Musk

WEBSITE: www.wsb.com/speakers/george-blankenship/

1615 L STREET NW | WASHINGTON, DC 20036 USA | 833.972.8255 | WWW.WSB.COM

LIZ WISEMAN

Executive Strategy and Leadership Expert and Best-Selling Author

Liz Wiseman is a researcher and executive advisor who teaches leadership to executives around the world. She is the author of New York Times best seller Multipliers: How the Best Leaders Make Everyone Smarter, The Multiplier Effect: Tapping the Genius Inside Our Schools, and Wall Street Journal bestseller Rookie Smarts: Why Learning Beats Knowing in the New Game of Work.

Liz is the CEO of the Wiseman Group, a leadership research and development firm headquartered in Silicon Valley, California. Some of her recent clients include: Apple, AT&T, Disney, Facebook, Google, Microsoft, Nike, Salesforce, Tesla, and Twitter. Liz has been listed on the Thinkers50 ranking and in 2019 was recognized as the top leadership thinker in the world.

She has conducted significant research in the field of leadership and collective intelligence and writes for Harvard Business Review, Fortune, and a variety of other business and leadership journals. She is a frequent guest lecturer at BYU and Stanford University and is a former executive at Oracle Corporation, where she worked as the Vice President of Oracle University and as the global leader for Human Resource Development.

FEE AND EXPENSES: $54,500.00 plus fully refundable, unrestricted first class airfare, plus professional commercially-insured round trip ground transportation (home and event city), hotel accommodations, and reasonable meals and incidentals for one.

VIEW CLIP(S): Speech Clip - Are You a Genius or a Genius Maker?
Speech Clip - The Perpetual Rookie
TEDxUniversityofNevada: Living and Working with Child-Like Wonder

WEBSITE: www.wsb.com/speakers/liz-wiseman/

OZAN VAROL

Rocket Scientist turned Professor, Bestselling Author, and Expert on Creativity and Critical Thinking

Ozan Varol is a rocket scientist turned award-winning professor, #1 bestselling author, and internationally acclaimed speaker. He is one of the world's foremost experts in creativity, innovation, and critical thinking. He helps industry-leading organizations reimagine the status quo with moonshot thinking.

A native of Istanbul, Turkey, Ozan grew up in a family of no English speakers. He learned English as a second language and moved to the United States by himself at 17 to attend Cornell University and major in *astrophysics. While there, he served on the operations team for the 2003 Mars Exploration Rovers project that sent two rovers–Spirit and Opportunity–to Mars. Ozan then pivoted and went to law school. He graduated first in his class, earning the highest grade point average in his law school's history.*

Today, thinking like a rocket scientist is a necessity. Learning to embrace uncertainty and the unknown will be the lifeblood of the most successful leaders and organizations for years to come. Those who can tackle these challenges with a mindset that combines extraordinary thinking with a practical, proven moonshot process, will achieve extraordinary results. As Varol poignantly shares in his keynotes, "It is only when we sacrifice the certainty of answers and embrace uncertainty, that breakthroughs happen." As a former rocket scientist, and the Bestselling Author of *Think Like A Rocket Scientist*, there is arguably no one better than Ozan Varol to help audiences understand the process behind Moonshot Thinking, that will ultimately help you imagine the seemingly unimaginable and solve the seemingly unsolvable.

Varol is consistently ranked one of the top speakers at conferences and private events. Audiences love his blend of big ideas, witty stories, and down-to-earth humor. He's a master at simplifying complex topics and delivering numerous "a ha!" moments. Varol has the rare ability to get people to drop their phones and leave them with practical insights they can implement right away to level up in work and life.

Varol's diverse personal background (as a former rocket scientist turned lawyer turned university professor and popular author) allows him to connect with wide-ranging audiences. He's delivered keynote speeches to small and large crowds at conferences, start-ups, and Fortune 500 companies across numerous industries. He's trusted by institutions like Microsoft, Intel, adidas, Accenture, Deloitte, Salesforce, General Electric, Google X, CVS Health, the U.S. Department of State, and the U.S. Navy.

