



Western Riverside Council of Governments WRCOG Executive Committee

AGENDA

Monday, February 6, 2023
2:00 PM

Western Riverside Council of Governments
County of Riverside Administrative Center
4080 Lemon Street, 1st Floor, Board Chambers
Riverside, CA 92501

[Join Zoom Meeting](#)

Meeting ID: 893 7088 6219

Passcode: 20230206

Dial in: (669) 444-9171 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. **WELCOME NEW COMMITTEE MEMBERS**

- City of Banning - Rick Minjares
- City of Canyon Lake - Mark Terry
- City of Hemet - Jackie Peterson
- City of Menifee - Bob Karwin
- City of Moreno Valley - Elena Baca-Santa Cruz
- City of Wildomar - Dustin Nigg
- County of Riverside, District 5 - Yxstian Gutierrez

4. ROLL CALL

5. CLOSED SESSION

CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION pursuant to Section 54959.9(d)(1): One case:

1. Case number: RIC1707201 c/w RIC1712042

CONFERENCE WITH LABOR NEGOTIATORS

Agency designated representative: Executive Director
 Unrepresented employees: All agency employees

6. PUBLIC COMMENTS

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

7. 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. Assembly Bill 361 Findings

Requested Action(s):

1. Affirm the findings of the Executive Committee in Resolution Number 01-22, adopted on April 4, 2022, which are:
 - a. The Governor proclaimed a State of Emergency on March 4, 2020, related to the COVID-19 pandemic, which State of Emergency continues to exist today; and
 - b. State or local officials have recommended measures to promote social distancing.

B. Summary Minutes from the December 5, 2022, Executive Committee Meeting

Requested Action(s):

1. Approve the Summary Minutes from the December 5, 2022, Executive Committee meeting.

C. Finance Department Activities Update

Requested Action(s):

1. Receive and file.

D. WRCOG Committees and Agency Activities Update

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

E. Report out of WRCOG Representatives on Various Committees

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

F. TUMF Program Activities Update: Approval of Reimbursement Agreement

Requested Action(s): 1. Authorize the Executive Director to execute a TUMF Reimbursement Agreement with the City of Menifee for the Planning, Engineering, and Right-of-Way Phases for the Menifee Road (Scott Road to Garbani Road) Project in an amount not to exceed \$2,169,000.

G. I-REN Program Status and Quarterly Update

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

H. Commercial PACE Activities Update - Limited Appointment of Program Administrative Responsibilities to Nuveen Green Capital

Requested Action(s): 1. Adopt Resolution Number 01-23; A Resolution of the Executive Committee of the Western Riverside Council of Governments authorizing and appointing Greenworks Lending, LLC, as Program Administrator in connection with the Temecula Senior Living Center, LLC, Commercial PACE Assessment Lien and documents related thereto and approving other actions in connection thereto.

I. Classification and Compensation Study Results and Budget Impacts

Requested Action(s): 1. Adopt Resolution Number 02-23; A Resolution of the Executive Committee of the Western Riverside Council of Governments adopting the Fiscal Year 2022/2023 publicly available salary schedule effective July 1, 2022, through June 30, 2023, as required by the California Public Employee's Retirement System.
2. Approve a Budget amendment allocating the unallocated labor increase approved in WRCOG's Fiscal Year 2022/2023 budget.

8. REPORTS / DISCUSSION

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

A. Report on Remote Public Meeting Requirements

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

B. 2023 General Assembly Community Service Award Selection Guidelines

Requested Action(s): 1. Approve the Community Service Award selection guidelines.

C. Approval of WRCOG Strategic Plan

Requested Action(s):

1. Discuss the item and either affirm the current version of the Strategic Plan or approve an amended version of the Plan.

9. REPORT FROM THE TECHNICAL ADVISORY COMMITTEE CHAIR

Rob Johnson, City of San Jacinto

10. REPORT FROM COMMITTEE REPRESENTATIVES

CALCOG, Brian Tisdale

SANDAG Borders Committee, Crystal Ruiz

SAWPA OWOW Committee, Ted Hoffman

SCAG Regional Council and Policy Committee Representatives

11. REPORT FROM THE EXECUTIVE COMMITTEE CHAIR

Crystal Ruiz, City of San Jacinto

12. REPORT FROM THE EXECUTIVE DIRECTOR

Dr. Kurt Wilson

Please click on the following link to access the [Executive Director Activities Update](#).

13. ITEMS FOR FUTURE AGENDAS

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

14. GENERAL ANNOUNCEMENTS

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

15. NEXT MEETING

The next Executive Committee meeting is scheduled for Monday, March 6, 2023, at 2:00 p.m., in the County of Riverside Administrative Center, 4080 Lemon Street, 1st Floor, Board Chambers, Riverside.

16. ADJOURNMENT



Western Riverside Council of Governments WRCOG Executive Committee

Staff Report

Subject: Assembly Bill 361 Findings
Contact: Dr. Kurt Wilson, Executive Director, kwilson@wrcog.us, (951) 405-6701
Date: February 6, 2023

Requested Action(s):

1. Affirm the findings of the Executive Committee in Resolution Number 01-22, adopted on April 4, 2022, which are:
 - a. The Governor proclaimed a State of Emergency on March 4, 2020, related to the COVID-19 pandemic, which State of Emergency continues to exist today; and
 - b. State or local officials have recommended measures to promote social distancing.

Purpose:

The purpose of this item is to authorize virtual Committee meetings pursuant to Assembly Bill 361.

WRCOG 2022-2027 Strategic Plan Goal:

Goal #4 - Communicate proactively about the role and activities of the Council of Governments and its members.

Background:

Since the onset of the COVID-19 in early 2020, California government agencies have been able to continue to discharge their legal responsibilities through the use of virtual teleconferencing platforms such as Zoom to hold public meetings that enabled agencies to meet and conduct business, comply with social distancing orders, and most importantly, provide access to the public. WRCOG has been meeting on Zoom since March of 2020, when many Executive Orders were issued by Governor Newsom in response to the pandemic. One such order altered Brown Act requirements to allow for virtual meetings.

Although transmission, hospitalization, and death rates from COVID-19 have sharply declined since the original onset of the pandemic and subsequent Delta and Omicron Variant surges, an air of uncertainty remains regarding the pandemic and many counties continue to recommend masking inside and social distancing. Given that environment and a desire to continue allowing for the flexibility of holding virtual meetings, the Legislature recently approved, and Governor Newsom signed, Assembly Bill 361 (AB 361) to temporarily allow for virtual meetings under proscribed circumstances.

AB 361 amends the Brown Act to allow local legislative bodies to continue using teleconferencing and virtual meeting technology in certain circumstances. Under the Bill, legislative bodies can continue to meet remotely as long as there is a "proclaimed state of emergency" and the Executive Committee can make either of the following findings: (a) state or local officials have imposed or recommended measures

to promote social distancing, or (b) whether as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees. Even though cases have dropped, AB 361 is expressly intended "to protect the health and safety of civil servants and the public and does not preference the experience of members of the public who might be able to attend a meeting in a physical location over members of the public who cannot travel or attend that meeting in a physical location" because of physical status.

The Governor proclaimed a State of Emergency on March 4, 2020, related to the COVID-19 pandemic, which continues to exist to this day.

AB 361 requires specific procedural safeguards for the public. To accommodate individuals during these teleconferences and virtual meetings, a public comment period will be offered where the public can address the legislative body directly in real time. Additionally, public comments will be allowed up until the public comment period is closed at the meetings. The agenda will include information on the manner in which the public may access the meeting and provide comments remotely. If technical problems arise that result in the public's access being disrupted, the legislative body will not take any vote or other official action until the technical disruption is corrected and public access is restored.

The attached Resolution allows the Executive Committee to implement AB 361 by making the findings discussed above. These findings will be in effect for 30 days or until the Executive Committee makes findings that the conditions listed therein no longer exist, whichever is shorter. The findings can be extended by the Executive Committee upon a finding that conditions supporting the findings included in the Resolution still exist. The authorization to meet remotely will also apply to any Committees that meet during the 30-day effective period.

AB 361 will allow for virtual meetings during other state-proclaimed emergencies, such as earthquakes or wildfires, where physical attendance may present a risk. AB 361 is scheduled to sunset January 1, 2024.

Prior Action(s):

December 5, 2022: The Executive Committee affirmed the findings of the Executive Committee in Resolution Number 01-22, adopted on April 4, 2022, which are: 1) the Governor proclaimed a State of Emergency on March 4, 2020, related to the COVID-19 pandemic, which State of Emergency continues to exist today; and 2) State or local officials have recommended measures to promote social distancing.

November 7, 2022: The Executive Committee affirmed the findings of the Executive Committee in Resolution Number 01-22, adopted on April 4, 2022, which are: 1) the Governor proclaimed a State of Emergency on March 4, 2020, related to the COVID-19 pandemic, which State of Emergency continues to exist today; and 2) State or local officials have recommended measures to promote social distancing.

October 3, 2022: The Executive Committee affirmed the findings of the Executive Committee in Resolution Number 01-22, adopted on April 4, 2022, which are: 1) the Governor proclaimed a State of Emergency on March 4, 2020, related to the COVID-19 pandemic, which State of Emergency continues to exist today; and 2) State or local officials have recommended measures to promote social distancing.

September 12, 2022: The Executive Committee affirmed the findings of the Executive Committee in

Resolution Number 01-22, adopted on April 4, 2022, which are: 1) the Governor proclaimed a State of Emergency on March 4, 2020, related to the COVID-19 pandemic, which State of Emergency continues to exist today; and 2) State or local officials have recommended measures to promote social distancing.

August 1, 2022: The Executive Committee affirmed the findings of the Executive Committee in Resolution Number 01-22, adopted on April 4, 2022, which are: 1) the Governor proclaimed a State of Emergency on March 4, 2020, related to the COVID-19 pandemic, which State of Emergency continues to exist today; and 2) State or local officials have recommended measures to promote social distancing.

April 4, 2022: The Executive Committee adopted Resolution Number 01-22; A Resolution of the Executive Committee of the Western Riverside Council of Governments Authorizing Virtual Committee Meetings Pursuant to AB 361.

Fiscal Impact:

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

Attachment(s):

[Attachment 1 - Resolution Number 01-22: AB 361 findings](#)



Western Riverside Council of Governments

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

RESOLUTION NUMBER 01-22

A RESOLUTION OF THE EXECUTIVE COMMITTEE OF THE WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS AUTHORIZING VIRTUAL COMMITTEE MEETINGS PURSUANT TO AB 361

WHEREAS, the Western Riverside Council of Governments (“WRCOG”) is committed to preserving and nurturing public access and participation in meetings of the Executive Committee, Administration & Finance Committee, Technical Advisory Committee, Planning Directors Committee, Public Works Committee, Finance Directors Committee, and the Solid Waste Committee; and

WHEREAS, all meetings of WRCOG’s legislative bodies, including its Executive Committee, Administration & Finance Committee, Technical Advisory Committee, Planning Directors Committee, Public Works Committee, Finance Directors Committee, and the Solid Waste Committee, are open and public, as required by the Ralph M. Brown Act (Cal. Gov. Code 54950 – 54963), so that any member of the public may attend and participate in WRCOG’s meetings; and

WHEREAS, starting in March 2020, in response to the spread of COVID-19 in the State of California, the Governor issued a number of executive orders aimed at containing the COVID-19 virus; and

WHEREAS, among other things, these orders waived certain requirements of the Brown Act to allow legislative bodies to meet virtually; and

WHEREAS, pursuant to the Governor’s executive orders, WRCOG has been holding virtual meetings during the pandemic in the interest of protecting the health and safety of the public, WRCOG staff, and WRCOG’s Committee members; and

WHEREAS, the Governor’s executive order related to the suspension of certain provisions of the Brown Act expired on September 30, 2021; and

WHEREAS, on September 16, 2021, the Governor signed AB 361 (in effect as of October 1, 2021 – Government Code Section 54953(e)), which allows legislative bodies to meet virtually provided there is a state of emergency, and either (1) state or local officials have imposed or recommended measures to promote social distancing; or (2) the legislative body determines by majority vote that meeting in person would present imminent risks to the health and safety of attendees; and

WHEREAS, such conditions now exist in WRCOG, specifically, a state of emergency has been proclaimed related to COVID-19 and state or local officials are recommending measures to promote social distancing.

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

Section 1. **Recitals.** The Recitals set forth above are true and correct and are incorporated into this Resolution by this reference.

Section 2. Findings. Consistent with the provisions of Government Code Section 54953(e), the Executive Committee finds and determines that (1) a state of emergency related to COVID-19 is currently in effect and (2) state or local officials have recommended measures to promote social distancing in connection with COVID-19.

Section 3. Remote Teleconference Meetings. Based on the findings and determinations included herein, the Executive Committee authorizes and directs any of its legislative bodies, including, without limitation, its Executive Committee, Administration & Finance Committee, Technical Advisory Committee, Planning Directors Committee, Public Works Committee, Finance Directors Committee, and Solid Waste Committee, to conduct remote teleconference meetings under the provisions of Government Code Section 54953(e) and that such bodies shall provide public access to their meetings as provided in Section 54953(e).

Section 4. Effective Date of Resolution. This Resolution shall take effect upon adoption and shall be effective for 30 days unless extended by a majority vote of the Executive Committee in accordance with Section 5 of this Resolution.

Section 5. Extension by Motion; Supersede. The Executive Committee may extend the application of this Resolution by motion and majority vote by up to 30 days at a time, provided that it makes all necessary findings consistent with and pursuant to the requirements of Section 54953(e)(3). Any such extension may be made before or after the expiration of the preceding 30-day period. This Resolution supersedes Resolution Number 26-21.

Section 6. Full and Fair Access. In making the findings included herein, the Executive Committee specifically relies on Section 8(b) of Statutes 2021, c.165 (AB 361, § 3, effective September 16, 2021) which provides as follows:

- (b) The Legislature finds and declares that [the changes made by AB 361 to] Section 54953 of the Government Code, all increase and potentially limit the public's right of access to the meetings of public bodies or the writings of public officials and agencies within the meaning of Section 3 of Article I of the California Constitution. Pursuant to that constitutional provision, the Legislature makes the following findings to demonstrate the interest protected by this limitation and the need for protecting that interest:
 - (1) By removing the requirement that public meetings be conducted at a primary physical location with a quorum of members present, this act protects the health and safety of civil servants and the public and does not preference the experience of members of the public who might be able to attend a meeting in a physical location over members of the public who cannot travel or attend that meeting in a physical location.

- (2) By removing the requirement for agendas to be placed at the location of each public official participating in a public meeting remotely, including from the member's private home or hotel room, this act protects the personal, private information of public officials and their families while preserving the public's right to access information concerning the conduct of the people's business.

PASSED AND ADOPTED by the Executive Committee of the Western Riverside Council of Governments on April 4, 2022.

Karen S. Spiegel

 Karen Spiegel, Chair
 WRCOG Executive Committee

7h

 Dr. Kurt Wilson, Secretary
 WRCOG Executive Committee

Approved as to form:

[Signature]

 Steven DeBaun
 WRCOG Legal Counsel

AYES: 22 NAYS: 0 ABSENT: 2 ABSTAIN: 0

WRCOG Executive Committee

Minutes

1. CALL TO ORDER

The meeting of the WRCOG Executive Committee was called to order by Chair Crystal Ruiz at 2:52 p.m. on December 5, 2022, at the Riverside County Administrative Center, 4080 Lemon Street, 1st Floor Board Chambers, Riverside.

2. PLEDGE OF ALLEGIANCE

Committee member Jacque Casillas led the Committee members and guests in the Pledge of Allegiance.

3. ROLL CALL

- City of Banning - David Happe
- City of Calimesa - Wendy Hewitt
- City of Canyon Lake - Dale Welty
- City of Corona - Jacque Casillas
- City of Eastvale - Christian Dinco
- City of Hemet - Russ Brown
- City of Lake Elsinore - Brian Tisdale
- City of Menifee - Matt Liesemeyer
- City of Moreno Valley - Edward Delgado
- City of Murrieta - Christi White
- City of Norco - Kevin Bash
- City of Perris - Rita Rogers
- City of San Jacinto - Crystal Ruiz (Chair)
- City of Temecula - James Stewart
- City of Wildomar - Ben Benoit
- County, District 2 - Karen Spiegel
- County, District 3 - Chuck Washington
- County, District 5 - Jeff Hewitt
- Eastern Municipal Water District (EMWD) - Phil Paule
- Western Municipal Water District (WMWD) - Brenda Dennstedt
- WRCOG Executive Director - Dr. Kurt Wilson

4. PUBLIC COMMENTS

There were no public comments.

5. CONSENT CALENDAR

RESULT: APPROVED AS RECOMMENDED

MOVER: Lake Elsinore

SECONDER: Menifee

AYES: Banning, Calimesa, Canyon Lake, Corona, Hemet, Lake Elsinore, Menifee, Moreno Valley, Murrieta, Norco, Perris, San Jacinto, Temecula, Wildomar, District 2, District 3, District 5, EMWD, WMWD

A. Assembly Bill 361 Findings

Action:

1. Affirmed the findings of the Executive Committee in Resolution Number 01-22, adopted on April 4, 2022, which are:
 - a. The Governor proclaimed a State of Emergency on March 4, 2020, related to the COVID-19 pandemic, which State of Emergency continues to exist today; and
 - b. State or local officials have recommended measures to promote social distancing.

B. Summary Minutes from the November 7, 2022, Executive Committee Meeting

Action:

1. Approved the Summary Minutes from the November 7, 2022, Executive Committee meeting.

C. Finance Department Activities Update

Action:

1. Received and filed.

D. WRCOG Committees and Agency Activities Update

Action:

1. Received and filed.

E. Cal Cities Activities Update

Action:

1. Received and filed.

F. Approval of One TUMF Reimbursement Agreement Amendment and One TUMF Reimbursement Agreement

Actions:

1. Authorized the Executive Director to execute a TUMF Reimbursement Agreement Amendment with the City of Eastvale for the Planning, Engineering, and Construction Phases of the Limonite Avenue Bridge and Extension Project in an amount not to exceed \$5,145,0767.
2. Authorized the Executive Director to execute a TUMF Reimbursement Agreement with the City of Lake Elsinore for the Engineering Phase of the I-15/Franklin Interchange Project in an amount not to exceed \$6,000,000.