Ozan is the #1 bestselling author of Think Like a Rocket Scientist: Simple Strategies You Can Use to Make Giant Leaps in Work and Life. The book has been translated to nearly 25 foreign languages and has received many accolades, including being selected as:

- One of Inc.com's "6 Business Books You Need to Read in 2020 (according to Bill Gates, Satya Nadella, and Adam Grant)"
- One of Amazon's Top 20 business books of 2020
- Adam Grant's # 1 pick of his top 20 leadership books of 2020
- One of 6 Groundbreaking Books of Spring 2020 (according to Malcolm Gladwell, Susan Cain, Dan Pink, and Adam Grant).

wsb

FEE AND EXPENSES:	$31,000.00 plus fully refundable, unrestricted first class airfare, plus professional commercially-insured round trip ground transportation (home and event city), hotel accommodations, and reasonable meals and incidentals for one.
VIEW CLIP(S):	How Ozan's Audiences are Applying Moonshot Thinking OnLeadership - Shoot for the Moon: Ozan Varol Ozan Varol for Business Ozan Varol for Education Ozan Varol for Healthcare Ozan Varol for Manufacturing Ozan Varol: Are You at the Forefront of Change? Ozan Varol: Flying in the Face of Uncertainty Ozan Varol: Keynote Speaker Reel 2022 Ozan Varol: Strategy vs. Tactics The Secret To Achieving Your Goals In Life | Ozan Varol & Jay Shetty X Talks | Ozan Varol Keynote
WEBSITE:	www.wsb.com/speakers/ozan-varol/

MOLLY FLETCHER

CEO, Business Author and Former Sports Agent

Hailed as the "female Jerry Maguire" by CNN, Molly Fletcher inspires audiences to carve their own pathway to success and redefine how they do business.

A trailblazer in every sense of the word, Molly Fletcher shares the business wisdom, relationship brilliance and unwavering optimism that helped her thrive as one of the first female sports agents and now as a successful entrepreneur. Molly's fearless approach to business is illustrated in the engaging and entertaining stories about her rise to the top as a sports agent, an industry where there are actually more agents than athletes to represent. Always fascinated with how peak performers sustain success, Molly gives rare insight into the minds of some of sports' biggest stars while sharing personal stories about her journey in a highly competitive, traditionally male-dominated industry.

In her talks, Molly earns rave reviews from audiences, who describe her as "a world-class speaker and businessperson" who is "true-to-life, uplifting and entertaining" and great at "connecting and delivering unique tools that captivate audiences."

The author of three books, Molly tackles the topic of negotiation in her latest release, *A Winner's Guide to Negotiating*. In it, she shares the innovative tactics she used to negotiate over $500 million worth of contracts in the high-stakes, big-ego world of professional sports. She's

1615 L STREET NW | WASHINGTON, DC 20036 USA | 833.972.8255 | WWW.WSB.COM

been featured in *ESPN, The Magazine, Fast Company*, *Forbes* and *Sports Illustrated*, and has energized Fortune 500 companies, associations and teams across the country. Engaging, humorous, relatable and high energy, Molly lights a fire in any audience, inspiring fearless growth.

FEE AND EXPENSES: $43,500.00 plus hotel accommodations and reasonable meals and incidentals for one.

VIEW CLIP(S):
Molly Fletcher
Molly Fletcher on Talent vs. Drive
Molly Fletcher on the Drive to Get Better
Speech Clip - Act Like You Have the Business
Speech Clip - Fearless Mindset
Speech Clip - Grow Your Business
Speech Clip - The Difference Between Connection and Communication
TED: Secrets of a Champion Mindset
TEDxEmory: Unleash Your Potential

WEBSITE: www.wsb.com/speakers/molly-fletcher/

JEFF IMMELT

Chairman and CEO, General Electric (2001–2017)

Having led an industrial titan through a digital revolution that upended traditional assumptions, former Chairman and CEO of General Electric Jeff Immelt motivates organizations to embrace change and shares firsthand lessons on how to cultivate innovation.

When he took the helm at General Electric, Jeff Immelt knew that in a rapidly digitizing, increasingly interconnected, and predictably unpredictable world, a fundamental paradigm shift would be required if GE was to maintain its dominance and chart the kind of future that could honor its history. He set a new vision and course for what the company could be, transforming what had been a classic conglomerate into what is now considered a 125-year start-up. Immelt left GE more disciplined, resilient, inventive, and forward-focused than it had ever been. Audiences will learn directly from a leader who has navigated volatility and invested in disruption at a scale unprecedented in business. Organizations of all sizes from all industries will gain insight into how to identify the best ideas and act on them by adopting a spirit of curiosity and purpose. Immelt's memoir *Hot Seat: What I Learned Leading a Great American Company* was released in March 2021.

FEE AND EXPENSES: $126,000.00 plus private jet transportation, plus professional commercially-insured round trip ground transportation (home and event city), hotel accommodations, and reasonable meals and incidentals.