G. Approval of West Virginia University Fleet Maintenance Cost Study Subcontract Amendment No. 1

Action:

1. Authorized the Executive Director to execute Amendment No. 1 to the Vocation Integrated Cost Estimation for Maintenance and Repair of Alternative Fuel Vehicles (VoICE-MR), extending the project period of performance and increasing the funding amount to WRCOG.

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

Action:

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

I. Appointment of WRCOG Representatives to Various Outside Committees

Committee member Dale Welty asked if there were any changes to be made to this item since the election.

Dr. Kurt Wilson announced that the person listed in the staff report to serve on SCAG's Energy & Environment Policy Committee was not re-elected to office. This item could either return to the Administration & Finance Committee for discussion, or this Committee could make an appointment now.

Actions:

1. Appointed Council member Brian Tisdale as the primary representative, and Mayor Chris Barajas as the alternate representative, to the California Association of Councils of Governments for a term commencing January 1, 2023, and ending December 31, 2024.
2. Appointed Council member Linda Krupa and Mayor Greg Newton as the two primary representatives, and Mayor Chris Barajas and Mayor Pro Tem Joseph Morabito as the two alternate representatives, to the Riverside County Solid Waste Advisory Council / Local Task Force for a term commencing January 1, 2023, and ending December 31, 2024.
3. Appointed Council member Ted Hoffman as the representative to the Santa Ana Watershed Project Authority's One Water One Watershed Steering Committee for a term commencing January 1, 2023, and ending December 31, 2024.
4. Appointed Mayor Crystal Ruiz as the primary representative, and Mayor Pro Tem Colleen Wallace as the alternate representative, to the San Diego Association of Governments' Borders Committee for a term commencing January 1, 2023, and ending December 31, 2024.
5. Appointed the following representatives to SCAG Policy Committees for a term commencing January 1, 2023, and ending December 31, 2024:
 - i. Linda Krupa (Hemet) Transportation Policy Committee
 - ii. Crystal Ruiz (San Jacinto) Transportation Policy Committee
 - iii. Wes Speake (Corona) Transportation Policy Committee
 - iv. Colleen Wallace (Banning) Transportation Policy Committee
 - v. Joseph Morabito (Wildomar) CEHD Policy Committee
 - vi. Dale Welty (Canyon Lake) Energy & Environment Policy Committee

6. REPORTS / DISCUSSION

A. Western Riverside County Energy Resilience Plan

Daniel Soltero, WRCOG Program Manager, and Sandy Mukherjee, AECOM, presented the final Western Riverside County Energy Resilience Plan, which developed a framework for WRCOG and its members to rank and prioritize their local government agencies for energy resilience upgrades, and completed microgrid case studies and conceptual designs at two Jurupa Valley Fire Stations, a Banning Wastewater Treatment Plant, and a Menifee Senior Center. This initiative also included a separate energy resilience study by UC Riverside's Center for Environmental Research and Technology (CE-CERT) at two pump stations in Western Municipal Water District's service area.

The case studies found that a microgrid is feasible at the fire stations, senior center, and wastewater treatment plant by utilizing a combination of solar photovoltaics, a generator, and battery energy storage to maintain power during a power outage. The resilience study at the WMWD pump station found that the existing natural gas- and electric-driven water pumps have enough capacity to run only gas pumps during an electric outage, or run only electric pumps during a gas supply interruption, and recommends a stationary or mobile backup generator to ensure reliability.

Staff have been tracking grants that could fund potential next steps such as additional design work to develop the microgrid conceptual designs into "construction ready" projects, and/or to fund additional microgrid feasibility studies.

Committee member Kevin Bash asked if the identified case studies projects are shovel ready.

Mr. Soltero responded that they are not.

Committee member Bash asked if there has been any discussion regarding transmission lines.

Mr. Soltero responded that transmission-related projects were not discussed.

Committee member Bash stated that some of the projects being discussed require transmission lines.

Ms. Mukherjee indicated that the boundary of scope was at the site boundary and did not include how the power comes to the site. When matters such as battery storage would be included, best siting locations would be taken into consideration.

Mr. Soltero added that transmission is broader than the scope of the plan and researching that would require additional funding.

Actions:

1. Approved the Western Riverside County Energy Resilience Plan.
2. Directed staff to pursue funding opportunities to advance the identified projects further along in the design process and conduct energy resilience planning activities.

RESULT: APPROVED AS RECOMMENDED

MOVER: Wildomar

SECONDER: Menifee

AYES: Banning, Canyon Lake, Corona, Eastvale, Hemet, Lake Elsinore, Menifee, Moreno Valley, Murrieta, Perris, San Jacinto, Temecula, Wildomar, District 2, District 3, EMWD, WMWD
NOES: Norco, District 5
ABSTAINED: Calimesa

B. Fiscal Year 2022/2023 Q1 Financial Update

Andrew Ruiz, WRCOG Chief Financial Officer, reported that so far through Fiscal Year 2022/2023, five budget amendments were approved under the Executive Director's authority.

Mr. Ruiz shared revenues and expenditures for the Solid Waste Program, the Inland Regional Energy Network, the Clean Cities Program, and the California Resiliency and Streetlight Programs.

The Property Assessed Clean Energy (PACE) Program revenues appear to be trending under budget. WRCOG still has to service the existing pool of assessments and a future budget amendment is likely.

The Regional Early Action Planning (REAP) Program has been extended an additional 18 months. The anticipated revenues and expenditures for this fiscal year will likely be reduced.

The Inland Regional Energy Network (I-REN) is still ramping up and will likely not expend all of its funds budgeted this year. I-REN has a 6-year, \$65M budget.

TUMF collections are still strong, but there may be some changes later this fiscal year.

Regarding the Beaumont TUMF settlement, WRCOG saw revenues of \$1.5M regarding the Norton Rose settlement and \$8.5M regarding the AIG settlement.

WRCOG needs to fill a Staff Analyst position in both the TUMF Program and the I-REN Program.

Actions:

1. Approved an amendment to the adopted WRCOG 2022/2023 Fiscal Year Budget to increase revenues by \$10M and to distribute the revenues per the Beaumont Settlement Agreement and increase of legal costs to \$1.4M associated with the Beaumont litigation.
2. Approved an amendment to the adopted WRCOG 2022/2023 Fiscal Year Budget to increase revenues in LTF by \$72,500.
3. Approved the addition of two positions to the adopted WRCOG 2022/2023 Fiscal Year Budget - a Staff Analyst position in the Transportation & Planning Department (TUMF Program) and a Staff Analyst position in the Energy Department (I-REN Program).

RESULT: APPROVED AS RECOMMENDED

MOVER: Norco

SECONDER: Corona

AYES: Banning, Calimesa, Canyon Lake, Corona, Eastvale, Hemet, Lake Elsinore, Menifee, Moreno Valley, Murrieta, Norco, Perris, San Jacinto, Temecula, Wildomar, District 2, District 3, District 5, EMWD, WMWD

7. REPORT FROM THE TECHNICAL ADVISORY COMMITTEE CHAIR

Technical Advisory Committee (TAC) Chair Rob Johnson was unable to attend the meeting.

8. REPORT FROM COMMITTEE REPRESENTATIVES

Committee member Brian Tisdale, CALCOG representative, reported that CALCOG is holding its annual conference March 5 - 7, 2023, at the Riverside Convention Center.

Committee member Ted Hoffman, SAWPA OWOW representative, encouraged Committee members to read about and join the Solve the Water Crisis Program (www.solvethewatercrisis.com), a statewide measure with southern, central, and northern California water agencies, and also includes cities, counties, and special districts.

Committee member Ben Benoit, South Coast AQMD representative for cities in Riverside County, reported that a person has not yet been selected to replace him in this role. The Air Quality Mitigation Plan was passed at the last AQMD meeting.

9. REPORT FROM THE EXECUTIVE COMMITTEE CHAIR

Chair Ruiz thanked outgoing Committee members for their service. Given the complications surrounding hybrid meetings, this will be the last hybrid meeting of this Committee. Future meetings will be attended in person.

10. REPORT FROM THE EXECUTIVE DIRECTOR

Dr. Kurt Wilson noted that there are at least five outgoing Committee members, and thanked them for their service on behalf of all WRCOG staff. Dr. Wilson also congratulated Committee member Brian Tisdale, who will be serving as CalCOG's new President for the next year. WRCOG is holding a Strategic Plan update this Friday at Western Municipal Water District's facility.

11. ITEMS FOR FUTURE AGENDAS

There were no items for future agendas.

12. GENERAL ANNOUNCEMENTS

There were no general announcements.

13. NEXT MEETING

The Executive Committee is dark during the month of January. The next Executive Committee meeting is scheduled for Monday, February 6, 2023, at 2:00 p.m., in the Riverside County Administrative Center, 4080 Lemon Street, 1st Floor Board Chambers, Riverside.

14. CLOSED SESSION

Steve DeBaun, WRCOG legal counsel, announced that there is one Closed Session items as listed on the agenda.

CONFERENCE WITH LABOR NEGOTIATORS

Agency designated representative: Executive Director
Unrepresented employees: All agency employees.

There were no reportable actions.

15. ADJOURNMENT

The meeting was adjourned at 4:08 p.m.



Western Riverside Council of Governments WRCOG Executive Committee

Staff Report

Subject: Finance Department Activities Update
Contact: Andrew Ruiz, Chief Financial Officer, aruiz@wrcog.us, (951) 405-6740
Date: February 6, 2023

Requested Action(s):

1. Receive and file.

Purpose:

The purpose of this item is to provide an update on the Agency financials through November 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 of February 23, 2023.

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 November 2022

The Agency's Financial Report summary through November 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 an attachment to this Staff Report.

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 January.

While the audit is mostly completed, WRCOG's auditors recommended a change to two of its custodial funds in accordance with GASB 84. These two funds are the HERO custodial fund and the TUMF fund. The HERO Program issued bonds when it was in operations, so some level of activity should be reported by WRCOG in its financial statements. The TUMF fund historically has been recognized as a special revenue fund, but the auditors are recommending this be switched to a custodial fund based on the criteria in GASB 84. Due to this, the audit has taken slightly longer than expected due to the additional information gathering.

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 - November-22 Agency Financials](#)

Attachment

November 2022 Agency
Financials



Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022

Description	Actual	FY 23 Budget	Variance
Revenues			
Member Dues	294,410	294,410	-
Fellowship	-	100,000	(100,000)
Operating Transfer Out	851,057	2,476,847	1,625,790
Solid Waste - SB 1383	117,593	117,593	-
PACE Funding Revenue	6,396	-	(6,375)
Hero Admin Fees	287,586	2,725,000	2,541,700
Greenworks PACE Commercial Revenue	54,382	150,000	95,618
Twain PACE Commercial Revenue	-	50,000	50,000
Regional Streetlights Revenue	111,261	135,542	24,281
Solid Waste	124,206	173,157	48,951
Used Oil Grants	198,398	198,398	-
Clean Cities	129,200	270,167	140,967
Inland Regional Energy Network (I-REN)	265,662	10,038,349	9,792,194
REAP Revenue	151,479	1,050,000	898,521
LTF Revenue	1,072,500	1,072,500	-
Other Misc Revenue-RIVTAM	10,500	25,000	14,500
Commerical/Service	350,937	1,560,000	1,209,063
Retail	644,984	4,160,000	3,515,016
Industrial	6,369,701	8,320,000	1,950,299
Residential/Multi/Single	14,625,412	36,400,000	21,774,588
Multi-Family	6,905,381	4,680,000	(2,225,381)
Beaumont TUMF Settlement Revenue	1,500,000	10,884,000	9,384,000
Interest Revenue - Other	16,954	5,000	(11,954)
Citizens Trust Investment Interest	(107,878)	275,000	275,000
Total Revenues	\$ 33,980,122	\$ 85,160,963	\$ 50,996,777



Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022

Description	Actual	FY 23 Budget	Variance
Expenses			
Salaries & Wages - Fulltime	942,925	3,194,926	2,252,000
Fringe Benefits	647,709	1,449,419	801,710
Overhead Allocation	725,114	2,174,586	1,449,471
General Legal Services	961,667	2,651,600	1,689,933
Audit Svcs - Professional Fees	-	30,000	30,000
Bank Fees	3,525	67,008	63,483
Commissioners Per Diem	28,050	72,000	43,950
Parking Cost	12,068	28,000	15,932
Office Lease	145,358	340,000	194,642
WRCOG Auto Fuels Expenses	104	1,000	896
WRCOG Auto Maintenance Expense	-	500	500
Parking Validations	927	14,100	13,173
Staff Recognition	1,624	3,100	1,476
Coffee and Supplies	247	2,500	2,253
Event Support	59,674	152,500	92,826
Program/Office Supplies	6,607	22,800	16,193
Computer Equipment/Supplies	936	7,000	6,064
Computer Software	33,113	104,500	71,387
Rent/Lease Equipment	4,195	15,000	10,805
Membership Dues	11,361	59,250	47,889
Subscription/Publications	12,546	8,950	(3,596)
Meeting Support Services	96	3,350	3,254
Postage	2,211	8,250	6,039
Other Household Exp	1,299	2,600	1,302
Storage	2,116	5,500	3,384
Printing Services	1,856	4,650	2,794
Computer Hardware	251	9,000	8,749
Misc. Office Equipment	-	1,000	1,000
Communications - Regular Phone	9,220	17,500	8,280
Communications - Cellular Phones	3,940	16,900	12,960
Communications - Computer Services	4,991	40,000	35,009
Communications - Web Site	-	8,000	8,000
Equipment Maintenance - Comp/Software	290	7,500	7,210
Maintenance - Building and Improvement	9,395	12,000	2,605
Insurance - Errors & Omissions	-	50,000	50,000
Insurance - Gen/Busi Liab/Auto	11,383	54,266	42,883
WRCOG Auto Insurance	-	6,000	6,000
Data Processing Support	3,552	8,000	4,448
Recording Fee-PACE	3,130	14,000	10,870
Seminars/Conferences	4,312	24,850	20,538



Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022

Description	Actual	FY 23 Budget	Variance
Travel - Mileage Reimbursement	1,898	20,030	18,132
Travel - Ground Transportation	337	10,300	9,963
Travel - Airfare	1,316	36,750	35,434
Lodging	6,424	80,600	74,176
Meals	1,857	10,730	8,828
Other Incidentals	29	1,500	1,471
Training	734	33,250	32,516
OPEB Repayment	-	110,526	110,526
Supplies/Materials	1,050	8,900	7,850
Advertising Media - Newspaper Ad	29,000	41,548	12,548
Staff Education Reimbursement	-	7,500	7,500
Compliance Settlements	40,280	200,000	159,720
Direct Costs	-	160,177	1,660,177
Consulting Labor	676,568	7,938,122	7,261,554
TUMF Project Reimbursement	1,629,421	25,000,000	25,000,000
COG REN Reimbursement	-	1,474,000	1,474,000
Beaumont Settlement Distributions	-	6,488,595	-
Total Expenses	\$ 6,044,706	\$ 52,314,633	\$ 42,910,708

Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 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	\$ -
110	12	49001	0	0	Interest Revenue - Other	16,954	5,000	(11,954)
110	12	97001	0	0	Operating Transfer Out	851,057	2,476,847	1,625,790
Total Revenues						\$ 1,162,421	\$ 2,776,257	\$ 1,613,836
Expenses								
110	12	60001	0	0	Salaries & Wages - Fulltime	\$ 313,891	\$ 944,788	\$ 630,897
110	12	61000	0	0	Fringe Benefits	368,849	449,211	80,362
110	12	65101	0	0	General Legal Services	19,313	115,000	95,687
110	12	65401	0	0	Audit Svcs - Professional Fees	-	30,000	30,000
110	12	65505	0	0	Bank Fees	-	2,000	2,000
110	12	65507	0	0	Commissioners Per Diem	28,050	70,000	41,950
110	12	71615	0	0	Parking Cost	12,068	28,000	15,932
110	12	73001	0	0	Office Lease	145,358	340,000	194,642
110	12	73002	0	0	Operations and Maintenance	1	-	(1)
110	12	73003	0	0	WRCOG Auto Fuels Expenses	104	1,000	896
110	12	73004	0	0	WRCOG Auto Maintenance Expense	-	500	500
110	12	73102	0	0	Parking Validations	927	10,000	9,073
110	12	73104	0	0	Staff Recognition	1,364	3,100	1,736
110	12	73106	0	0	Coffee and Supplies	247	2,500	2,253
110	12	73107	0	0	Event Support	10,290	45,000	34,710
110	12	73108	0	0	Program/Office Supplies	6,463	20,000	13,537
110	12	73109	0	0	Computer Equipment/Supplies	936	5,500	4,564
110	12	73110	0	0	Computer Software	24,083	35,000	10,917
110	12	73111	0	0	Rent/Lease Equipment	4,195	15,000	10,805
110	12	73113	0	0	Membership Dues	9,861	30,000	20,139

Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
110	12	73114	0	0	Subscription/Publications	12,290	6,000	(6,290)
110	12	73115	0	0	Meeting Support Services	80	500	420
110	12	73116	0	0	Postage	1,908	5,000	3,092
110	12	73117	0	0	Other Household Exp	1,298	1,500	202
110	12	73119	0	0	Storage	432	1,500	1,068
110	12	73120	0	0	Printing Services	1,856	1,000	(856)
110	12	73122	0	0	Computer Hardware	251	8,000	7,749
110	12	73201	0	0	Communications - Regular Phone	9,220	17,500	8,280
110	12	73204	0	0	Communications - Cellular Phones	1,631	7,500	5,869
110	12	73206	0	0	Communications - Computer Services	4,991	40,000	35,009
110	12	73209	0	0	Communications - Web Site	-	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	9,395	12,000	2,605
110	12	73401	0	0	Insurance - Errors & Omissions	-	50,000	50,000
110	12	73405	0	0	Insurance - Gen/Busi Liab/Auto	11,383	50,266	38,883
110	12	73407	0	0	WRCOG Auto Insurance	-	6,000	6,000
110	12	73601	0	0	Seminars/Conferences	3,244	3,500	256
110	12	73611	0	0	Travel - Mileage Reimbursement	701	3,500	2,799
110	12	73612	0	0	Travel - Ground Transportation	-	1,500	1,500
110	12	73613	0	0	Travel - Airfare	120	3,000	2,880
110	12	73620	0	0	Lodging	1,704	1,500	(204)
110	12	73630	0	0	Meals	957	3,500	2,543
110	12	73650	0	0	Training	499	30,000	29,501
110	12	73660	0	0	OPEB Repayment	-	110,526	110,526
110	12	73801	0	0	Staff Education Reimbursement	-	7,500	7,500
110	12	85100	0	0	Direct Costs	-	160,177	160,177
110	12	85101	0	0	Consulting Labor	113,951	250,000	136,049
Total Expenses						\$ 1,122,202	\$ 2,941,068	\$ 1,818,866

Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Fellowship								
Revenues								
110	12	40009	4700	0	Fellowship	\$ -	\$ 100,000	\$ (100,000)
Total Revenues						\$ -	\$ 100,000	\$ (100,000)
Expenses								
110	12	60001	4700	0	Salaries & Wages - Fulltime	\$ 19,288	\$ 174,412	\$ 155,124
110	12	61000	4700	0	Fringe Benefits	1,799	15,660	13,861
110	12	65101	4700	0	General Legal Services	-	100	100
110	12	73102	4700	0	Parking Validations	-	1,000	1,000
110	12	73104	4700	0	Staff Recognition	260	-	(260)
110	12	73107	4700	0	Event Support	-	1,000	1,000
110	12	73108	4700	0	Program/Office Supplies	-	500	500
110	12	73115	4700	0	Meeting Support Services	-	250	250
110	12	73116	4700	0	Postage	-	100	100
110	12	73601	4700	0	Seminars/Conferences	-	150	150
110	12	73611	4700	0	Travel - Mileage Reimbursement	-	1,000	1,000
110	12	73612	4700	0	Travel - Ground Transportation	-	150	150
110	12	73630	4700	0	Meals	-	350	350
110	12	73650	4700	0	Training	-	250	250
110	12	85101	4700	0	Consulting Labor	-	500	500
Total Expenses						\$ 21,347	\$ 195,422	\$ 174,075

Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
TUMF Administration								
Revenues								
110	65	43001	1148	0	Commerical/Service	\$ 14,037	\$ 62,400	\$ 48,363
110	65	43002	1148	0	Retail	25,799	166,400	140,601
110	65	43003	1148	0	Industrial	254,788	332,800	78,012
110	65	43004	1148	0	Residential/Multi/Single	585,016	1,456,000	870,984
110	65	43005	1148	0	Multi-Family	276,215	187,200	(89,015)
110	65	43027	1148	0	Beaumont TUMF Settlement Revenue	-	205,932	205,932
Total Revenues						\$ 1,155,857	\$ 2,410,732	\$ 1,254,875
Expenses								
110	65	60001	1148	0	Salaries & Wages Fulltime	\$ 136,308	\$ 425,181	\$ 288,873
110	65	61000	1148	0	Fringe Benefits	61,649	189,249	127,600
110	65	63000	1148	0	Overhead Allocation	333,333	800,000	466,667
110	65	65101	1148	0	General Legal Services	15,262	75,000	59,738
110	65	65505	1148	0	Bank Fees	-	15,000	15,000
110	65	73102	1148	0	Parking Validations	-	500	500
110	65	73108	1148	0	General Supplies	145	500	355
110	65	73109	1148	0	Computer Supplies	-	500	500
110	65	73110	1148	0	Computer Software	9,030	65,000	55,970
110	65	73113	1148	0	Membership Dues	-	1,500	1,500
110	65	73114	1148	0	Subscriptions/Publications	-	100	100
110	65	73116	1148	0	POSTAGE	-	100	100
110	65	73117	1148	0	Other Household Expenses	-	100	100
110	65	73120	1148	0	Printing Services	-	150	150
110	65	73204	1148	0	Cellular Phone	735	3,000	2,265
110	65	73302	1148	0	Equipment Maintenance	-	2,500	2,500
110	65	73405	1148	0	Insurance - Gen/Busi Liab/Auto	-	3,000	3,000

Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
110	65	73601	1148	0	Seminar/Conferences	-	1,500	1,500
110	65	73611	1148	0	Travel - Mileage Reimbursement	34	1,500	1,467
110	65	73612	1148	0	Travel - Ground Transportation	-	250	250
110	65	73613	1148	0	Travel-AirFare	-	750	750
110	65	73620	1148	0	Lodging	-	800	800
110	65	73630	1148	0	Meals	272	1,000	728
110	65	73640	1148	0	Other Incidentals	29	500	471
110	65	85101	1148	0	Outside Consultants	119,864	450,000	330,136
Total Expenses						\$ 676,660	\$ 2,037,680	\$ 1,361,020

TUMF

Revenues								
220	65	43001	1148	0	Commercial/Svcs	\$ 336,899	\$ 1,497,600	\$ 1,160,701
220	65	43002	1148	0	Retail	619,185	3,993,600	3,374,415
220	65	43003	1148	0	Industrial	6,114,913	7,987,200	1,872,287
220	65	43004	1148	0	Residential/Multi/Single	14,040,396	34,944,000	20,903,604
220	65	43005	1148	0	Multi Family	6,629,166	4,492,800	(2,136,366)
220	65	43027	1148	0	Beaumont TUMF Settlement Revenue	1,500,000	10,678,068	9,178,068
220	65	49104	1148	0	Citizens Trust Investment Interest	(107,878)	275,000	382,878
Total Revenues						\$ 29,132,681	\$ 63,868,268	\$ 34,735,587

Expenses								
220	65	65101	1148	3307	Beaumon Legal Svcs-URBAN LOGIC	\$ 287	\$ 287	\$ -
220	65	65101	1148	3310	General Legal Services	670,517	1,492,653	822,136
220	65	65101	1148	3311	General Legal Services	7,060	7,060	0
220	65	85195	1148	0	Beaumont Settlement Distributions	-	6,488,595	-
220	65	85160	1148	0	TUMF Project Reimbursement	1,629,421	25,000,000	23,370,579
Total Expenses						\$ 2,307,284	\$ 32,988,595	\$ 24,192,716

**Western Riverside Council of Governments
 Budget-to-Actuals
 As of November 30, 2022**

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

Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 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	\$ 1,002,500	\$ -
Total Revenues						\$ 1,002,500	\$ 1,002,500	\$ -
Expenses								
210	65	60001	1400	0	Salaries & Wages - Fulltime	\$ 78,255	\$ 375,872	\$ 297,617
210	65	61000	1400	0	Fringe Benefits	35,927	166,069	130,142
210	65	63000	1400	0	Overhead Allocation	75,000	180,000	105,000
210	65	65101	1400	0	General Legal Services	-	2,500	2,500
210	65	73102	1400	0	Parking Validations	-	500	500
210	65	73107	1400	0	Event Support	-	500	500
210	65	73108	1400	0	Program/Office Supplies	-	500	500
210	65	73110	1400	0	Computer Software	-	2,500	2,500
210	65	73113	1400	0	Membership Dues	1,500	750	(750)
210	65	73114	1400	0	Subscriptions/Publications	256	-	(256)
210	65	73116	1400	0	Postage	-	500	500
210	65	73204	1400	0	Communications - Cellular Phones	101	100	(1)
210	65	73601	1400	0	Seminars/Conferences	625	3,500	2,875
210	65	73611	1400	0	Travel - Mileage Reimbursement	374	1,000	626
210	65	73612	1400	0	Travel - Ground Transportation	-	1,500	1,500
210	65	73613	1400	0	Travel - Airfare	-	750	750
210	65	73620	1400	0	Lodging	670	2,500	1,830
210	65	73630	1400	0	Meals	164	750	586
210	65	73703	1400	0	Supplies/Materials	-	1,000	1,000
210	65	85101	1400	0	Consulting Labor	166,250	250,000	83,750
Total Expenses						\$ 359,122	\$ 990,790	\$ 631,668

Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
RIVTAM								
Revenues								
110	65	42001	2039	0	Other Misc Revenue-RIVTAM	\$ 10,500	\$ 25,000	\$ 14,500
Total Revenues						\$ 10,500	\$ 25,000	\$ 14,500
Expenses								
110	65	60001	2039	0	Salaries & Wages - Fulltime	\$ 2,071	\$ 6,353	\$ 4,282
110	65	61000	2039	0	Fringe Benefits	901	3,504	2,604
110	65	85101	2039	0	Consulting Labor	-	15,000	15,000
Total Expenses						\$ 2,972	\$ 24,858	\$ 21,886
Regional Early Action Planning (REAP)								
Revenues								
110	65	41606	2235	0	REAP Revenue	\$ 151,479	\$ 1,050,000	\$ 898,521
Total Revenues						\$ 151,479	\$ 1,050,000	\$ 898,521
Expenses								
110	65	60001	2235	0	Salaries & Wages - Fulltime	\$ 28,962	\$ 79,264	\$ 50,302
110	65	61000	2235	0	Fringe Benefits	12,944	35,872	22,929
110	65	63000	2235	0	Overhead Allocation	25,458	125,383	99,925
110	65	65101	2235	6001	General Legal Services	1,251	-	(1,251)
110	65	85101	2235	0	Consulting Labor	137,842	809,101	671,259
Total Expenses						\$ 206,456	\$ 1,049,620	\$ 843,165

Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Clean Cities								
Revenues								
120	80	41402	1010	0	Air Quality - Other Reimburse	\$ 129,200	\$ 270,167	\$ 140,967
120	80	41701	1010	0	LTF Revenue	70,000	70,000	-
Total Revenues						\$ 199,200	\$ 340,167	\$ 140,967
Expenses								
120	80	60001	1010	0	Salaries & Wages - Fulltime	\$ 46,421	\$ 170,523	\$ 124,101
120	80	61000	1010	0	Fringe Benefits	20,454	86,260	65,806
120	80	63000	1010	0	Overhead Allocation	15,000	36,000	21,000
120	80	73107	1010	0	Event Support	8,354	10,000	1,646
120	80	73115	1010	0	Meeting Support Services	-	500	500
120	80	73116	1010	0	Postage	-	400	400
120	80	73116	1010	0	Communications - Cellular Phones	152	-	(152)
120	80	73611	1010	0	Travel - Mileage Reimbursement	64	500	436
120	80	73612	1010	0	Travel - Ground Transportation	214	250	36
120	80	73613	1010	100	Travel - Airfare	1,196	3,500	2,304
120	80	73620	1010	100	Lodging	1,462	3,500	2,038
120	80	73630	1010	0	Meals	-	500	500
120	80	73640	1010	0	Other Incidentals	-	500	500
120	80	73703	1010	0	Supplies/Materials	-	1,500	1,500
120	80	85101	1010	0	Consulting Labor	14,668	25,850	11,182
Total Expenses						\$ 107,985	\$ 339,783	\$ 231,797

Western Riverside Council of Governments
 Budget-to-Actuals
 As of November 30, 2022

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

Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Solid Waste								
Revenues								
110	80	40301	1038	0	Solid Waste - SB1383	\$ 117,593	\$ 117,593	\$ -
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	\$ 22,469	\$ 61,429	\$ 38,960
110	80	61000	1038	0	Fringe Benefits	9,772	31,224	21,452
110	80	63000	1038	0	Overhead Allocation	5,000	12,000	7,000
110	80	65101	1038	0	Legal	642	1,000	358
110	80	73102	1038	0	Parking Validations	-	500	500
110	80	73107	1038	0	Event Support	-	2,000	2,000
110	80	73114	1038	0	Subscriptions/Publications	-	250	250
110	80	73204	1038	0	Cell Phone Expense	350	500	150
110	80	73601	1038	0	Seminars/Conferences	285	500	215
110	80	73611	1038	0	Mileage Reimbursement	-	250	250
110	80	73612	1038	0	Ground Transportation	-	150	150
110	80	73613	1038	0	Airfare	-	250	250
110	80	73630	1038	0	Meals	-	500	500
110	80	73650	1038	0	Training	235	500	265
110	80	85101	1038	0	Consulting Labor	76,941	129,556	52,615
Total Expenses						\$ 115,694	\$ 240,609	\$ 124,915

Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 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	\$ -
Total Revenues						\$ 198,398	\$ 198,398	\$ -
Expenses								
140	80	60001	2057	0	Salaries & Wages - Fulltime	\$ 28,217	\$ 76,400	\$ 48,183
140	80	61000	2057	0	Fringe Benefits	12,325	38,486	26,161
140	80	63000	2057	0	Overhead Allocation	8,266	19,839	11,573
140	80	65101	2057	0	General Legal Services	-	1,000	1,000
140	80	73102	2057	0	Parking Validations	-	250	250
140	80	73107	2057	0	Event Support	16,030	7,500	(8,530)
140	80	73108	2057	0	Program/Office Supplies	-	500	500
140	80	73113	2057	0	Membership Dues	-	500	500
140	80	73115	2057	0	Meeting Support Services	-	1,000	1,000
140	80	73119	2057	0	Storage	1,684	4,000	2,316
140	80	73120	2057	0	Printing Services	-	1,000	1,000
140	80	73204	2057	0	Communications - Cellular Phones	152	200	48
140	80	73405	2057	0	Insurance - Gen/Busi Liab/Auto	-	1,000	1,000
140	80	73601	2057	0	Seminars/Conferences	-	2,000	2,000
140	80	73611	2057	0	Travel - Mileage Reimbursement	-	1,000	1,000
140	80	73612	2057	0	Travel - Ground Transportation	-	500	500
140	80	73630	2057	0	Meals	-	500	500
140	80	73703	2057	0	Supplies/Materials	-	1,000	1,000
140	80	73704	2057	0	Advertising Media - Newspaper Ad	29,000	41,548	12,548
Total Expenses						\$ 95,674	\$ 198,223	\$ 102,549

Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Streetlights								
Revenues								
110	67	40615	2026	0	Regional Streetlights Revenue	\$ 111,261	\$ 135,542	\$ 24,281
Total Revenues						\$ 111,261	\$ 135,542	\$ 24,281
Expenses								
110	67	60001	2026	0	Salaries	\$ 22,054	\$ 63,779	\$ 41,725
110	67	61000	2026	0	Fringe Benefits	10,253	31,032	20,779
110	67	63000	2026	0	Overhead Allocation	5,000	12,000	7,000
110	67	65101	2026	0	Legal	237	750	513
110	67	65505	2026	0	Streetlights Bank Fees	-	508	508
110	67	73102	2026	0	Parking Validations	-	150	150
110	67	73104	2026	0	Staff Recognition	-	-	-
110	67	73107	2026	0	Event Support	-	1,000	1,000
110	67	73108	2026	0	Program/Office Supplies	-	500	500
110	67	73114	2026	0	Subscriptions/Publications	-	1,600	1,600
110	67	73115	2026	0	Meeting&Support	-	600	600
110	67	73116	2026	0	Postage	33	150	117
110	67	73204	2026	0	Communications - Cellular Phones	203	500	297
110	67	73601	2026	0	Seminars/Conferences	-	1,200	1,200
110	67	73611	2026	0	Travel - Mileage Reimbursement	145	250	105
110	67	73612	2026	0	Travel-Ground Transportation	123	500	377
110	67	73613	2026	0	Travel - Airfare	-	1,000	1,000
110	67	73620	2026	0	Lodging	574	800	226
110	67	73630	2026	0	Meals	32	250	218
110	67	73650	2026	0	Training	-	500	500
110	67	73703	2026	0	Supplies/Materials	1,050	2,900	1,850
110	67	85101	2026	0	Consulting Labor	-	15,433	15,433
Total Expenses						\$ 39,704	\$ 135,402	\$ 95,699

Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Inland Regional Energy Network - Public Sector								
Revenues								
180	67	41480	2080	71XX	IREN - Public Sector	\$ 137,525	\$ 6,239,958	\$ 6,102,433
Total Revenues						\$ 137,525	\$ 6,239,958	\$ 6,102,433
Expenses								
180	67	60001	2080	7101	Salaries & Wages - Fulltime	\$ 57,103	\$ 221,281	\$ 164,178
180	67	61000	2080	7101	Fringe Benefits	26,759	100,535	73,776
180	67	63000	2080	7101	Overhead Allocation	50,194	350,457	300,263
180	67	65101	2080	7101	General Legal Services	3,132	11,868	8,736
180	67	65101	2080	7111	General Legal Services	3,132	3,132	-
180	67	65505	2080	7101	Bank Fees	-	1,500	1,500
180	67	73102	2080	7101	Parking Validations	-	1,000	1,000
180	67	73107	2080	7103	Event Support	4,167	20,833	16,667
180	67	73107	2080	7113	Event Support	4,167	4,167	-
180	67	73113	2080	7101	Membership Dues	-	25,000	25,000
180	67	73117	2080	7101	Other Household Exp	-	1,000	1,000
180	67	73120	2080	7101	Printing Services	-	2,500	2,500
180	67	73122	2080	7101	Computer Hardware	-	1,000	1,000
180	67	73125	2080	7101	Misc. Office Equipment	-	1,000	1,000
180	67	73204	2080	7101	Communications - Cellular Phones	232	3,600	3,368
180	67	73601	2080	7101	Seminars/Conferences	-	10,000	10,000
180	67	73611	2080	7101	Travel - Mileage Reimbursement	548	10,530	9,983
180	67	73612	2080	7101	Travel - Ground Transportation	-	5,000	5,000
180	67	73613	2080	7101	Travel - Airfare	-	25,000	25,000
180	67	73620	2080	7101	Lodging	336	69,664	69,329
180	67	73620	2080	7111	Lodging	336	336	-
180	67	73630	2080	7101	Meals	46	2,834	2,788

**Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022**

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
180	67	73630	2080	7111	Meals	46	46	(46)
180	67	73703	2080	7101	Supplies/Materials	-	1,000	1,000
180	67	85100	2080	7101	Direct Costs	-	1,500,000	1,500,000
180	67	85101	2080	7101	Consulting Labor	6,918	2,941,756	2,934,839
180	67	85101	2080	7103	Consulting Labor	873	873	-
180	67	85101	2080	7111	Consulting Labor	7,546	7,546	-
180	67	85101	2080	7113	Consulting Labor	245	245	-
180	67	85182	2080	7101	COG REN Reimbursement	-	916,256	916,256
						\$ 165,776	\$ 6,239,958	\$ 6,074,136

Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Inland Regional Energy Network - Workforce Education and Training								
Revenues								
180	67	41480	2080	72XX	IREN - Workforce Education and Training	\$ 65,264	\$ 2,323,361	\$ 2,258,097
Total Revenues						\$ 65,264	\$ 2,323,361	\$ 2,258,097
Expenses						Actual	FY 23 Budget	Variance
180	67	60001	2080	7201	Salaries & Wages - Fulltime	\$ 18,345	\$ 136,088	\$ 117,744
180	67	61000	2080	7201	Fringe Benefits	8,596	56,124	47,528
180	67	63000	2080	7201	Overhead Allocation	16,125	111,309	95,184
180	67	65101	2080	7201	General Legal Services	3,132	11,868	8,736
180	67	65101	2080	7211	General Legal Services	3,132	3,132	-
180	67	73107	2080	7203	Event Support	4,167	20,833	16,667
180	67	73107	2080	7213	Event Support	4,167	4,167	-
180	67	73601	2080	7203	Seminars/Conferences	79	-	(79)
180	67	73601	2080	7213	Seminars/Conferences	79	-	(79)
180	67	73620	2080	7201	Lodging	336	-	(336)
180	67	73620	2080	7211	Lodging	336	-	(336)
180	67	73630	2080	7201	Meals	46	-	(46)
180	67	73630	2080	7211	Meals	46	-	(46)
180	67	85101	2080	7201	Consulting Labor	6,917	1,630,001	1,623,084
180	67	85101	2080	7203	Consulting Labor	873	873	-
180	67	85101	2080	7211	Consulting Labor	6,918	6,918	-
180	67	85101	2080	7213	Consulting Labor	873	873	-
180	67	85182	2080	7201	COG REN Reimbursement	-	341,155	341,155
Total Expenses						\$ 74,166	\$ 2,323,341	\$ 2,249,176

Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Inland Regional Energy Network - Codes and Standards								
Revenues						Actual	FY 23 Budget	Variance
180	67	41480	2080	73XX	IREN - Codes and Standards	\$ 62,873	\$ 1,475,030	\$ 1,412,157
Total Revenues						\$ 62,873	\$ 1,475,030	\$ 1,412,157
Expenses						Actual	FY 23 Budget	Variance
180	67	60001	2080	7301	Salaries & Wages - Fulltime	\$ 17,145	\$ 66,439	\$ 49,294
180	67	61000	2080	7301	Fringe Benefits	8,034	28,691	20,657
180	67	63000	2080	7301	Overhead Allocation	15,071	103,597	88,526
180	67	65101	2080	7301	General Legal Services	3,132	11,868	8,736
180	67	65101	2080	7311	General Legal Services	3,132	3,132	-
180	67	73107	2080	7303	Event Support	4,167	20,833	16,667
180	67	73107	2080	7313	Event Support	4,167	4,167	-
180	67	73620	2080	7301	Lodging	336	-	(336)
180	67	73620	2080	7311	Lodging	336	-	(336)
180	67	73630	2080	7301	Meals	46	-	(46)
180	67	73630	2080	7311	Meals	46	-	(46)
180	67	85101	2080	7301	Consulting Labor	6,918	1,011,049	1,004,132
180	67	85101	2080	7303	Consulting Labor	873	873	-
180	67	85101	2080	7311	Consulting Labor	6,918	6,918	-
180	67	85101	2080	7313	Consulting Labor	873	873	-
180	67	85182	2080	7301	COG REN Reimbursement	-	216,589	216,589
Total Expenses						\$ 71,191	\$ 1,475,030	\$ 1,403,838

Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
PACE Funding								
Revenues								
110	67	40601	2104	0	PACE Revenue	\$ 6,375	\$ -	\$ (6,375)
110	67	40611	2104	0	PACE Revenue	21	-	(21)
Total Revenues						\$ 6,396	\$ -	\$ (6,396)
Expenses								
110	67	73506	2104	0	Recording Fee-PACE	\$ 85	\$ -	\$ (85)
Total Expenses						\$ 85	\$ -	\$ (85)
Greenworks								
Revenues								
110	67	40604	2105	0	Commercial PACE Revenue	\$ 54,382	\$ 150,000	\$ 95,618
Total Revenues						\$ 54,382	\$ 150,000	\$ 95,618
Expenses								
110	67	60001	2105	0	Salaries & Wages -Greenworks Lending	\$ 20,989	\$ 58,176	\$ 37,187
110	67	61000	2105	0	Fringe Benefits	9,766	30,934	\$ 21,168
110	67	63000	2105	0	Overhead Allocation	10,000	24,000	\$ 14,000
110	67	73506	2105	0	Recording Fee	-	2,000	\$ 2,000
110	67	85101	2105	0	Consulting Labor	-	34,757	\$ 34,757
Total Expenses						\$ 40,755	\$ 149,866	\$ 109,112

Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
Twain								
Revenues								
110	67	40607	2115	0	PACE Commercial Sponsor Revenue	\$ -	\$ 50,000	\$ 50,000
Total Revenues						\$ -	\$ 50,000	\$ 50,000
Expenses								
110	67	65101	2115	0	General Legal Services	\$ 660	\$ 6,000	\$ 5,340
110	67	73506	2115	0	Recording Fee	-	2,000	2,000
110	67	85101	2115	0	Consulting Labor	-	10,000	10,000
Total Expenses						\$ 660	\$ 18,000	\$ 17,340
Clean Fund								
Expenses								
110	67	65101	2120	0	General Legal Services	\$ -	\$ 5,000	\$ 5,000
Total Expenses						\$ -	\$ 5,000	\$ 5,000
California Resiliency Challenge								
Expenses								
110	67	60001	2225	0	Salaries & Wages - Fulltime	\$ 4,186	\$ 8,035	\$ 3,849
110	67	61000	2225	0	Fringe Benefits	1,946	3,635	1,689
110	67	65101	2225	0	General Legal Services	101	250	149
110	67	85101	2225	0	Consulting Labor	-	119,127	119,127
Total Expenses						\$ 6,233	\$ 131,047	\$ 124,814

Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
HERO								
Revenues								
110	67	40603	5000	0	Hero Admin Fees	\$ 287,586	\$ 2,725,000	\$ 2,437,414
Total Revenues						\$ 287,586	\$ 2,725,000	\$ 2,437,414
Expenses								
110	67	60001	5000	0	Stwide AB811 Salaries & Wages	\$ 127,222	\$ 326,906	\$ 199,684
110	67	61000	5000	0	Fringe Benefit	57,736	182,932	125,196
110	67	63000	5000	0	Overhead Allocation	166,667	400,000	233,333
110	67	65101	5000	0	GENERAL LEGAL SERVICES	227,545	900,000	672,455
110	67	65505	5000	0	Bank Fee	3,525	48,000	44,475
110	67	65507	5000	0	Commissioners Per Diem	-	2,000	2,000
110	67	73102	5000	0	Parking Validations	-	200	200
110	67	73107	5000	0	Statewide - Event Support	-	500	500
110	67	73108	5000	0	General Supplies	-	300	300
110	67	73109	5000	0	Computer Supplies	-	1,000	1,000
110	67	73110	5000	0	Computer Software	-	2,000	2,000
110	67	73113	5000	0	NWCC- Membership Dues	-	1,500	1,500
110	67	73114	5000	0	Subscriptions/Publications	-	1,000	1,000
110	67	73115	5000	0	Meeting Support Services	16	500	484
110	67	73116	5000	0	Postage	118	2,000	1,882
110	67	73204	5000	0	Cellular Phone	536	1,500	964
110	67	73504	5000	0	Data Processing Support	3,552	8,000	4,448
110	67	73506	5000	0	Recording Fee	3,045	10,000	6,955
110	67	73601	5000	0	Seminar/Conferences	-	2,500	2,500
110	67	73611	5000	0	Travel - Mileage Reimbursement	33	500	468
110	67	73612	5000	0	Travel - Ground Transportatoin	-	500	500
110	67	73613	5000	0	Travel - Airfare	-	2,500	2,500

**Western Riverside Council of Governments
Budget-to-Actuals
As of November 30, 2022**

Fund	Department	Account	Project	Location	Description	Actual	FY 23 Budget	Variance
110	67	73620	5000	0	Lodging	-	1,500	1,500
110	67	73630	5000	0	Meals	158	500	342
110	67	73640	5000	0	Statewide Other Incidentals	-	500	500
110	67	73650	5000	0	Training	-	2,000	2,000
110	67	73703	5000	0	Supplies/Materials	-	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						\$ 630,741	\$ 2,260,338	\$ 1,629,597



Western Riverside Council of Governments WRCOG Executive Committee

Staff Report

Subject: WRCOG Committees and Agency Activities Update
Contact: Chris Gray, Deputy Executive Director, cgray@wrcog.us, (951) 405-6710
Date: February 6, 2023

Requested Action(s):

1. Receive and file.
-

Purpose:

The purpose of this item is to provide updates on noteworthy actions and discussions held in recent WRCOG standing Committee meetings, and to provide general project updates.

WRCOG 2022-2027 Strategic Plan Goal:

Goal #4 - Communicate proactively about the role and activities of the Council of Governments and its members.

Background:

Attached are summary recaps of actions and activities from recent WRCOG standing Committee meetings that occurred during the month of January 2023

Prior Action(s):

December 5, 2022: The Executive Committee received and filed.

Fiscal Impact:

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

Attachment(s):

[Attachment 1 - January 2023 meeting recap](#)



**Western Riverside Council of Governments
Technical Advisory Committee
Meeting Recap
January 19, 2023**

Following is a summary of key items discussed at the last Technical Advisory Committee meeting.

Agenda Packet: <https://wrcog.us/DocumentCenter/View/9661/tac-agendapacket-1122>

PowerPoint Presentation: <https://wrcog.us/DocumentCenter/View/9701/tac-0123pp>

Commercial PACE Activities Update

- In FY 2020/2021, the WRCOG C-PACE Program financed 11 projects for a total amount of \$79M, including two local projects in Corona and Murrieta.
- In FY 2021/2022, 11 C-PACE projects were completed, totaling \$68M, including two local projects in Temecula.
- Staff will be reconvening a PACE Ad Hoc Committee of elected official representatives to discuss opportunities to expand the C-PACE Program to additional providers then bring back to WRCOG Committees for action.

Residential Trip Generation Study

- Mike Wallace with Fehr & Peers presented the findings of the Residential Trip Generation Study, which was conducted in response to the requirements of AB 602. The purpose of this Study was to determine if there is a relationship between single-family residential unit size and trips generated.
- The Study looked at single-family homes across the WRCOG subregion. A subset of locations was identified to meet specified study criteria, resulting in 23 locations. StreetLight data was used for all locations and traffic counts were collected for a subset of 8 locations to validate the StreetLight data.
- A key finding was that trips generated due to increase with home size up to about 2,500 square feet. Beyond 2,500 square feet, trips generated are approximately consistent.
- Based on the findings, it is recommended that the TUMF be updated based on home size. The amount will be determined in conjunction with the TUMF Nexus Study update.

Environmental Department Activities Update

- On November 16, 2022, WRCOG's Solid Waste Committee received a presentation from the San Gabriel Valley Council of Governments on its regional edible food recovery program and how it complies with SB 1383 requirements.
- A presentation was provided by WRCOG staff on developing a similar scope of work for a Regional Food Rescue and Technical Assistance RFP, to include developing a food recovery program, inspection component, and outreach.
- Staff issued the Regional Food Rescue and Technical Assistance RFP on December 27, 2022, with a closing date of January 26, 2023.
- Staff are also in the process of applying for the EPA's Recycling Education and Outreach grant. All projects must encourage the collection of recyclable materials. The deadline is February 15, 2023.
- The used oil filter exchange events have continued virtually, for this past fiscal year and next fiscal year. We have had 1,308 participants so far and 697 used oil filters exchanged.

Cal-ICMA's City Manager's Dinner is scheduled for Wednesday, February 8th. Register at <https://www.eventbrite.com/e/cal-icma-city-managers-dinner-tickets-514991983887>.

Next Meeting

The next Technical Advisory Committee meeting is scheduled for Thursday, February 16, 2023, at 9:30 a.m., on the Zoom platform with an option for Committee members to attend in-person.



Western Riverside Council of Governments WRCOG Executive Committee

Staff Report

Subject: Report out of WRCOG Representatives on Various Committees
Contact: Chris Gray, Deputy Executive Director, cgray@wrcog.us, (951) 405-6710
Date: February 6, 2023

Requested Action(s):

1. Receive and file.

Purpose:

The purpose of this item is to inform the Executive Committee of activities occurring on the various Committees in which WRCOG has an appointed representative.

WRCOG 2022-2027 Strategic Plan Goal:

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

Background:

This item serves as a placeholder for WRCOG representatives' use in providing materials pertaining to meetings of the Committee they have been appointed to.

CALCOG Board of Directors (Brian Tisdale)

The CALCOG Board of Directors met on November 29, 2022. Agenda highlights include the following:

1. What's the Big Idea (for 2023)?
2. 7-month pilot Communications Contract with Convey.
3. Open Discussion regarding focus themes in the communications strategy.
4. Process for Legislative Principles.
5. Using Oppose vs Oppose Unless Amended positions.
6. Cal Infra Strategic Partnership.
7. Regional Leadership Forum.
8. Open Discussion re sessions for the Regional Leadership Forum and training videos for local officials serving on regional boards for the first time.
9. New Officer Slate.

The CALCOG Board of Directors also met on January 27, 2023. This meeting was simply a briefing; therefore, no agenda was prepared.

The next CALCOG Board of Directors meeting is scheduled during the Regional Leadership Forum,

March 5 - 7, 2023.

SANDAG Borders Committee (Crystal Ruiz)

The SANDAG Borders Committee meeting of January 27, 2022, was cancelled. The next SANDAG Borders Committee meeting is scheduled for February 24, 2023.

SAWPA OWOW Steering Committee (Ted Hoffman)

The SAWPA OWOW Steering Committee met on January 26, 2023. Agenda highlights include the following:

1. Recognize William Ruh as the representative from the Santa Ana Regional Water Quality Control Board to the OWOW Steering Committee.
2. Incorporation of the 2022 Riverside County Stormwater Resource Plan into the OWOW Plan.
3. Proposition 1 Round 2 Integrated Regional Water Management Application Update.

The next SAWPA OWOW Steering Committee meeting is scheduled for March 23, 2023.

Prior Action(s):

December 5, 2022: The Executive Committee received and filed.

Fiscal Impact:

WRCOG stipends are included in the Agency's adopted Fiscal Year 2021/2022 Budget under the General Fund (Fund 110).

Attachment(s):

[Attachment 1 - CALCOG Board agenda 112922](#)

[Attachment 2 - SAWPA OWOW Steering Committee agenda 012623](#)

Attachment 1

CalCOG Board agenda 112922



California Association of Councils of Governments

BOARD OF DIRECTORS

MEETING AGENDA

November 29, 2022

10:00 am to 3:00 pm

BOARD MEETING AGENDA

TIME	ITEM	DESCRIPTION	PURPOSE	PAGE
10:00 am	1	Welcome & Roll Call		
10:10 am	2	Approval of the Minutes	Action	7
10:15 am	3	Directors Report. Will provide an overview of where we are as an organization. Slides available on the day of the meeting.	Information	9
STRATEGY & PRIORITIES				
10:30 am	4	What's the Big Idea (for 2023)? An "exceptionally focused" conversation about priorities.	Discussion	15
11:30 am	5	Communications Contract. Authorizing staff to contract with Convey for a 7-month pilot with report back to board.	Action	17
Break for Lunch				
12:30 pm	5.5	Open Discussion: What are the themes we should be focused upon in our communications strategy?	Advisory	n/a
1:00 pm	6	Process for Legislative Principles. Staff will outline process to update legislative principles.	Information	24
1:15 pm	7	Using Oppose vs Oppose Unless Amended Positions. A discussion, and some proposed guidelines, related to varying tactics when taking oppose positions.	Action	25
1:35 pm	8	Cal Infra Strategic Partnership. Staff recommends developing strategic partnership with new association	Action	26
BUSINESS				
1:45 pm	9	Regional Leadership Forum. Staff recommends board endorsement of new facilitated sessions.	Action	27
2:00 pm	9.5	Open Discussion. Staff seeks to poll the wisdom of the room for two items. First is to brainstorm some interesting sessions for the RLF; Second is for content for training videos for local officials serving on regional boards for the first time.	Advisory	n/a
2:30 pm	10	New Officer Slate. Nomination committee recommendation for new officers.	Action	34
2:30 pm	11	Final Announcements & Adjourn.		

Board Calendar for 2023

Jan 17 (10 am to 12 pm): **CDAC**: (Administrative issue update; some legislative). **Virtual**

Jan 27 (2:00 to 3:30). **Board** Update Briefing. **Virtual**

March 5-7. Regional Leadership Forum. **In Person**, Riverside

March 7. (1 to 3 pm) Board Meeting. **In Person**, Riverside.

April 20: **CDAC** Policy Update (Legislative & Administration): **Virtual**

May 17: (Tentative**: 10 am to 4 pm). **Board/CDAC Policy Meeting In Person**. (Include Meetings with State Agency Leaders; key Legislators) CDAC and Board.

May 17: (evening). **CARL Cohort graduating ceremony** at the Awards Dinner hosted by the California Transportation Foundation (Sacramento). **In Person**.

June 5: (3:00 pm to 4:30 pm) Board Business Meeting (Budget). **Virtual**

August 7: (2 to 4 pm). **COG Directors Group (CDAC)**. (Late Leg. Session Check-in). **Virtual**

August 14: (2 to 3 pm). **Board**. Hold: Late Session Policy Meeting (if needed). **Virtual**

September 22: (2:00 to 3:30 pm). **Board** Update Briefing. **Virtual**

September 27: (10 am to 12 pm). **COG Directors Group (CDAC)** Update Briefing. **Virtual**

November 2 & 3: Fall **Board** Meeting and Retreat. **In Person** (TBD)

December 14: **Board &/or CDAC**: Policy Update (Hold: use if needed) **Virtual**

*** Subject to a number of issues, including potentially collaborating with the Self Help Counties Coalition, who is also seeking to host a legislative policy day. Given the large overlap in our membership, CALCOG staff will confer about possibility of hosting one event or whether the focus areas will be different enough to warrant two events.*

Attachment 2

SAWPA OWOW Steering Committee
agenda 012623



...A United Voice for the Santa Ana River Watershed

OWOW Steering Committee Members

Brenda Dennstedt, Convener | SAWPA Commissioner
T. Milford Harrison, SAWPA Commissioner
Katrina Foley, Orange County Supervisor
Karen Spiegel, Riverside County Supervisor
Curt Hagman, San Bernardino County Supervisor
James Hessler, Altman Plants

Garry W. Brown, Orange County Coastkeeper
William Ruh, Regional Water Quality Control Board
Deborah Robertson, Mayor, City of Rialto
Ted Hoffman, Councilmember, City of Norco
Nicholas Dunlap, Mayor Pro Tem, City of Fullerton

PURSUANT TO THE PROVISIONS OF AB 361, THIS MEETING WILL BE CONDUCTED VIRTUALLY WITH THE OPPORTUNITY FOR PUBLIC COMMENT. ALL VOTES TAKEN WILL BE CONDUCTED BY ORAL ROLL CALL.

This meeting will be accessible as follows:

Meeting Access Via Computer (Zoom)*:	Meeting Access Via Telephone*:
<ul style="list-style-type: none"> https://sawpa.zoom.us/j/82901502676 	<ul style="list-style-type: none"> 1 (669) 900-6833
<ul style="list-style-type: none"> Meeting ID: 829 0150 2676 	<ul style="list-style-type: none"> Meeting ID: 829 0150 2676
<p>* Participation in the meeting via the Zoom app (a free download) is strongly encouraged; there is no way to protect your privacy if you elect to call in by phone to the meeting.</p>	

**REGULAR MEETING OF THE
OWOW STEERING COMMITTEE
THURSDAY, JANUARY 26, 2023 – 11:00 a.m.**

AGENDA

- 1. CALL TO ORDER | PLEDGE OF ALLEGIANCE (Brenda Dennstedt, Convener)**
- 2. PUBLIC COMMENTS**
Members of the public may address the Committee on items within the jurisdiction of the Committee; however, no action may be taken on an item not appearing on the agenda unless the action is otherwise authorized by Government Code §54954.2(b).
- 3. APPROVAL OF MEETING MINUTES: NOVEMBER 17, 2022**



...A United Voice for the Santa Ana River Watershed

4. BUSINESS ITEMS

A. RECOGNIZE WILLIAM RUH AS THE REPRESENTATIVE FROM THE SANTA ANA REGIONAL WATER QUALITY CONTROL BOARD TO THE OWOW STEERING COMMITTEE (SC#2023.1)

Presenter: Rachel Gray

Recommendation: To recognize the Santa Ana Regional Water Quality Control Board’s Board Member William ‘Bill’ Ruh as a new member of the OWOW Steering Committee.

B. INCORPORATION OF THE 2022 RIVERSIDE COUNTY STORMWATER RESOURCE PLAN INTO THE OWOW PLAN (SC#2023.2)

Presenter: Ian Achimore

Recommendation:

- 1) Receive a presentation from representatives of Riverside County Flood Control and Water Conservation District about the 2022 Riverside County Stormwater Resource Plan that covers the Santa Ana River Watershed portion of the County, and
- 2) Incorporate the 2022 Plan by reference in an appendix to the OWOW Plan Update 2018.

C. PROPOSITION 1 ROUND 2 INTEGRATED REGIONAL WATER MANAGEMENT APPLICATION UPDATE (SC#2023.3)

Presenter: Ian Achimore

Recommendation: Receive and file.

5. COMMITTEE MEMBERS’ COMMENTS

6. REQUEST FOR FUTURE AGENDA ITEMS

7. ADJOURNMENT

PLEASE NOTE:

Americans with Disabilities Act: Meeting rooms are wheelchair accessible. If you require any special disability related accommodations to participate in this meeting, please contact (951) 354-4220 or svilla@sawpa.org. Notification at least 48 hours prior to the meeting will enable staff to make reasonable arrangements to ensure accessibility for this meeting. Requests should specify the nature of the disability and the type of accommodation requested.

Materials related to an item on this agenda submitted to the Committee after distribution of the agenda packet are available for public inspection during normal business hours at the SAWPA office, 11615 Sterling Avenue, Riverside, and available at www.sawpa.org, subject to staff’s ability to post documents prior to the meeting.

Declaration of Posting

I, Sara Villa, Clerk of the Board of the Santa Ana Watershed Project Authority declare that on January 19, 2023, a copy of this agenda has been uploaded to the SAWPA website at www.sawpa.org and posted at the SAWPA office, 11615 Sterling Avenue, Riverside, California.



...A United Voice for the Santa Ana River Watershed

2023 OWOW Steering Committee Regular Meetings

Fourth Thursday of Every Other Month (January, March, May, July, September, November)
 (Note: All meetings begin at 11:00 a.m., unless otherwise noticed, and are held at SAWPA.)

January 1/26/23 Regular Committee Meeting	March 3/23/23 Regular Committee Meeting
May 5/25/23 Regular Committee Meeting	July 7/27/23 Regular Committee Meeting
September 9/28/23 Regular Committee Meeting	November 11/16/23* Regular Committee Meeting*

* Meeting date adjusted due to conflicting holiday.



Western Riverside Council of Governments WRCOG Executive Committee

Staff Report

Subject: TUMF Program Activities Update: Approval of Reimbursement Agreement
Contact: Chris Gray, Deputy Executive Director, cgray@wrcog.us, (951) 405-6710
Date: February 6, 2023

Requested Action(s):

1. Authorize the Executive Director to execute a TUMF Reimbursement Agreement with the City of Menifee for the Planning, Engineering, and Right-of-Way Phases for the Menifee Road (Scott Road to Garbani Road) Project in an amount not to exceed \$2,169,000.

Purpose:

The purpose of this item is to request approval of a Transportation Uniform Mitigation Fee (TUMF) Reimbursement Agreement.

WRCOG 2022-2027 Strategic Plan Goal:

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

Background:

WRCOG's TUMF Program is a regional fee program designed to provide transportation and transit infrastructure that mitigates the impact of new growth in Western Riverside County.

TUMF Reimbursement Agreement

One Reimbursement Agreement is being present for approval. A Reimbursement Agreement is a document between WRCOG and a member agency and allows WRCOG to provide funding for TUMF expenses incurred for the planning, design, and/or construction of a TUMF project. The presented Reimbursement Agreement is described below.

City of Menifee:

1. The Menifee Road Project Agreement sets the amount of funding in the Planning, Engineering, and ROW Phases to an amount not to exceed \$2,169,000 (Attachment).

Prior Action(s):

None

Fiscal Impact:

Transportation Department activities are included in the Agency's adopted Fiscal Year 2022/2023 Budget under the Transportation Department and the Reimbursement Agreement is consistent with the Central Zone TIP.

Attachment(s):

[Attachment 1 - Reimbursement Agreement - Menifee Rd Widening](#)

**TRANSPORTATION UNIFORM MITIGATION FEE PROGRAM
AGREEMENT TO REIMBURSE TUMF FUNDS
MENIFEE ROAD WIDENING (GARBANI ROAD TO SCOTT ROAD)**

THIS REIMBURSEMENT AGREEMENT (“Agreement”) is entered into as of this _____ day of _____, 20__, by and between the Western Riverside Council of Governments (“WRCOG”), a California joint powers authority and The City of Menifee, a California municipal corporation (“AGENCY”). WRCOG and AGENCY are sometimes hereinafter referred to individually as “Party” and collectively as “Parties”.

RECITALS

A. WRCOG is the Administrator of the Transportation Uniform Mitigation Fee Program of Western Riverside County (“TUMF Program”).

B. WRCOG has identified and designated certain transportation improvement projects throughout Western Riverside County as projects of regional importance (“Qualifying Projects” or “Projects”). The Qualifying Projects are more specifically described in that certain WRCOG study titled “TUMF Nexus Study”, as may be amended from time to time. Qualifying Projects can have Regional or Zonal significance as further described in the TUMF Nexus Study.

C. The TUMF Program is funded by TUMF fees paid by new development in Western Riverside County (collectively, “TUMF Program Funds”). TUMF Program Funds are held in trust by WRCOG for the purpose of funding the Qualifying Projects.

D. The AGENCY proposes to implement a Qualifying Project, and it is the purpose of this Agreement to identify the project and to set forth the terms and conditions by which WRCOG will release TUMF Program Funds.

AGREEMENT

NOW, THEREFORE, in consideration of the mutual covenants and subject to the conditions contained herein, the Parties hereby agree as follows:

1. Description of the Qualifying Project. This Agreement is intended to distribute TUMF Program Funds to the AGENCY for Menifee Road Widening (Garbani Road to Scott Road) (the “Project”), a Qualifying Project. The Work, including a timetable and a detailed scope of work, is more fully described in Exhibit “A” attached hereto and incorporated herein by reference and, pursuant to Section 20 below, is subject to modification if requested by the AGENCY and approved by WRCOG. The work shall be consistent with one or more of the defined WRCOG Call for Projects phases detailed herein as follows:

- 1) PA&ED – Project Approvals & Environmental Document
- 2) PS&E – Plans, Specifications and Estimates
- 3) R/W – Right of Way Acquisition and Utility Relocation
- 4) CON – Construction

2. WRCOG Funding Amount. WRCOG hereby agrees to distribute to AGENCY, on the terms and conditions set forth herein, a sum not to exceed **TWO MILLION ONE HUNDRED SIXTY-NINE THOUSAND DOLLARS (\$2,169,000)** to be used for reimbursing the AGENCY for eligible Project expenses as described in Section 3 herein (“Funding Amount”). The Parties acknowledge and agree that the Funding Amount may be less than the actual cost of the Project. Nevertheless, the Parties acknowledge and agree that WRCOG shall not be obligated to contribute TUMF Program Funds in excess of the maximum TUMF share identified in the TUMF Nexus Study (“Maximum TUMF Share”), as may be amended from time to time.

3. Project Costs Eligible for Advance/Reimbursement. The total Project costs (“Total Project Cost”) may include the following items, provided that such items are included in the scope of work attached hereto as Exhibit “A” (“Scope of Work”): (1) AGENCY and/or consultant costs associated with direct Project coordination and support; (2) funds expended in preparation of preliminary engineering studies; (3) funds expended for preparation of environmental review documentation for the Project; (4) all costs associated with right-of-way acquisition, including right-of-way engineering, appraisal, acquisition, legal costs for condemnation procedures if authorized by the AGENCY, and costs of reviewing appraisals and offers for property acquisition; (5) costs reasonably incurred if condemnation proceeds; (6) costs incurred in the preparation of plans, specifications, and estimates by AGENCY or consultants; (7) AGENCY costs associated with bidding, advertising and awarding of the Project contracts; (8) construction costs, including change orders to construction contract approved by the AGENCY; (9) construction management, field inspection and material testing costs; and (10) any AGENCY administrative cost to deliver the Project.

4. Ineligible Project Costs. The Total Project Cost shall not include the following items which shall be borne solely by the AGENCY without reimbursement: (1) any AGENCY administrative fees attributed to the reviewing and processing of the Project; and (2) expenses for items of work not included within the Scope of Work in Exhibit “A”.

5. Procedures for Distribution of TUMF Program Funds to AGENCY.

(a) Initial Payment by the AGENCY. The AGENCY shall be responsible for initial payment of all the Project costs as they are incurred. Following payment of such Project costs, the AGENCY shall submit invoices to WRCOG requesting reimbursement of eligible Project costs. Each invoice shall be accompanied by detailed contractor invoices, or other demands for payment addressed to the AGENCY, and documents evidencing the AGENCY’s payment of the invoices or demands for payment. Documents evidencing the AGENCY’S payment of the invoices shall be retained for four (4) years and shall be made available for review by WRCOG. The AGENCY shall submit invoices not more often than monthly and not less often than quarterly.

(b) Review and Reimbursement by WRCOG. Upon receipt of an invoice from the AGENCY, WRCOG may request additional documentation or explanation of the Project costs for which reimbursement is sought. Undisputed amounts shall be paid by WRCOG to the AGENCY within thirty (30) days. In the event that WRCOG disputes the eligibility of the AGENCY for reimbursement of all or a portion of an invoiced amount, the Parties shall meet

and confer in an attempt to resolve the dispute. If the meet and confer process is unsuccessful in resolving the dispute, the AGENCY may appeal WRCOG's decision as to the eligibility of one or more invoices to WRCOG's Executive Director. The WRCOG Executive Director shall provide his/her decision in writing. If the AGENCY disagrees with the Executive Director's decision, the AGENCY may appeal the decision of the Executive Director to the full WRCOG Executive Committee, provided the AGENCY submits its request for appeal to WRCOG within ten (10) days of the Executive Director's written decision. The decision of the WRCOG Executive Committee shall be final. Additional details concerning the procedure for the AGENCY's submittal of invoices to WRCOG and WRCOG's consideration and payment of submitted invoices are set forth in Exhibit "B", attached hereto and incorporated herein by reference.

(c) Funding Amount/Adjustment. If a post Project audit or review indicates that WRCOG has provided reimbursement to the AGENCY in an amount in excess of the Maximum TUMF Share of the Project, or has provided reimbursement of ineligible Project costs, the AGENCY shall reimburse WRCOG for the excess or ineligible payments within 30 days of notification by WRCOG.

6. Increases in Project Funding. The Funding Amount may, in WRCOG's sole discretion, be augmented with additional TUMF Program Funds if the TUMF Nexus Study is amended to increase the maximum eligible TUMF share for the Project. Any such increase in the Funding Amount must be approved in writing by WRCOG's Executive Director. In no case shall the amount of TUMF Program Funds allocated to the AGENCY exceed the then-current maximum eligible TUMF share for the Project. No such increased funding shall be expended to pay for any Project already completed. For purposes of this Agreement, the Project or any portion thereof shall be deemed complete upon its acceptance by WRCOG's Executive Director which shall be communicated to the AGENCY in writing.

7. No Funding for Temporary Improvements. Only segments or components of the construction that are intended to form part of or be integrated into the Project may be funded by TUMF Program Funds. No improvement which is temporary in nature, including but not limited to temporary roads, curbs, tapers or drainage facilities, shall be funded with TUMF Program Funds, except as needed for staged construction of the Project.

8. AGENCY's Funding Obligation to Complete the Project. In the event that the TUMF Program Funds allocated to the Project represent less than the total cost of the Project, the AGENCY shall provide such additional funds as may be required to complete the Project.

9. AGENCY's Obligation to Repay TUMF Program Funds to WRCOG; Exception For PA&ED Phase Work. Except as otherwise expressly excepted within this paragraph, in the event that: (i) the AGENCY, for any reason, determines not to proceed with or complete the Project; or (ii) the Project is not timely completed, subject to any extension of time granted by WRCOG pursuant to the terms of this Agreement; the AGENCY agrees that any TUMF Program Funds that were distributed to the AGENCY for the Project shall be repaid in full to WRCOG, and the Parties shall enter into good faith negotiations to establish a reasonable repayment schedule and repayment mechanism. If the Project involves work pursuant to a PA&ED phase,

AGENCY shall not be obligated to repay TUMF Program Funds to WRCOG relating solely to PA&ED phase work performed for the Project.

10. AGENCY's Local Match Contribution. AGENCY local match funding is not required, as shown in Exhibit "A" and as called out in the AGENCY's Project Nomination Form submitted to WRCOG in response to its Call for Projects.

11. Term/Notice of Completion. The term of this Agreement shall be from the date first herein above written until the earlier of the following: (i) the date WRCOG formally accepts the Project as complete, pursuant to Section 6; (ii) termination of this Agreement pursuant to Section 15; or (iii) the AGENCY has fully satisfied its obligations under this Agreement. All applicable indemnification provisions of this Agreement shall remain in effect following the termination of this Agreement.

12. Representatives of the Parties. WRCOG's Executive Director, or his or her designee, shall serve as WRCOG's representative and shall have the authority to act on behalf of WRCOG for all purposes under this Agreement. The AGENCY hereby designates **Armando G. Villa, City Manager**, or his or her designee, as the AGENCY's representative to WRCOG. The AGENCY's representative shall have the authority to act on behalf of the AGENCY for all purposes under this Agreement and shall coordinate all activities of the Project under the AGENCY's responsibility. The AGENCY shall work closely and cooperate fully with WRCOG's representative and any other agencies which may have jurisdiction over or an interest in the Project.

13. Expenditure of Funds by AGENCY Prior to Execution of Agreement. Nothing in this Agreement shall be construed to prevent or preclude the AGENCY from expending funds on the Project prior to the execution of the Agreement, or from being reimbursed by WRCOG for such expenditures. However, the AGENCY understands and acknowledges that any expenditure of funds on the Project prior to the execution of the Agreement is made at the AGENCY's sole risk, and that some expenditures by the AGENCY may not be eligible for reimbursement under this Agreement.

14. Review of Services. The AGENCY shall allow WRCOG's Representative to inspect or review the progress of the Project at any reasonable time in order to determine whether the terms of this Agreement are being met.

15. Termination.

(a) Notice. Either WRCOG or AGENCY may, by written notice to the other party, terminate this Agreement, in whole or in part, in response to a material breach hereof by the other Party, by giving written notice to the other party of such termination and specifying the effective date thereof. The written notice shall provide a 30 day period to cure any alleged breach. During the 30 day cure period, the Parties shall discuss, in good faith, the manner in which the breach can be cured.

(b) Effect of Termination. In the event that the AGENCY terminates this Agreement, the AGENCY shall, within 180 days, repay to WRCOG any unexpended TUMF

Program Funds provided to the AGENCY under this Agreement and shall complete any portion or segment of work for the Project for which TUMF Program Funds have been provided. In the event that WRCOG terminates this Agreement, WRCOG shall, within 90 days, distribute to the AGENCY TUMF Program Funds in an amount equal to the aggregate total of all unpaid invoices which have been received from the AGENCY regarding the Project at the time of the notice of termination; provided, however, that WRCOG shall be entitled to exercise its rights under Section 5(b), including but not limited to conducting a review of the invoices and requesting additional information. Upon such termination, the AGENCY shall, within 180 days, complete any portion or segment of work for the Project for which TUMF Program Funds have been provided. This Agreement shall terminate upon receipt by the non-terminating Party of the amounts due to it hereunder and upon completion of the segment or portion of Project work for which TUMF Program Funds have been provided.

(c) Cumulative Remedies. The rights and remedies of the Parties provided in this Section are in addition to any other rights and remedies provided by law or under this Agreement.