VIEW CLIP(S):
Jeff Immelt of GE: Leaders Must Drive Change
Jeff Immelt Talks About New Imperatives For Leaders || NTLF 2019
Jeff Immelt The Transformation to a Digital Industrial Company - Talks at

GS
Jeff Immelt: Digitizing the Industrial Space

WEBSITE: www.wsb.com/speakers/jeff-immelt/

MONTY MORAN

Former Co-CEO at Chipotle Mexican Grill (2009-2016), Lawyer, Author, Pilot & Filmmaker

As the former co-CEO of Chipotle, Monty led the expansion of the brand from 400 to more than 2,500 locations and brought in more than $23 billion in revenue. His people-first leadership is grounded in the belief that ordinary people, under the right circumstances, can make extraordinary contributions.

Monty's view of effective leadership is unique and refreshing. It's grounded in his belief that ordinary people, in the right environment, are capable of making extraordinary contributions. He's found that people, whether in a law firm of 30 lawyers or a Restaurant chain of 75,000 employees, are capable of leading and making significant creative contributions when they work in a culture that ignites their individual and collective growth.

For Monty, empowerment is not a buzzword. It's not a tactic. It's a way of life. It's part of the non-delegable responsibility of every leader to build relationships with those they hope to influence. After all, Monty reminds us that the only source of a leader's power is that others choose to follow. Earning people's respect requires leaders to love, listen and connect. It requires the kind of vulnerability that is essential to building strong relationships. And, it requires that every person take responsibility for building a culture that causes people to work and play at a high level — consistently.

It was this kind of people-centric leadership that drove Monty's team at Chipotle to grow from 400 restaurants to more than 2,200, each contributing on average over 2.5 million dollars in revenue, and to earn multiples on Wall St. that rival many technology companies.

In his new book, Love Is Free. Guac Is Extra: How Vulnerability, Empowerment, and Curiosity Built an Unstoppable Team (2020) and upcoming docuseries, Connected: A Search for Unity, Moran explores leading with love, vulnerability, curiosity, and authenticity. He educates leaders to humbly lift up the people around them, noting that the more they do, the more they will be rewarded - professionally, financially, emotionally, and personally. His talks are fun, energetic, interesting, and full of ideas that leaders can actually use to quickly build more engaged teams, and vastly improve results.

Prior to joining Chipotle, Monty was head of litigation and then managing partner and CEO at the Denver-based law firm of Messner and Reeves, LLC, which he led for ten years. Most recently, Monty realized his lifelong dream of becoming a pilot, and flies his airplane throughout the United States to pursue his interest in better understanding and serving Americans, a quest he documents through his startup, Old Tale Productions. In addition, he is a director and chairman of corporate boards, advisor to many entrepreneurs and businesses, a filmmaker, and author.

FEE AND EXPENSES: $51,000.00 plus fully refundable, unrestricted first class airfare, plus professional commercially-insured round trip ground transportation (home and event city), hotel accommodations, and reasonable meals and incidentals for one.

VIEW CLIP(S): Monty Moran - Connected: A Search for Unity Trailer
Monty Moran Speaking Reel 2021

WEBSITE: www.wsb.com/speakers/monty-moran/

PETER DIAMANDIS

Founder and Executive Chairman, XPRIZE Foundation; Executive Chairman, Singularity University and Author

Passionate about solving some of the world's grand challenges, Dr. Peter Diamandis is focused on driving breakthroughs in products, companies, industries—and humanity.

Peter Diamandis is the Chairman and Executive Chairman of the X PRIZE Foundation, which leads the world in designing and launching large incentive prizes to drive radical breakthroughs for the benefit of humanity. Best known for the $10 million Ansari X PRIZE for private spaceflight and the $10 million Progressive Automotive X PRIZE for 100 mile-per-gallon equivalent cars, the Foundation is now launching prizes in Exploration, Life Sciences, Energy and Education.

Diamandis is also an international leader in the commercial space arena, having founded and run many of the leading entrepreneurial companies in this sector. As co-Founder & Chairman of the Singularity University, a Silicon Valley based institution partnered with NASA, Google, Autodesk and Nokia, Diamandis counsels the world's top enterprises on how to utilize exponential technologies and incentivized innovation to dramatically accelerate their business objectives. Additionally, Diamandis is the co-founder and vice-chairman of Human Longevity Inc. (HLI), a genomics and cell therapy-based diagnostic and therapeutic company focused on extending the healthy human lifespan.

	In his keynote presentations, Diamandis focuses on the importance of innovation and he looks to the future in explaining how exponentially advancing technologies will transform our companies, our industries, our governments and our lives over the next 5 to 10 years. Diamandis is the author of *Abundance: The Future is Better Than You Think* (February 2012) which shows how exponential technologies, coupled with the DIY movement and the on-line connectivity of the "rising billion" will enable an age of global abundance providing water, energy, food, shelter, education and healthcare in unprecedented availability for humanity. He is also the author of *BOLD, How to go BIG, Create WEALTH and Impact the World* (February 2015), a how-to guide for using exponential technologies, moonshot thinking, and crowd-powered tools to create extraordinary wealth while also positively impacting the lives of billions.
FEE AND EXPENSES:	$76,000.00 plus professional commercially-insured round trip ground transportation.
VIEW CLIP(S):	Speech Clip - TED: Abundance Is Our Future TED: Abundance Is Our Future
WEBSITE:	www.wsb.com/speakers/peter-diamandis/

The Washington Speakers Bureau Proposal

JAY LENO

Comedian and Actor

Jay Leno is the longtime host of NBC's The Tonight Show (1992-2014) and host of Jay Leno's Garage on NBC

Before Jay Leno became the host of the top-rated *The Tonight Show with Jay Leno*, he honed his comedy in clubs all over the country, often exceeding 300 dates per year. He opened for the likes of Tom Jones and John Denver and, after moving to Los Angeles, began his career in television and film, both writing behind the scenes and making appearances on shows such as *Welcome Back, Kotter* and films including *American Hot Wax*. On March 2, 1977, Leno made his first appearance on *The Tonight Show Starring Johnny Carson* and was named permanent guest host in 1987. While he took over the desk full-time in 1992, Leno never stopped touring on the comedy circuit and still averages over 150 gigs a year.

Leno continues to keep in touch with people by shaking hands and getting "one-on-one" time with audiences all over the country, whether he takes the stage at a small club or at his weekly shows in Vegas. Perhaps this is why he continues to exude the "everyman" style and personality that has helped him earn millions of fans worldwide. He has been touted as one of the nicest people in show business and undeniably the hardest-working - a winning tandem for the man who says, "Anyone can have a life - careers are hard to come by!"

FEE AND EXPENSES: $166,000.00 plus private jet transportation.

VIEW CLIP(S):
Jay Leno Acceptance Speech | 2014 Mark Twain Prize
Jay Leno at 2010 White House Correspondents' Dinner
Jay Leno at Emerson Commencement 2014

1615 L STREET NW | WASHINGTON, DC 20036 USA | 833.972.8255 | WWW.WSB.COM

TREVOR NOAH

Comedian and host of "The Daily Show"

Trevor Noah is the host of the Emmy and Peabody Award-winning Daily Show on Comedy Central. He his also the New York Times best-selling author of Born a Crime, and has released two comedy specials on Netflix to critical acclaim, Afraid of the Dark and Trevor Noah: Son of Patricia.

Trevor Noah is the most successful comedian in Africa. He was recently chosen to become the next host of the Emmy and Peabody Award-winning *The Daily Show* on Comedy Central, currently hosted by Jon Stewart. Noah joined *The Daily Show with Jon Stewart* in 2014 as a contributor.

FEE AND EXPENSES: $223,000.00 plus private jet transportation, plus professional commercially-insured round trip ground transportation (home and event city), hotel accommodations, and reasonable meals and incidentals.

VIEW CLIP(S): SXSW - The Daily Show News Team Live

FRANK CALIENDO

America's Best-known Impersonator

Whether he is appearing on late night television or FOX's NFL Pre-game show, comedian and impressionist Frank Caliendo brings a hilarious act filled with larger-than-life stories and characters.

Frank Caliendo is America's premier impersonator. Widely considered to be one of the funniest and most talented comedians of our time, Caliendo's uncanny impressions will have your audience rolling in the aisles with laughter. The star of TBS' hit show *Frank TV*, Caliendo has literally dozens of impressions that will leave you guessing who he will be poking fun at next. From the real to the surreal, Caliendo always delivers a hilarious take on icons of the past and current events.

FEE AND EXPENSES: $93,500.00 plus hotel, ground, meals and incidentals. (Airfare is included in the fee.)

VIEW CLIP(S): Frank Caliendo Morning Show Comedy

DAVID BLAINE

World-renowned Magician and Endurance Artist

Heralded by The New York Times as "a latter-day Houdini," David Blaine has redefined magic around the world with his unique, intimate, close-up style and his challenges that have set new boundaries of human endurance.