16. Prevailing Wages. The AGENCY and any other person or entity hired to perform services on the Project are alerted to the requirements of California Labor Code Sections 1770 et seq., which would require the payment of prevailing wages were the services or any portion thereof determined to be a public work, as defined therein. The AGENCY shall ensure compliance with these prevailing wage requirements by any person or entity hired to perform the Project. The AGENCY shall defend, indemnify, and hold harmless WRCOG, its officers, employees, consultants, and agents from any claim or liability, including without limitation attorneys, fees, arising from its failure or alleged failure to comply with California Labor Code Sections 1770 et seq.

17. Progress Reports. WRCOG may request the AGENCY to provide WRCOG with progress reports concerning the status of the Project.

18. Indemnification.

(a) AGENCY Responsibilities. In addition to the indemnification required under Section 16, the AGENCY agrees to indemnify and hold harmless WRCOG, its officers, agents, consultants, and employees from any and all claims, demands, costs or liability arising from or connected with all activities governed by this Agreement including all design and construction activities, due to negligent acts, errors or omissions or willful misconduct of the AGENCY or its subcontractors. The AGENCY will reimburse WRCOG for any expenditures, including reasonable attorneys' fees, incurred by WRCOG, in defending against claims ultimately determined to be due to negligent acts, errors or omissions or willful misconduct of the AGENCY.

(b) WRCOG Responsibilities. WRCOG agrees to indemnify and hold harmless the AGENCY, its officers, agents, consultants, and employees from any and all claims, demands, costs or liability arising from or connected with all activities governed by this Agreement including all design and construction activities, due to negligent acts, errors or omissions or willful misconduct of WRCOG or its sub-consultants. WRCOG will reimburse the

AGENCY for any expenditures, including reasonable attorneys' fees, incurred by the AGENCY, in defending against claims ultimately determined to be due to negligent acts, errors or omissions or willful misconduct of WRCOG.

(c) Effect of Acceptance. The AGENCY shall be responsible for the professional quality, technical accuracy and the coordination of any services provided to complete the Project. WRCOG's review, acceptance or funding of any services performed by the AGENCY or any other person or entity under this Agreement shall not be construed to operate as a waiver of any rights WRCOG may hold under this Agreement or of any cause of action arising out of this Agreement. Further, the AGENCY shall be and remain liable to WRCOG, in accordance with applicable law, for all damages to WRCOG caused by the AGENCY's negligent performance of this Agreement or supervision of any services provided to complete the Project.

19. Insurance. The AGENCY shall require, at a minimum, all persons or entities hired to perform the Project to obtain, and require their subcontractors to obtain, insurance of the types and in the amounts described below and satisfactory to the AGENCY and WRCOG. Such insurance shall be maintained throughout the term of this Agreement, or until completion of the Project, whichever occurs last.

(a) Commercial General Liability Insurance. Occurrence version commercial general liability insurance or equivalent form with a combined single limit of not less than \$1,000,000.00 per occurrence. If such insurance contains a general aggregate limit, it shall apply separately to the Project or be no less than two times the occurrence limit. Such insurance shall:

(i) Name WRCOG and AGENCY, and their respective officials, officers, employees, agents, and consultants as insured with respect to performance of the services on the Project and shall contain no special limitations on the scope of coverage or the protection afforded to these insured;

(ii) Be primary with respect to any insurance or self-insurance programs covering WRCOG and AGENCY, and/or their respective officials, officers, employees, agents, and consultants; and

(iii) Contain standard separation of insured provisions.

(b) Business Automobile Liability Insurance. Business automobile liability insurance or equivalent form with a combined single limit of not less than \$1,000,000.00 per occurrence. Such insurance shall include coverage for owned, hired and non-owned automobiles.

(c) Professional Liability Insurance. Errors and omissions liability insurance with a limit of not less than \$1,000,000.00 Professional liability insurance shall only be required of design or engineering professionals.

(d) Workers' Compensation Insurance. Workers' compensation insurance with statutory limits and employers' liability insurance with limits of not less than \$1,000,000.00 each accident.

20. Project Amendments. Changes to the characteristics of the Project, including the deadline for Project completion, and any responsibilities of the AGENCY or WRCOG may be requested in writing by the AGENCY and are subject to the approval of WRCOG's Representative, which approval will not be unreasonably withheld, provided that extensions of time for completion of the Project shall be approved in the sole discretion of WRCOG's Representative. Nothing in this Agreement shall be construed to require or allow completion of the Project without full compliance with the California Environmental Quality Act (Public Resources Code Section 21000 *et seq.*; "CEQA") and the National Environmental Policy Act of 1969 (42 USC 4231 *et seq.*), if applicable, but the necessity of compliance with CEQA and/or NEPA shall not justify, excuse, or permit a delay in completion of the Project.

21. Conflict of Interest. For the term of this Agreement, no member, officer or employee of the AGENCY or WRCOG, during the term of his or her service with the AGENCY or WRCOG, as the case may be, shall have any direct interest in this Agreement, or obtain any present or anticipated material benefit arising therefrom.

22. Limited Scope of Duties. WRCOG's and the AGENCY's duties and obligations under this Agreement are limited to those described herein. WRCOG has no obligation with respect to the safety of any Project performed at a job site. In addition, WRCOG shall not be liable for any action of AGENCY or its contractors relating to the condemnation of property undertaken by AGENCY or construction related to the Project.

23. Books and Records. Each party shall maintain complete, accurate, and clearly identifiable records with respect to costs incurred for the Project under this Agreement. They shall make available for examination by the other party, its authorized agents, officers or employees any and all ledgers and books of account, invoices, vouchers, canceled checks, and other records or documents evidencing or related to the expenditures and disbursements charged to the other party pursuant to this Agreement. Further, each party shall furnish to the other party, its agents or employees such other evidence or information as they may require with respect to any such expense or disbursement charged by them. All such information shall be retained by the Parties for at least four (4) years following termination of this Agreement, and they shall have access to such information during the four-year period for the purposes of examination or audit.

24. Equal Opportunity Employment. The Parties represent that they are equal opportunity employers and they shall not discriminate against any employee or applicant of reemployment because of race, religion, color, national origin, ancestry, sex or age. Such non-discrimination shall include, but not be limited to, all activities related to initial employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination.

25. Governing Law. This Agreement shall be governed by and construed with the laws of the State of California.

party at its applicable address. Actual notice shall be deemed adequate notice on the date actual notice occurred regardless of the method of service.

33. Integration; Amendment. This Agreement contains the entire agreement between the PARTIES. Any agreement or representation respecting matters addressed herein that are not expressly set forth in this Agreement is null and void. This Agreement may be amended only by mutual written agreement of the PARTIES.

34. Severability. If any term, provision, condition or covenant of this Agreement is held invalid or unenforceable, the remainder of this Agreement shall not be affected thereby.

35. Conflicting Provisions. In the event that provisions of any attached appendices or exhibits conflict in any way with the provisions set forth in this Agreement, the language, terms and conditions contained in this Agreement shall control the actions and obligations of the Parties and the interpretation of the Parties' understanding concerning the Agreement.

36. Independent Contractors. Any person or entities retained by the AGENCY or any contractor shall be retained on an independent contractor basis and shall not be employees of WRCOG. Any personnel performing services on the Project shall at all times be under the exclusive direction and control of the AGENCY or contractor, whichever is applicable. The AGENCY or contractor shall pay all wages, salaries and other amounts due such personnel in connection with their performance of services on the Project and as required by law. The AGENCY or consultant shall be responsible for all reports and obligations respecting such personnel, including, but not limited to: social security taxes, income tax withholding, unemployment insurance and workers' compensation insurance.

37. Effective Date. This Agreement shall not be effective until executed by both Parties. The failure of one party to execute this Agreement within forty-five (45) days of the other party executing this Agreement shall render any execution of this Agreement ineffective.

38. No Third Party Beneficiaries. There are no intended third party beneficiaries of any right or obligation assumed by the Parties.

[SIGNATURES ON FOLLOWING PAGE]

IN WITNESS WHEREOF, the Parties have caused this Agreement to be executed by their duly authorized representatives to be effective on the day and year first above-written.

WESTERN RIVERSIDE COUNCIL
OF GOVERNMENTS

CITY OF MENIFEE

By: _____ Date: _____
Dr. Kurt Wilson
Executive Director

By: _____ Date: _____
Armando Villa, City Manager

Approved to Form:

Approved to Form:

By: _____ Date: _____
Steven C. DeBaun
General Counsel

By: _____ Date: _____
Jeffrey T. Melching, City Attorney

Attest:

By: _____ Date: _____
Kay Vinson, Acting City Clerk

EXHIBIT “A”

SCOPE OF WORK

SCOPE OF WORK:

PA&ED Phase includes completion of the CEQA environmental studies, documents, public meetings, submittals, and approvals by local agency and permitting agencies as required by the project.

PS&E Phase includes completion of field studies (survey, geotechnical, traffic), As-built and utility research, utility relocation coordination, public meetings, completion of plans, specification, and estimates.

R/W Phase includes all efforts related to right-of-way acquisition such as creation of R/W maps, research of title reports, preparation of R/W estimates, preparation of documents (plats and legals), appraisal, offers, negotiations, property acquisition, and property escrow.

EXHIBIT "A-1"

ESTIMATE OF COST

Phase	TUMF	LOCAL	TOTAL
PA&ED	\$ 284,000		\$ 284,000
PS&E	\$ 709,000		\$ 709,000
RIGHT OF WAY	\$ 1,176,000	\$350,000	\$1,526,000
CONSTRUCTION			
TOTAL	\$2,169,000	\$ 350,000	\$2,519,000

**EXHIBIT “A-2”
PROJECT SCHEDULE**

TIMETABLE:

Phase	Estimated Completion Date	Estimated Cost	Comments
PA&ED	12/01/2022	\$ 284,000	
PS&E	02/15/2024	\$ 709,000	
RIGHT OF WAY	10/15/2023	\$1,526,000	
CONSTRUCTION			
TOTAL		\$2,519,000	

Elements of Compensation

EXHIBIT “B”

PROCEDURES FOR SUBMITTAL, CONSIDERATION AND PAYMENT OF INVOICES

1. For professional services, WRCOG recommends that the AGENCY incorporate this Exhibit “B-1” into its contracts with any subcontractors to establish a standard method for preparation of invoices by contractors to the AGENCY and ultimately to WRCOG for reimbursement of AGENCY contractor costs.
2. Each month the AGENCY shall submit an invoice for eligible Project costs incurred during the preceding month. The original invoice shall be submitted to WRCOG’s Executive Director with a copy to WRCOG’s Project Coordinator. Each invoice shall be accompanied by a cover letter in a format substantially similar to that of Exhibit “B-2”.
3. For jurisdictions with large construction projects (with the total construction cost exceeding \$10 million) under construction at the same time, may with the approval of WRCOG submit invoices to WRCOG for payment at the same time they are received by the jurisdiction. WRCOG must receive the invoice by the 5th day of the month in order to process the invoice within 30 days. WRCOG will retain 10% of the invoice until all costs have been verified as eligible and will release the balance at regular intervals not more than quarterly and not less than semi-annually. If there is a discrepancy or ineligible costs that exceed 10% of the previous invoice WRCOG will deduct that amount from the next payment.
4. Each invoice shall include documentation from each contractor used by the AGENCY for the Project, listing labor costs, subcontractor costs, and other expenses. Each invoice shall also include a monthly progress report and spreadsheets showing the hours or amounts expended by each contractor or subcontractor for the month and for the entire Project to date. Samples of acceptable task level documentation and progress reports are attached as Exhibits “B-4” and “B-5”. All documentation from the Agency’s contractors should be accompanied by a cover letter in a format substantially similar to that of Exhibit “B-3”.
5. If the AGENCY is seeking reimbursement for direct expenses incurred by AGENCY staff for eligible Project costs, the AGENCY shall provide the same level of information for its labor and any expenses as required of its contractors pursuant to Exhibit “B” and its attachments.
6. Charges for each task and milestone listed in Exhibit “A” shall be listed separately in the invoice.
7. Each invoice shall include a certification signed by the AGENCY Representative or his or her designee which reads as follows:

“I hereby certify that the hours and salary rates submitted for reimbursement in this invoice are the actual hours and rates worked and paid to the contractors or subcontractors listed.

Signed _____

Title _____

Date _____

Invoice No. _____

8. WRCOG will pay the AGENCY within 30 days after receipt by WRCOG of an invoice. If WRCOG disputes any portion of an invoice, payment for that portion will be withheld, without interest, pending resolution of the dispute, but the uncontested balance will be paid.
9. The final payment under this Agreement will be made only after: (I) the AGENCY has obtained a Release and Certificate of Final Payment from each contractor or subcontractor used on the Project; (ii) the AGENCY has executed a Release and Certificate of Final Payment; and (iii) the AGENCY has provided copies of each such Release to WRCOG.

**EXHIBIT “B-1”
[Sample for Professional Services]**

For the satisfactory performance and completion of the Services under this Agreement, Agency will pay the Contractor compensation as set forth herein. The total compensation for this service shall not exceed (____INSERT WRITTEN DOLLAR AMOUNT____) (\$__INSERT NUMERICAL DOLLAR AMOUNT__) without written approval of Agency’s City Manager [or applicable position] (“Total Compensation”).

1. ELEMENTS OF COMPENSATION.

Compensation for the Services will be comprised of the following elements: 1.1 Direct Labor Costs; 1.2 Fixed Fee; and 1.3 Additional Direct Costs.

1.1 DIRECT LABOR COSTS.

Direct Labor costs shall be paid in an amount equal to the product of the Direct Salary Costs and the Multiplier which are defined as follows:

1.1.1 DIRECT SALARY COSTS

Direct Salary Costs are the base salaries and wages actually paid to the Contractor's personnel directly engaged in performance of the Services under the Agreement. (The range of hourly rates paid to the Contractor's personnel appears in Section 2 below.)

1.1.2 MULTIPLIER

The Multiplier to be applied to the Direct Salary Costs to determine the Direct Labor Costs is _____, and is the sum of the following components:

1.1.2.1 Direct Salary Costs _____

1.1.2.2 Payroll Additives _____

The Decimal Ratio of Payroll Additives to Direct Salary Costs. Payroll Additives include all employee benefits, allowances for vacation, sick leave, and holidays, and company portion of employee insurance and social and retirement benefits, all federal and state payroll taxes, premiums for insurance which are measured by payroll costs, and other contributions and benefits imposed by applicable laws and regulations.

1.1.2.3 Overhead Costs _____

The Decimal Ratio of Allowable Overhead Costs to the Contractor Firm's Total Direct Salary Costs. Allowable Overhead Costs include general, administrative and overhead costs of maintaining and operating established offices, and consistent with established firm policies, and as defined in the Federal Acquisitions Regulations, Part 31.2.

Total Multiplier
 (sum of 1.1.2.1, 1.1.2.2, and 1.1.2.3) _____

1.2 FIXED FEE.

1.2.1 The fixed fee is \$ _____.

1.2.2 A pro-rata share of the Fixed Fee shall be applied to the total Direct Labor Costs expended for services each month, and shall be included on each monthly invoice.

1.3 ADDITIONAL DIRECT COSTS.

Additional Direct Costs directly identifiable to the performance of the services of this Agreement shall be reimbursed at the rates below, or at actual invoiced cost.

Rates for identified Additional Direct Costs are as follows:

<u>ITEM</u>	<u>REIMBURSEMENT RATE</u>
	<i>[__ insert charges __]</i>
Per Diem	\$ /day
Car mileage	\$ /mile
Travel	\$ /trip
Computer Charges	\$ /hour
Photocopies	\$ /copy
Blueline	\$ /sheet
LD Telephone	\$ /call
Fax	\$ /sheet
Photographs	\$ /sheet

Travel by air and travel in excess of 100 miles from the Contractor's office nearest to Agency's office must have Agency's prior written approval to be reimbursed under this Agreement.

2. DIRECT SALARY RATES

Direct Salary Rates, which are the range of hourly rates to be used in determining Direct Salary Costs in Section 1.1.1 above, are given below and are subject to the following:

- 2.1 Direct Salary Rates shall be applicable to both straight time and overtime work, unless payment of a premium for overtime work is required by law, regulation or craft agreement, or is otherwise specified in this Agreement. In such event, the premium portion of Direct Salary Costs will not be subject to the Multiplier defined in Paragraph 1.1.2 above.
- 2.2 Direct Salary Rates shown herein are in effect for one year following the effective date of the Agreement. Thereafter, they may be adjusted annually to reflect the Contractor's adjustments to individual compensation. The Contractor shall notify Agency in writing prior to a change in the range of rates included herein, and prior to each subsequent change.

POSITION OR CLASSIFICATION RANGE OF HOURLY RATES

[sample]

Principal	\$.00 - \$.00/hour
Project Manager	\$.00 - \$.00/hour
Sr. Engineer/Planner	\$.00 - \$.00/hour
Project Engineer/Planner	\$.00 - \$.00/hour
Assoc. Engineer/Planner	\$.00 - \$.00/hour
Technician	\$.00 - \$.00/hour
Drafter/CADD Operator	\$.00 - \$.00/hour
Word Processor	\$.00 - \$.00/hour

- 2.3 The above rates are for the Contractor only. All rates for subcontractors to the Contractor will be in accordance with the Contractor's cost proposal.

3. INVOICING.

- 3.1 Each month the Contractor shall submit an invoice for Services performed during the preceding month. The original invoice shall be submitted to Agency's Executive Director with two (2) copies to Agency's Project Coordinator.
- 3.2 Charges shall be billed in accordance with the terms and rates included herein, unless otherwise agreed in writing by Agency's Representative.
- 3.3 Base Work and Extra Work shall be charged separately, and the charges for each task and Milestone listed in the Scope of Services, shall be listed separately. The charges for each individual assigned by the Contractor under this Agreement shall be listed separately on an attachment to the invoice.

- 3.4 A charge of \$500 or more for any one item of Additional Direct Costs shall be accompanied by substantiating documentation satisfactory to Agency such as invoices, telephone logs, etc.
- 3.5 Each copy of each invoice shall be accompanied by a Monthly Progress Report and spreadsheets showing hours expended by task for each month and total project to date.
- 3.6 If applicable, each invoice shall indicate payments to DBE subcontractors or supplies by dollar amount and as a percentage of the total invoice.
- 3.7 Each invoice shall include a certification signed by the Contractor's Representative or an officer of the firm which reads as follows:

I hereby certify that the hours and salary rates charged in this invoice are the actual hours and rates worked and paid to the employees listed.