The world's most famous magician and endurance artist who has captured several Guinness World Records for his feats, David Blaine amazes audiences around the world with his awe-inspiring body of work. Having first come to the public's attention through the documentary *Street Magic*, Blaine is an extraordinary artist who has followed in the footsteps of the great Harry Houdini by pushing himself to the limit and showcasing the strength that lies dormant in all of us. Blaine, who was one of only two speakers to receive a standing ovation at the 2009 TEDMED Conference, is the center of many high-profile, televised stunts, including being buried alive, living underwater and hanging in a glass box over London's River Thames for 44 days. He dazzles audiences with his unique brand of magic, making a powerful case for the role that creativity plays in all of our lives. Blaine has been featured in many articles as well as on *The Oprah Winfrey Show, The Late Show with David Letterman, Charlie Rose* and *Larry King Live.* His 90-minute special, *David Blaine: Real or Magic*, premiered on November 19 on ABC to rave reviews. He took viewers into the homes of some of the world's most high-profile people for their up close and personal reaction to his magic—leaving many stunned and questioning what is happening before their eyes.

Praise for David Blaine:
"It is not easy to reduce to a state of complete silence a room of 10 super-opinionated, garrulous newspaper journalists and advertising executives..But David Blaine managed it…I fully expected him to be an unbearable show-off; a brash, doncha-know-how-clever-I-am Yank. I was wrong. As usual. He was not only warm, engaging and charming, he was electrifyingly brilliant." – *The London Telegraph*

"His stunts provide an excellent way to assert his incredible self-control: he trains precisely, obsessively, and maps out every aspect of his environment months in advance." - *The New York Times Magazine*
"So impressive, in fact, that viewers will find themselves sometimes speechless, sometimes shouting with excitement, sometimes shaking their heads in disbelief and sometimes trying to keep their eyes from popping out of their heads in wonder." - *The Daily News*

FEE AND EXPENSES: $217,000.00 plus client is responsible for one suite and up to 5 hotel rooms.

VIEW CLIP(S):	David Blaine with Drake, Steph Curry and Dave Chapelle David Blaine with Harrison Ford David Blaine with Jimmy Fallon and The Roots Searching for Magic in Real Life: An Insight, An Idea with David Blaine Speech Clip - David Blaine Buried Alive Speech Clip - Oprah and His Underwater World Record Speech Clip - TEDMED: How I Held My Breath for 17 Minutes Speech Clip - Training to Hold His Breath
WEBSITE:	www.wsb.com/speakers/david-blaine/

JEFF FOXWORTHY

Star of new NBC sitcom "The Jeff Foxworthy Show"

Star of new NBC sitcom "The Jeff Foxworthy Show"

Jeff Foxworthy, a self-proclaimed hick from Georgia, is fast becoming one of the most successful comedians of our time, thanks to his hilariously genius take on all things red, white and blue collar.

FEE AND EXPENSES: $188,500.00 plus fully refundable, unrestricted first class airfare, plus professional commercially-insured round trip ground transportation (home and event city), hotel accommodations, and reasonable meals and incidentals for one.

KEN JEONG

Actor & Comedian

Ken Jeong has been blending comedy and medicine all his life. After graduating Duke University and attaining his MD at the University of North Carolina, Ken completed his Internal Medicine residency in New Orleans all while developing his comedy and cult-like following in the stand-up circuit. While in New Orleans, Ken won the "Big Easy Laff-Off" which led him to move to LA in pursuit of a career in entertainment. After further honing his skills at the world famous Improv and Laugh Factory, Ken was invited to make several television appearances from Comedy Central to BET to The View who named Ken, "The funniest doctor in America."

After appearing in several television shows and films, Ken became part of comedy film history with his iconic role of 'Mr. Chow' in The Hangover, the highest grossing R-rated comedy in history. Ken reprised his role in The Hangover Part II and The Hangover Part III.

Ken starred as a series regular on the hit NBC sitcom, Community, which is returning for season 6 on Yahoo Screen. He additional credits include Transformers: Dark of the Moon, Knocked Up, Role Models, Despicable Me and Despicable Me 2.

Since his success, Ken has expanded his platforms having participated in several national and global marketing campaigns for Adidas and the American Heart Association, as well as hosting the 2011 Billboard Music Awards on ABC.

FEE AND EXPENSES: $167,500.00 plus fully refundable, unrestricted first class airfare, plus professional commercially-insured round trip ground transportation (home and event city), hotel accommodations, and reasonable meals and incidentals for two.

VIEW CLIP(S): Dr. Ken Jeong delivers UNCG Commencement address
Ken Jeong on The Ellen Show

JIM GAFFIGAN

Comedian, Actor and Best-selling Author

Jim Gaffigan is a five-time Grammy nominated comedian, actor, writer, producer, two-time New York Times best-selling author, two-time Emmy winning top touring performer, and multi-platinum-selling recording artist. He is known around the world for his unique brand of humor, which largely revolves around his observations on life.

On the silver screen, his many credits include *Three Kings, Super Troopers 1 & 2*, and *Chappaquiddick.* 2019 is Gaffigan's biggest year to date with an astonishing eight films releasing, three which premiered at this year's Sundance Film Festival including *Troop Zero* with Viola Davis and Alison Janney, *Them That Follow* and *Light From Light* – with many festival goers calling Gaffigan the "King of Sundance."

Gaffigan also had two films this year in which he was the lead. They are a comedic film *Being Frank* -- which opened Father's Day Weekend -- and *American Dreamer*, a dark thriller that opened 9/20. *American Dreamer* is grand finale of 2019 for Jim, and features him as a ride share driver who moonlights as a private driver for a drug dealer. Both films are now available for download.

In April 2019, Gaffigan was seen alongside Alec Baldwin and Salma Hayek in Bron Studios' *Drunk Parents*. Additionally, Gaffigan recently released his unprecedented 7th stand up special, *Quality Time* with Amazon Studios making history as their first original comedy special. He also continues to tour around the world.

In addition to two seasons of the critically acclaimed semi-autobiographical *The Jim Gaffigan Show*, which he wrote and produced with his wife Jeannie, and his widely popular stand-up comedy specials, Gaffigan has guest starred on many television comedies and dramas, ranging from *Portlandia* and *Bob's Burgers* to the HBO cult hits *Flight of the Concords* to dramatic roles in *Law & Order.*

Gaffigan regularly does humorous commentaries on *CBS Sunday*. Last year Jim served as master of ceremony at *The Al Smith Memorial dinner*. In 2015, Gaffigan had the great honor of performing for Pope Francis and over 1 million festival attendees at the *Festival of Families* in Philadelphia.

Gaffigan and his wife currently live in Manhattan with their five loud and expensive children.

FEE AND EXPENSES: $223,000.00 plus fully refundable, unrestricted first class airfare, plus professional commercially-insured round trip ground transportation (home and event city), hotel accommodations, and reasonable meals and incidentals for two.

VIEW CLIP(S): Jim Gaffigan Hasn't Lost His Funny After A Year Off Stage During The Pandemic |
Speech Clip- Hot Pockets

DANA CARVEY

Comedian and actor

Dana Carvey serves as the "expert-in-residence" in USA Network's new comedic half hour series "First Impressions." The show pits America's best amateur impressionists against each other in a weekly battle of celebrity impressions with Carvey mentoring each contestant.

Dana Carvey serves as the "expert-in-residence" in USA Network's new comedic half hour series "First Impressions." The show pits America's best amateur impressionists against each other in a weekly battle of celebrity impressions with Carvey mentoring each contestant.

Emmy-award winning comedian Dana Carvey is best known for his "Saturday Night Live" characters such as the *Church Lady; Hans,* of the Hans and Franz body building duo; *Garth*, Wayne Campbell's (Mike Myers) 'Excellent Co-Host' on popular sketch 'Wayne's World,' and

Weekend Updates *Grumpy Old Man*. Dana has received praise for his comedic impersonations of political figures as Ex-President George Bush, H. Ross Perot, Jerry Brown, David Duke and Bob Dole. He also does impersonations of George Burns, Johnny Carson, Jimmy Stewart, John McLaughlin, Mickey Rooney, Casey Casem, and Regis Philbin.

Carvey can also be seen in Alan Parker's "The Road to," for Columbia Pictures, Richard and Lili Zanuck's "Clean Slate" for MGM, and Twentieth Century Fox's "Trapped in Paradise." His early film work includes his debut in "This is Spinal Tap," "Racing with the Moon," "One of the Group" where he portrayed Mickey Rooney's grandson, "Blue Thunder" with James Farentino, "Tough Guys" with Burt Lancaster and Kirk Douglas, and the comedy "Opportunity Knocks." In 2004, he starred in "The Master of Disguise," a comedy fantasy for the whole family which features Carvey in 36 different identities and speaking 14 different languages as the hapless and heroic Pistachio Disguisey.

Carvey won an Emmy Award in 1993 for Outstanding Individual Performance in a Variety or Music Program. He has received a total of six Emmy nominations one of which was for a guest appearance on "Larry Sanders Show." He was also honored with The American Comedy Award as Television's Funniest Supporting Male in 1990 and 1991.