Signed _____
Title _____
Date _____
Invoice No. _____

4. PAYMENT

- 4.1 Agency shall pay the Contractor within four to six weeks after receipt by Agency of an original invoice. Should Agency contest any portion of an invoice, that portion shall be held for resolution, without interest, but the uncontested balance shall be paid.
- 4.2 The final payment for Services under this Agreement will be made only after the Contractor has executed a Release and Certificate of Final Payment.

EXHIBIT B-2
Sample Cover Letter to WRCOG

Date
Western Riverside Council of Governments
3390 University Avenue; Suite 450
Riverside, California 92501
Attention: Deputy Executive Director
ATTN: Accounts Payable

Re: Project Title - Invoice #__

Enclosed for your review and payment approval is the AGENCY’s invoice for professional and technical services that was rendered by our contractors in connection with the 2002 Measure “A” Local Streets and Roads Funding per Agreement No. _____ effective (Month/Day/Year) . The required support documentation received from each contractor is included as backup to the invoice.

Invoice period covered is from Month/Date/Year to Month/Date/Year .

Total Authorized Agreement Amount:	\$0,000,000.00
Total Invoiced to Date:	\$0,000,000.00
Total Previously Invoiced:	\$0,000,000.00
Balance Remaining:	\$0,000,000.00

Amount due this Invoice:	\$0,000,000.00
---------------------------------	-----------------------

I certify that the hours and salary rates charged in this invoice are the actual hours and rates worked and paid to the contractors listed.

By: _____
Name
Title

cc:

EXHIBIT B-3
Sample Letter from Contractor to AGENCY

Month/Date/Year

Western Riverside Council of Governments
3390 University Avenue; Suite 200
Riverside, California 92501
Attention: Deputy Executive Director
Attn: Accounts Payable

Invoice # _____

For **[type of services]** rendered by **[contractor name]** in connection with **[name of project]**
This is per agreement No. XX-XX-XXX effective Month/Date/Year .

Invoice period covered is from Month/Date/Year to Month/Date/Year .

Total Base Contract Amount:	\$000,000.00
Authorized Extra Work (if Applicable)	\$000,000.00

TOTAL AUTHORIZED CONTRACT AMOUNT:	\$000,000.00
Total Invoice to Date:	\$000,000.00
Total Previously Billed:	\$000,000.00
Balance Remaining:	\$000,000.00
Amount Due this Invoice:	\$000,000.00
	=====

I certify that the hours and salary rates charged in this invoice are the actual hours and rates worked and paid to the employees listed,

By: _____
Name
Title

**EXHIBIT B-4
SAMPLE TASK SUMMARY SCHEDULE
(OPTIONAL)**

**EXHIBIT B-5
Sample Progress Report**

REPORTING PERIOD: Month/Date/Year to Month/Date/Year
PROGRESS REPORT: #1

A. Activities and Work Completed during Current Work Periods

TASK 01 – 100% PS&E SUBMITTAL

1. Responded to Segment 1 comments from Department of Transportation
2. Completed and submitted Segment 1 final PS&E

B. Current/Potential Problems Encountered & Corrective Action

Problems	Corrective Action
None	None

C. Work Planned Next Period

TASK 01 – 100% PS&E SUBMITTAL

1. Completing and to submit Traffic Signal and Electrical Design plans
2. Responding to review comments



Western Riverside Council of Governments WRCOG Executive Committee

Staff Report

Subject: I-REN Program Status and Quarterly Update
Contact: Benjamin Druyon, Program Manager, bdruyon@wrcog.us, (951) 405-6727
Date: February 6, 2023

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 Business Plan with a budget of \$65M for program years 2022 – 2027, for three sectors: Public sector, Codes and Standards sector, and Workforce Education & Training sector. On April 4, 2022, WRCOG's Executive Committee approved a Governance & Operations Charter / Structure for incorporation into a 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. On December 13, 2022, the I-REN Executive Committee held its first meeting to learn about the history of Regional Energy Networks (RENs), the history of the development of I-REN, and voted for Mayor Crystal Ruiz, City of San Jacinto, as Chair; Mayor Oscar Ortiz, City of Indio, as Vice-Chair; and Mayor Pro Tem Art Bishop, Town of Apple Valley, as the 2nd Vice-Chair.

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: 1) Public Sector, 2) Codes and Standards, 3) Building Upgrade Concierge (BUC) Software Development, and 4) REN-wide Marketing. November 8 - 10, 2022, the I-REN team conducted interviews with 12 of the top bidders and has selected the top four candidates to enter into contract negotiations. If contract negotiations are successful, staff anticipates presenting the contracts to the I-REN Executive Committee in February for approval.

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) units, 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 regular 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 is now complete. WRCOG 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 appointed Mayor Oscar Ortiz - City of Indio, as the representative for its jurisdiction, with Mayor Linda Evans – City of La Quinta, as the alternate. SANBAG selected three representatives for the I-REN Executive Committee: San Bernardino's Fourth District Supervisor, Curt Hagman; Mayor Art Bishop of the Town of Apple Valley; and Mayor Deborah Robertson of the City of Rialto.

The I-REN Executive Committee had its first meeting on December 13, 2022, which was an introductory meeting to greet the new members, vote for the inaugural Chair, Vice-Chair, and 2nd Vice-Chair, discuss the history of Regional Energy Networks (RENs) and how I-REN came to be, what I-REN's vision and goals are (via Business Plan summary), where I-REN is in development, and to approve I-REN's 2023 meeting schedule. The Board approved and staff scheduled a second I-REN Executive Committee meeting held in the City of Rialto on January 17, 2023. The Committee had a presentation detailing the I-REN Business Plan that was submitted to the CPUC and begin discussions for 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 & 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 continue, staff are asking 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. 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 provides the CPUC with the necessary information and various points of view, enabling it to form comprehensive decisions on those rulings. One rather prominent ruling that staff 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 continues its collaborating with other RENs to provide unified responses that will be beneficial to all RENs. Responses to the Scoping Memo were submitted 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 website.
- I-REN, through the RFP process, has executed a Professional Services Agreement with a website developer, CivicPlus, which has created a temporary splash page while 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 & 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.
- I-REN hosted two Codes and Standards-related workshops in May 2022 and July 2022.

Prior Action(s):

None.

Fiscal Impact:

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

Attachment(s):

None.



Western Riverside Council of Governments WRCOG Executive Committee

Staff Report

Subject: Commercial PACE Activities Update - Limited Appointment of Program Administrative Responsibilities to Nuveen Green Capital

Contact: Casey Dailey, Director of Energy & Environmental Programs, cdailey@wrcog.us, (951) 405-6720

Date: February 6, 2023

Requested Action(s):

1. Adopt Resolution Number 01-23; A Resolution of the Executive Committee of the Western Riverside Council of Governments authorizing and appointing Greenworks Lending, LLC, as Program Administrator in connection with the Temecula Senior Living Center, LLC, Commercial PACE Assessment Lien and documents related thereto and approving other actions in connection thereto.

Purpose:

The purpose of this item is to provide an update on the voluntary ceasing of operations of one of WRCOG C-PACE providers, CleanFund, and the appointment of its Temecula Senior Living Center C-PACE Assessment to Nuveen Green Capital.

WRCOG 2022-2027 Strategic Plan Goal:

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

Background:

WRCOG's PACE Programs provide financing to property owners to implement energy saving, renewable energy, water conservation, and seismic strengthening improvements. Improvements installed utilizing PACE financing are secured by placing a lien on the underlying property and are paid back through a line-item charge on the secured property tax bill. The Program was initiated in December 2011 and was expanded in 2014 to allow jurisdictions throughout the state to join, and allow property owners in these jurisdictions to participate.

Beginning in 2018, WRCOG began to receive significantly more interest in the Commercial, or C-PACE, side of the Program. Since then, WRCOG has partnered with Nuveen Green Capital (formerly Greenworks Lending) and Twain Financial Partners Holding to expand its C-PACE offerings throughout California. The growth in C-PACE is being seen across the United States with approximately 37 states now offering C-PACE financing, compared to only three states that offer residential PACE. Additionally, C-PACE projects more closely align with local government economic development efforts by offering competitive financing to businesses seeking to develop or expand new commercial facilities within its

jurisdictions.

CleanFund Commercial PACE Capital - Ceased Operations June 30, 2022

WRCOG's C-PACE Program has included participation from three providers: Nuveen Green Capital (formerly Greenworks), Twain Financial Partners, and CleanFund Commercial PACE Capital. CleanFund initially joined the WRCOG C-PACE Program as a provider on December 3, 2018. Unlike Twain and Nuveen, however, CleanFund only operated its program in the WRCOG subregion, meaning it was not authorized to utilize WRCOG's statewide PACE service area (388 jurisdictions).

As part of each provider's Administrative Agreements, the scope of program administration services to be provided by WRCOG's C-PACE providers include:

1. Program Design - Develop processes to review eligibility and approve applications.
2. Origination - Process applications and capital for approved projects, obtain consent of the first mortgage holder (if any), process funding requests, and generate contractual assessment documentation.
3. Marketing of Program - Develop outreach strategies and identify project opportunities.
4. Documentation - Develop standard set of documents suitable for all parties within the program.
5. Assessment tax roll management - ensure the proper contractually assessment installments are placed on the appropriate property owners' tax bills.
6. Regular reporting of complaints, claims, or legal action.

In May 2022, CleanFund funded its first and only project as part of WRCOG's C-PACE Program. The project was a \$12.4M new construction senior living project in Temecula that included energy efficient HVAC, lighting / electrical, building envelope and insulation, and water conserving plumbing. In June 2022, WRCOG staff was notified, by CleanFund that it would be ceasing operations on June 30, 2022. Ceasing operations meant that the post-closing program administration services provided to WRCOG would be missing. Since that time, staff has been working with WRCOG Bond Counsel to identify ways to receive ongoing and routine program administration services such tax roll reporting and management of the closed CleanFund project. After initial conversations, Nuveen Green Capital has indicated its willingness and interest in fulfilling any program administration services for this project.

To legally effectuate the transfer of administrative services, the Executive Committee would need to adopt a resolution (Attachment 1) to approve Nuveen, through limited appointment as program administrator of the specific CleanFund project. If adopted, this resolution would go into effect retroactively to September 26, 2022. Without program administrator support, WRCOG would have to rely on its third-party PACE consultants, which could come at an additional time & materials cost.

Prior Action(s):

December 14, 2022: The Administration & Finance Committee recommended that the Executive Committee adopt a resolution authorizing and appointing Greenworks Lending, LLC, as Program Administrator in connection with the Temecula Senior Living Center, LLC, Commercial PACE Assessment Lien and documents related thereto and approving other actions in connection thereto.

Fiscal Impact:

PACE Program Activities are included in the Agency's adopted FY 2022/2023 Budget under the Energy

& Environmental Department. It is not anticipated that the appointment of Program Administrator responsibilities for this project impact current expenditures or revenues as noted in the budget.

Attachment(s):

[Attachment 1 - Resolution Number 01-23 authorizing the Greenworks successor program administrator for the CleanFund Commercial PACE Program](#)

Attachment

Resolution Number 01-23;
A Resolution of the Executive
Committee of the Western Riverside
Council of Governments authorizing
and appointing Greenworks Lending,
LLC, as program administrator in
connection with the Temecula Senior
Living Center, LLC, commercial
PACE assessment lien and
documents related thereto and
approving other actions in connection
thereto

RESOLUTION NUMBER 01-23

**A RESOLUTION OF THE EXECUTIVE COMMITTEE OF THE
WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS
AUTHORIZING AND APPOINTING GREENWORKS LENDING, LLC, AS PROGRAM
ADMINISTRATOR IN CONNECTION WITH THE TEMECULA SENIOR LIVING CENTER, LLC,
COMMERCIAL PACE ASSESSMENT LIEN AND DOCUMENTS RELATED THERETO
AND APPROVING OTHER ACTIONS IN CONNECTION THERETO**

WHEREAS, the Executive Committee of the Western Riverside Council of Governments (“WRCOG”) has established of the Energy Efficiency and Water Conservation Program for Western Riverside County (commonly referred to as the “WRCOG PACE Program”) for the purpose financing the installation of authorized improvements (“Authorized Improvements”) on commercial properties (“Commercial Properties”) located within the program area of the WRCOG PACE Program (the “Program Area”) as authorized under and defined by the WRCOG PACE Program; and

WHEREAS, at its December 3, 2018, meeting, WRCOG adopted Resolution Number 46-18 authorizing CleanFund Commercial PACE Capital, Inc., (“CleanFund”) to administer and finance authorized improvements to be installed on Commercial Properties within the Program Area and to administer and finance the installation of Authorized Improvements on Commercial Properties for the WRCOG PACE Program, entering into an Administration Agreement (as amended, the Amended and Restated Administration Agreement dated as of September 1, 2020, the “Administration Agreement”); and

WHEREAS, WRCOG adopted forms of a Master Indenture, a Supplemental Indenture and a Depositary and Account Control Agreement providing for the issuance and administration of limited obligation improvement bonds to be designated as the “Western Riverside Council of Governments Limited Obligation Improvement Bonds (CleanFund Commercial PACE Program) (First Commercial Property Tranche)” (the “Limited Obligation Improvement Bonds”) in one or more series (each such series of such bonds referred to as a “Series”) pursuant to Chapter 29 of Part 3 of Division 7 of the California Streets and Highways Code (“Chapter 29”), the Improvement Bond Act of 1915, being Division 10 of the Streets and Highways Code (the “1915 Act”) and the use of the proceeds of such bonds to finance the construction and installation of Authorized Improvements on commercial parcels that are participating in the CleanFund Commercial Program; and

WHEREAS, WRCOG has conducted the proceedings required by Chapter 29 with respect to the territory within the boundaries of the City of Temecula, California, (the “City”) to finance the Authorized Improvements on property owned by Temecula Senior Living Center, LLC, the record owner(s) (the “Property Owner”) of the fee title to certain real property (the “Participating Property”) and submitted application materials including a description of the Authorized Improvements dated May 18, 2022, (the “Assessment Contract”) with WRCOG whereby an assessment will be levied on the Participating Property to finance Authorized Improvements (the “Assessment”); and

WHEREAS, on May 18, 2022, CleanFund asked WRCOG to issue bonds (the “Bonds”) to finance the installation of the Authorized Improvements on the Participating Property in accordance with the Agreement to Pay Assessment and Finance Improvements, dated May 18, 2022, entered into by and between Property Owner and WRCOG and acknowledged by CleanFund, the Bond Indenture by and between WRCOG and Wilmington Trust, National Association, as Trustee thereunder (in such capacity, the “Trustee”) dated as of May 18, 2022, and the related notice of assessment and payment of contractual assessment required, the recordation of which creates a lien against the Participating Property (collectively, along with the ancillary documents executed by Property Owner in connection with the same, the “Financing Documents”); and

WHEREAS, on May 18, 2022, Silver Hill Funding, LLC, (dba Bayview PACE, “Bayview”) and CleanFund entered into an the Initial Program Administration, Assignment Under Program Fund Disbursement Agreement, and Indemnification Agreement (the “Initial Assignment Agreement”) to establish the terms under which: (i) CleanFund was to act as the Program Administrator under the Financing Documents in connection with the financing of the Authorized Improvements on the Participating Property on behalf of Bayview; and (ii) Bayview or its assignees and/or servicers, whether jointly or by assignment, was to serve as “Disbursement Assignee” with respect to the financing described in the Financing Documents and providing for the disbursement of funds for the Authorized Improvements, and all aspects associated therewith under the Program Fund Disbursement Agreement, dated on or about May 18, 2022, entered into between Property Owner, CleanFund, and Bayview (“Program Fund Disbursement Agreement”); and

WHEREAS, on June 30, 2022, CleanFund ceased its operations; and

WHEREAS, at its meeting on January 8, 2018, WRCOG adopted Resolution Number 02-18, authorizing Greenworks Lending, LLC, (“Greenworks”) to administer and finance its Commercial PACE Program within the Program Areas; and

WHEREAS, Greenworks acquired the assets of Bayview and as a result is successor-in-interest to Bayview pursuant to the Initial Assignment Agreement and is now desirous of taking over the Administration Agreement for the defunct CleanFund; and

WHEREAS, WRCOG now desires to appoint Greenworks as Program Administrator under the Administration Agreement for the Assessment and Greenworks is willing to accept such appointment through the Limited Appointment of Greenworks as Program Administrator Under the Amended and Restated Program Administration Agreement Assignment CleanFund Commercial PACE Capital, Inc., entered into and effective September 26, 2022 (the “Limited Appointment Agreement”).

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

Section 1. Approval of Limited Appointment of Greenworks as Program Administrator. The Executive Committee hereby (i) approves Greenworks as successor Program Administrator to administer the CleanFund Commercial PACE Program of the WRCOG PACE Program with respect to the Property Owner; and (ii) approves the Limited Appointment of Greenworks as Program Administrator under the Limited Appointment Agreement. The Executive Committee hereby authorizes the delivery of and performance by WRCOG of the Limited Appointment Agreement.

Section 2. Effective Date. This Resolution shall take effect upon the date of its adoption.

PASSED AND ADOPTED at a meeting of the Executive Committee of the Western Riverside Council of Governments held on February 6, 2023.

Crystal Ruiz, Chair
WRCOG Executive Committee

Dr. Kurt Wilson, Secretary
WRCOG Executive Committee

Approved as to form:

Best Best & Krieger, LLP
Bond Counsel

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



Western Riverside Council of Governments WRCOG Executive Committee

Staff Report

Subject: Classification and Compensation Study Results and Budget Impacts
Contact: Andrew Ruiz, Chief Financial Officer, aruiz@wrcog.us, (951) 405-6740
Date: February 6, 2023

Requested Action(s):

1. Adopt Resolution Number 02-23; A Resolution of the Executive Committee of the Western Riverside Council of Governments adopting the Fiscal Year 2022/2023 publicly available salary schedule effective July 1, 2022, through June 30, 2023, as required by the California Public Employee's Retirement System.
 2. Approve a Budget amendment allocating the unallocated labor increase approved in WRCOG's Fiscal Year 2022/2023 budget.
-

Purpose:

The purpose of this item is to present the results and budget changes of the classification and compensation study and to adopt a revised salary schedule for Fiscal Year 2022/2023.