FEE AND EXPENSES: $139,500.00 plus private jet transportation, plus professional commercially-insured round trip ground transportation (home and event city), hotel accommodations, and reasonable meals and incidentals for two.

VIEW CLIP(S): Dana Carvey Presidential Impressions

MARTIN SHORT

Celebrated Comedian, Actor and Writer, Author of 'I Must Say'

Martin Short, a celebrated comedian and actor, has won fans and accolades in television, film and theater since his breakout season on "Saturday Night Live" over 30 years ago.

Martin Short, a celebrated comedian and actor, has won fans and accolades in television, film and theater since his breakout season on "Saturday Night Live" over 30 years ago.

Short won his first Emmy in 1982 while working on Canada's SCTV Comedy Network, which brought him to the attention of the producers of "SNL." He became an "SNL" fan-favorite for his portrayal of characters such as Ed Grimley, lawyer Nathan Thurm and "legendary songwriter" Irving Cohen.

His popularity and exposure on “SNL” led Short to cross over quickly into feature films. He made his debut in “Three Amigos” and followed with “Innerspace,” “Three Fugitives,” “Clifford,” “Pure Luck” and “Tim Burton’s Mars Attacks.” One of Short’s most memorable roles was in the remake of “Father of the Bride” as Franck the wedding planner, a role he reprised a few years later in “Father of the Bride Part II.” Short lent his voice to the animated film “Madagascar 3” and Tim Burton’s Oscar-nominated “Frankenweenie.”

An accomplished stage actor, Short won a Tony, Theatre World Award and an Outer Critics Circle Award for his role in the revival of “Little Me.” He was also nominated for a Tony and took home an Outer Critics Circle Award for the musical version of Neil Simon’s “The Goodbye Girl.” Short co-wrote and starred in “Fame Becomes Me,” prompting The New York Times to describe Short as “a natural for live musicals, a limber singer and dancer who exudes a fiery energy that makes you want to reach for your sunglasses.” Short most recently appeared on Broadway in Terrence McNally’s “It’s Only a Play.”

A two-time primetime Emmy winner and multi-nominated for both primetime and daytime Emmys, Short returned to television in 1998 for the miniseries “Merlin” and host of “The Martin Short Show.” In 2001, he launched the popular comedy “Primetime Glick and in 2010 received critical acclaim for his role in FX’s drama series “Damages.”

Short has also returned to “SNL” as host three times, and performed in the series’ landmark 40th anniversary special in February 2015. Other recent television credits include “Mulaney,” “How I Met Your Mother” and the critically acclaimed PBS series “Cat in the Hat Knows a Lot About That.”

Short will co-star with Maya Rudolph on his new weekly NBC variety show series “Maya and Marty in Manhattan” starting May 31st.

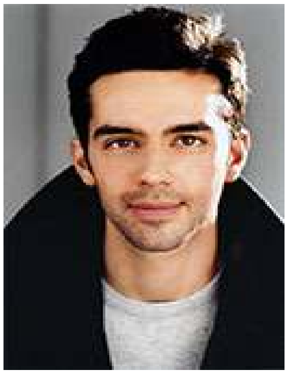
Short’s New York Times bestselling memoir, “I Must Say: My Life as a Humble Comedy Legend,” was published in 2014.

In 1994, Short was awarded the Order of Canada — the Canadian equivalent to British knighthood. He was also inducted into the Canadian Walk of Fame in June 2000.

FEE AND EXPENSES: $167,500.00 plus private jet transportation, plus professional commercially-insured round trip ground transportation (home and event city), hotel accommodations, and reasonable meals and incidentals for two.

1615 L STREET NW | WASHINGTON, DC 20036 USA | 833.972.8255 | WWW.WSB.COM

wsb



MICHAEL CARBONARO

Host of the truTV comedic series, The Carbonaro Effect

A performing magician since his youth, Carbonaro went on to study experimental theater at New York University with the aspirations of entertaining audiences through a variety of theatrical mediums, including hidden-camera magic, which he later showcased frequently on "The Tonight Show with Jay Leno."

Known for his original hidden camera magic series, THE CARBONARO EFFECT on truTV, Michael Carbonaro has been seen on television in shows such as Happily Divorced, 30 Rock, Grey's Anatomy, and CSI Miami. A performing magician since his youth, Carbonaro went on to study experimental theater at New York University with the aspirations of entertaining audiences through a variety of theatrical mediums, including hidden-camera magic, which he later showcased frequently on "The Tonight Show with Jay Leno."

Carbonaro's late night appearances then launched him into stardom through his hit comedic series, "The Carbonaro Effect," on truTV. A trickster at heart, Michael performs inventive tricks on unsuspecting members of the public who are unaware that he is a magician. Jaws drop when he causes a car to disappear from under a security guard's nose or makes alien crabs transform into kittens in a science lab. Whether posing as a coffee shop barista, museum curator, or seemingly unremarkable store clerk in the REAL world, Carbonaro's illusions – along with his absurd, matter-of-fact explanations – leave REAL people bewildered and families at home laughing out loud.

Michael regularly showcases his bizarre antics and mind-blowing magic at corporate events and through his highly-acclaimed national theater tour, "Michael Carbonaro Live!"

Michael's extensive list of accolades includes the "OUTFEST Best Actor" award as well as the "Magician of the Year" honor, bestowed upon him by the Academy of Magical Arts in 2015. In 2016, he was the inaugural recipient of the Copperfield Prize which recognizes an individual for elevating the art of magic.

FEE AND EXPENSES: $61,000.00 plus hotel accommodations (2 rooms) and reasonable meals and incidentals for two for two nights.

VIEW CLIP(S): Michael Carbonaro Corporate Sizzle Reel
Michael Carbonaro Virtual Performance Teaser

WEBSITE: www.wsb.com/speakers/michael-carbonaro/

1615 L STREET NW | WASHINGTON, DC 20036 USA | 833.972.8255 | WWW.WSB.COM

BEAR GRYLLS

Host of Man vs. Wild, Running Wild with Bear Grylls, and YOU vs Wild; Adventurer; Author; Philanthropist

Bear Grylls is known worldwide as one of the most recognized faces of survival and outdoor adventure. His stories of resilience, courage and never giving up will empower any audience to find that survivor spirit within and to overcome the biggest challenges.

Bear Grylls is arguably the most recognizable face of adventure on the planet.

He is a former British Special Forces soldier, who went on to become one of the youngest ever climbers of Mt Everest, despite breaking his back in a free-fall accident only months earlier.

From Everest he has gone on to host more extreme adventure TV shows across more global networks than anyone else in history.

Bear's shows include the legendary Discovery channel show *Man vs. Wild* and the hit show *Running Wild with Bear Gryll*s, now in its eighth season on National Geographic Channel. His *Running Wild* guests have included President Obama, Roger Federer, Julia Roberts, Prime Minister Modi of India and many others stars.

He also hosts the double Emmy Award winning interactive Netflix series *You vs. Wild* where it's the viewers who get to decide what adventure Bear goes on.

He is a family man and a No. 1 bestselling author who has sold over 20 million books.

He is the Honorary Colonel to the British Royal Marine Commandos, and the first ever Chief Ambassador to 55 million young Scouts worldwide.

FEE AND EXPENSES: $201,000.00 plus hotel accommodations (speaker requires a suite) and reasonable incidentals for two. (Airfare, ground transportation, and meal expenses included in net fee.)

VIEW CLIP(S): Bear Grylls' Message of Positivity and Resilience to the World
Bear Grylls - Life rewards the dogged
Bear Grylls Speaking Reel 2022

WEBSITE: www.wsb.com/speakers/bear-grylls/

TONY HAWK

Skateboarding Legend, Entrepreneur, Philanthropist

Legendary skateboarder Tony Hawk, a pioneer of social media, philanthropist, successful entrepreneur, and the first skater to ever land a 900, talks about his experience creating authentic brands and giving back.

Tony Hawk became the 12-time world champion, 16-time X Games medalist, and first skateboarder to land a 900 through his relentless attitude and unwavering focus. Always authentic, always on the cutting edge of the sport, forever inventing his own way of accomplishing what had yet to be created. As a businessman, philanthropist and video game character, he has applied those same qualities while forging ahead through his career as an unlikely CEO. Learn how Tony has embraced technology, social media and his own gut sense of doing things authentically and remaining true to what brought him here in the first place; skateboarding.

FEE AND EXPENSES: $63,500.00 plus fully refundable, unrestricted first class airfare, plus professional commercially-insured round trip ground transportation (home and event city), hotel accommodations, and reasonable meals and incidentals for one.

VIEW CLIP(S):
Building A Brand Around Skateboarding
Building Your Fan Base Organically
Speech Clip - The Importance of Authenticity
The Genesis of The Tony Hawk Foundation
Tony Hawk's Social Media Awakening

WEBSITE: www.wsb.com/speakers/tony-hawk/