WRCOG 2022-2027 Strategic Plan Goal:

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

Background:

At the direction of the Executive Committee, WRCOG solicited a Classification and Compensation Study to analyze WRCOG's staff classifications and compensation levels to ensure that classifications were consistent with similar agencies and compensation was in line with the market median.

Koff & Associates was selected to conduct the Study. The detailed reports and analysis are attached to the staff report. After performing the study, Koff & Associates recommended changes to some existing staff titles, the addition of classifications, and new salary ranges based on their market analysis, which ultimately showed that WRCOG's salaries were below the market median.

Considerations of annual salary adjustments typically occur during the budget process and any adjustments generally begin at the beginning of the fiscal year. This year, because the Classification and Compensation Study was underway and anticipated to result in compensation increases, that process was delayed. In anticipation of the results, an unallocated labor increase of 4.5% (approximately \$163,325) was included in the current Budget as a preemptive measure to begin the funding process.

Implementing the recommendations and placing staff at the appropriate levels in the new salary

schedules results in an annual salary and benefit increase of \$405,303, impacting various funds. Although the recommended action is to apply the new ranges from the beginning of the current fiscal year, the current year cost of \$71,818 is largely the result of offsets by the prefunded amount included in the current budget, vacancy savings, internal staff reallocations, and other spending reductions.

There is a separate fiscal impact to the Riverside County Habitat Conservation Agency (RCHCA) because WRCOG provides staffing services to RCHCA through a Management Services Agreement. Those costs are passed on to the RCHCA with no additional fiscal impact to WRCOG.

The proposed salary schedule is attached with an effective date of July 1, 2022.

Prior Action(s):

None.

Fiscal Impact:

The annual fiscal impact to WRCOG is \$405,303, impacting various funds. Although the recommended action is to apply the new ranges from the beginning of the current fiscal year, the current year cost of \$71,818 is largely the result of offsets by the prefunded amount included in the current budget, vacancy savings, internal staff reallocations, and other spending reductions.

While the salary and benefit study would actually increase existing staff salaries and benefits by approximately \$405,303, the actual increase is much less than that amount (\$71,818). The primary reason for that difference is that WRCOG currently has a number of budgeted positions which are currently vacant. These positions have either been eliminated or are not likely to be filled in the current Fiscal Year. Therefore, much of the funding for this increase in salaries and benefits is offset and the resulting increase agency wide is limited.

There is a separate fiscal impact to the Riverside County Habitat Conservation Agency (RCHCA) because WRCOG provides staffing services to RCHCA through a Management Services Agreement. Those costs are passed on to the RCHCA with no additional fiscal impact to WRCOG.

Attachment(s):

[Attachment 1 - Resolution 02-23 adopting publicly available pay schedules for FY 2022/2023](#)

[Attachment 2 - Class and Comp Study Budget Amendment](#)

[Attachment 3 - Classification Study Final Report](#)

[Attachment 4 - Total Compensation Study Final Report](#)

Attachment

Resolution Number 02-23;
A Resolution of the
Executive Committee of
the Western Riverside
Council of Governments
adopting the Fiscal Year
2022/2023 publicly
available salary schedule
effective July 1, 2022,
through June 30, 2022,
as required by the
California Public
Employees' Retirement
System

RESOLUTION NUMBER 02-23

**A RESOLUTION OF THE EXECUTIVE COMMITTEE OF THE
WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS
ADOPTING THE FISCAL YEAR 2022/2023 PUBLICLY AVAILABLE
SALARY SCHEDULE EFFECTIVE JULY 1, 2022, THROUGH JUNE 30,
2023, AS REQUIRED BY THE CALIFORNIA PUBLIC EMPLOYEES'
RETIREMENT SYSTEM**

WHEREAS, Western Riverside Council of Governments (WRCOG) is a participant in the California Public Employees' Retirement System (CalPERS); and

WHEREAS, as defined in the California Code of Regulations, Title 2, Section 570.5, pay schedules must indicate the time base and must be approved and adopted by the Agency's governing body in accordance with requirements of applicable public meeting laws; and

WHEREAS, per California Code of Regulations, Title 2, Section 570.5, a public agency must have its salary schedules approved by its Board, or highest governing body. Therefore, WRCOG must adopt a salary schedule for Fiscal Year 2022/2023; and

WHEREAS, to ensure compliance with the California Code of Regulations, Title 2, Section 570.5, CalPERS has required that the WRCOG Executive Committee adopt a Fiscal Year 2022/2023 publicly available salary schedule for WRCOG employees, attached hereto as Exhibit "1," effective July 1, 2022, through June 30, 2023.

NOW, THEREFORE, BE IT RESOLVED by the Executive Committee, acting on behalf of the General Assembly, as follows:

Section 1. The above recitals are incorporated herein by this reference.

Section 2. The Executive Committee of the Western Riverside Council of Governments hereby adopts the Fiscal Year 2022/2023 publicly available salary schedule for WRCOG employees, attached hereto as Exhibit "A" and incorporated herein by this reference, effective July 1, 2022, through June 30, 2023.

PASSED AND ADOPTED by the Executive Committee of the Western Riverside Council of Governments on February 6, 2023.

Crystal Ruiz, Chair
WRCOG Executive Committee

Dr. Kurt Wilson, Secretary
WRCOG Executive Committee

Approved as to form:

Steven DeBaun
WRCOG Legal Counsel

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

EXHIBIT "A"

SALARY SCHEDULES FOR FISCAL YEAR 2022/2023

[ATTACHED]



Western Riverside Council of Governments
 Staff Salary Structure
 As of July 1, 2022

<u>CLASSIFICATION</u>	<u>ANNUAL SALARY RANGE</u>	
	<u>Bottom</u>	<u>Top</u>
Deputy Executive Director*	\$ 197,102	\$ 271,708
Director*	147,081	202,752
Program Manager*	109,754	151,297
Analyst III**	85,995	118,545
Analyst II**	78,000	107,524
Analyst I**	70,748	97,527
Program Specialist III**	61,115	84,248
Open Space Habitat Technician**	55,433	76,415
Program Specialist II**	55,433	76,415
Program Specialist I**	50,280	69,311
Intern**	14,400	31,200
 <u>Annual Salary</u>		
Executive Director*	\$	260,000

*Salaried Position

**Hourly Position

Employees are paid bi-weekly.

All full-time positions have 14 steps within their range, increasing at 2.5% each step.

Attachment

FY 2022/2023 Class
and Comp Study
Budget Amendment

**Western Riverside Council of Governments
Class and Comp Study Budget Amendment**

Fund	Dept	Acct	Proj	Loc	Description	Actual thru 12/31/22	FY 23 Budget	Amended Amount	Variance
Administration									
Expenses									
110	12	60001	0	0	Salaries	\$ 384,353	\$ 944,788	\$ 989,480	44,692
110	12	85100	0	0	Direct Costs	-	160,177		(49,121)
Total Expenses						\$ 1,236,755	\$2,941,068		
Love Your Neighborhood									
Expenses									
110	80	60001	1035	0	Salaries	-	-	9,086	9,086
110	80	61000	1035	0	Fringe Benefits	-	-	4,518	4,518
110	80	85101	1035	0	Consulting Labor	-	40,000	(13,604)	(13,604)
Total Expenses						\$ 3,735	\$ 50,000		
Streetlights									
110	67	60001	2026	0	Salaries	\$ 26,942	\$ 63,779	\$ 67,444	3,665
110	67	61000	2026	0	Fringe Benefits	11,717	31,032	27,245	(3,787)
Total Expenses						\$ 55,894	\$ 135,402		
Nuveen (Greenworks)									
Expenses									
110	67	60001	2105	0	Salaries	\$ 27,137	\$ 58,176	\$ 61,792	3,616
110	67	61000	2105	0	Fringe Benefits	11,802	30,934	31,869	935
Total Expenses						\$ 61,113	\$ 149,866		
RIVTAM									
Expenses									
110	65	60001	2039	0	Salaries	\$ 2,560	\$ 6,353	\$ 6,686	333
110	65	61000	2039	0	Fringe Benefits	1,113	3,504	3,601	97
110	65	85101	2039	0	Consulting Labor	-	15,000	(429)	(429)
Total Expenses						\$ 3,673	\$ 24,858		
Regional Early Action Planning (REAP)									
Expenses									
110	65	60001	2235	0	Salaries	\$ 35,059	\$ 79,264	\$ 86,234	6,970
110	65	61000	2235	0	Fringe Benefits	15,247	35,872	37,566	1,694
110	65	85101	2235	0	Consulting Labor	227,888	809,101		(8,664)
Total Expenses						\$ 280,493	\$1,049,620		

Attachment

Classification Study Final Report



Koff & Associates
A Gallagher Company

January 2023

Classification Study Final Report

Western Riverside Council of Governments

KOFF & ASSOCIATES

GEORG KRAMMER

Managing Director

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Koff & Associates
A Gallagher Company

January XX, 2023

Kurt Wilson
Executive Director
Western Riverside Council of Governments
3390 University Avenue, Suite 200
Riverside, CA 92501

Dear Mr. Wilson:

Koff & Associates is pleased to present the final classification and compensation report for the study of all positions at Western Riverside Council of Governments (WRCOG). Volume I documents the classification study process and provides recommendations for the classification plan, allocations of individual positions for all WRCOG employees, and new and revised class specifications. Volume II, to be sent under separate cover, documents the market compensation survey, findings, and recommendations.

This first volume incorporates a summary of the study's multi-step process, which included results of written Position Description Questionnaires, interviews with employees and management, and employee review and comments in the form of draft class descriptions, and class allocation recommendations.

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

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

Very truly yours,

Georg Krammer
Managing Director



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APPENDICES

Appendix I: Position Allocation Recommendations



EXECUTIVE SUMMARY

Background

In January 2022, the Western Riverside Council of Governments (WRCOG) contracted with Koff & Associates (K&A) to conduct a classification and total compensation study for all of WRCOG’s classifications. All classification and compensation findings, recommendations, and options for implementation are in Volumes I and II of this report.

This classification and compensation review process was precipitated by:

- The concern of the Executive Committee and management that employees should be recognized for the level and scope of work performed and that they are paid on a fair and competitive basis that allows WRCOG to recruit and retain a high-quality staff;
- To ensure that class descriptions reflect current programs, responsibilities, and technology;
- The desire to have a compensation plan that can meet the needs of WRCOG; and
- The desire to ensure that internal relationships of salaries are based upon objective, non-quantitative evaluation factors, resulting in equity across WRCOG.

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

CLASSIFICATION STUDY GOALS

The goals and objectives of the classification portion of the study were to:

- Obtain detailed information regarding each position through a variety of techniques, including written Position Description Questionnaires (PDQs) and interviews with employees and management;
- Prepare an updated classification plan, including recommended class descriptions and position allocations that recognizes the scope and level of the various classes and positions, and is perceived equitable by management and employees alike;
- Provide class descriptions and other documentation that includes information required for compliance with the Americans with Disabilities Act (ADA) and appropriate qualifications, including knowledge, skills, and other requirements that are job-related and meet other legal guidelines; and
- Provide sufficient documentation to allow WRCOG to maintain the classification system on a regular basis.



CLASSIFICATION STUDY PROCESS

The classification study procedures were as follows:

- An initial meeting was held with management to clarify study scope, objectives, processes, and deliverables.
- Orientation meetings were held to which all employees were invited, to meet consultant staff involved with the project, clarify study objectives and procedures, answer questions, and distribute the PDQs.
- After the PDQs were completed by employees and reviewed by management and consultant staff, interviews were conducted with employees and management.
- Following the analysis of the position information gathered, draft classification concepts, classification specifications, and position allocations were developed for management and employee review.
- After resolution of issues, appropriate modifications were made to the draft classification specifications and position allocations and this final report was prepared.

CLASSIFICATION CONCEPTS

Positions vs. Classifications

“Position” and “Classification” are two terms that are often used interchangeably but have very different meanings. As used in this report:

- A position is an assigned group of duties and responsibilities performed by one person. A position can be full-time, part-time, regular, temporary, filled, and/or vacant. Often the word “job” is used in place of the word “position.”
- A classification or class may contain only one position or may consist of a number of positions. When you have several positions assigned to one class, it means that the same title is appropriate for each position; that the scope, level, duties, and responsibilities of each position assigned to the class are sufficiently similar (but not identical), that the same core knowledge, skills, abilities, and other requirements are appropriate for all positions, and that the same salary range is equitable for all positions in the class.

The description of a position often appears as a working desk manual, going into detail regarding work process steps, while a class specification emphasizes the general scope and level of responsibilities, plus the knowledge, skills, abilities, and other requirements for successful performance.

When positions are classified, the focus is on assigned job duties and the job-related requirements for successful performance, not on individual employee capabilities or amount of work performed. Positions are thus evaluated and classified on the basis of such factors as knowledge, skills, and abilities required to perform the work, the complexity of the work, the



authority delegated to make decisions and take action, the responsibility for the work of others and/or for budget expenditures, contacts with others (both inside and outside of the organization), and the impact of the position on the organization and working conditions.

The Relationship Between Classification and Compensation

Classification and the description of the work and the requirements to perform the work are separate and distinct from determining the worth of that work in the labor market and to the organization. While recommending the appropriate compensation for the work of a class depends upon an understanding of what that work is and what it requires, compensation levels are often influenced by two factors:

- The external labor market; and
- Internal relationships within the organization.

Compensation findings and recommendations for WRCOG are covered in Volume II of this report.

The Purpose of Having a Classification Plan

A class plan provides an appropriate basis for making a variety of human resources decisions such as the:

- Development of job-related recruitment and selection procedures;
- Clear and objective appraisal of employee performance;
- Development of training plans and succession planning;
- Design of an equitable and competitive salary structure;
- Organizational development and the management of change; and
- Provision of an equitable basis for discipline and other employee actions.

In addition to providing this basis for various human resources management and process decisions, a class plan can also effectively support systems of administrative and fiscal control. Grouping of positions into an orderly class system supports planning, budget analysis and preparation, and various other administrative functions.

Within a plan, classes can either be broad (containing a number of positions) or narrow (emphasizing individual job characteristics). Broad classifications are indicated when:

- Employees can be hired with a broad spectrum of knowledge, skill, and/or academic preparation and can readily learn the details of WRCOG, the program(s) and/or department, and the position on-the-job; or
- There is a need for flexibility of the assignment within a program, department, or an organization due to changing services/community needs, technologies, and/or workload.

Individualized classes are indicated when:

- There is an immediate need to recruit for specialty knowledge and skills;
- There is a minimum of time or capability for on-the-job training; or

- There is an organizational need to provide for specific job recognition and to highlight the differences between jobs.

Most plans are a combination of these types of classes and we have chosen the middle ground in this study as being most practicable in WRCOG’s changing environment and service delivery expectations. This approach resulted in recommendations to retitle classifications to more accurately reflect current responsibilities or use more contemporary titles (e.g. Senior Analyst to Analyst III), or to reclassify certain individuals into existing or entirely new classifications that more accurately reflect current responsibilities (e.g. Staff Analyst to Analyst II). Detailed allocation recommendations are found in Appendix I of the report.

Classification Specifications

In developing the new and revised class specifications for all positions, the basic concepts outlined in the previous pages were utilized. The recommended class specifications were submitted separately from this report.

As mentioned earlier, the class specifications are based upon the information from the written PDQs completed by each employee, the individual job audit interviews (if required), and from information provided by employees and managers during the review processes. The specifications provide:

- A written summary documenting the work performed by the positions in the class;
- Distinctions between the classes; and
- Documentation of requirements and qualifications to assist in the recruitment and selection process.

Just as there is a difference between a position and a class, there is also a difference between a position description and a class specification. A position description, often known as a “desk manual”, generally lists each duty an employee performs and may also have information about how to perform that duty. A class specification normally reflects several positions and is a summary document that does not list each duty performed by every employee. The class specification is written to be broader, more general and informational, is intended to indicate the general scope and level of responsibility and requirements of the class, and not to detail specific position responsibilities.

The sections of each class specification are as follows:

Title: This should be brief and descriptive of the class and consistent with other titles in the class plan and the occupational area.

- The title of a class is normally used for organization, class, and compensation purposes within WRCOG. Often working titles are used within a program and/or department to differentiate individual positions within the class. All positions in the class have a similar level of scope and responsibility; however, the working titles may give assurance to a member of the public that they are dealing with the appropriate individual. Working titles



should be authorized by management and Human Resources to ensure consistency within WRCOG and across departmental and programmatic lines.

Definition: This provides a capsule description of the class and should give an indication of the type of supervision received, the scope and level of the work performed, and any unique responsibilities. The phrase “performs related duties as assigned” is not meant to unfairly expand the scope of the work performed, but to acknowledge that jobs change and that not all duties are included in the class specification.

Supervision Received and Exercised: This section specifies which class or classes provide supervision to the class being described and the type and level of work direction or supervision provided to the class. The section also specifies what type and level of work direction or supervision the class provides to other classes. This assists the reader in defining where the class “fits” in the organization.

Class Characteristics: This can be considered the “editorial” section of the specification, slightly expanding the Definition, clarifying the most important aspects of the class, and distinguishing this class from the next higher-level in a class series or from a similar class in a different occupational series.

Examples of Typical Job Functions: This section provides a list of the major and typical duties, intended to define the scope and level of the class and to support the Qualifications, including Knowledge and Skills. This list is meant to be illustrative only. It should be emphasized that the specification is a summary document, and that duties change depending upon program requirements, technology, and/or organizational needs.

Qualifications: This section of the specification has several sections:

- A listing of the job-related knowledge and skills required to successfully perform the work. They must be related to the duties and responsibilities of the work and capable of being validated under the Equal Employment Opportunity Commission’s Uniform Guidelines on Selection Procedures. Knowledge (intellectual comprehension) and Abilities (acquired proficiency) should be sufficiently detailed to provide the basis for selection of qualified employees.
- A listing of educational and experience requirements that outline minimum and alternative ways of gaining the knowledge and abilities required for entrance into the selection process. These elements are used as the basic screening technique for job applicants.
- Licenses and/or certifications identify those specifically required in order to perform the work. These certifications are often required by an agency higher than WRCOG (i.e., the State), and can therefore be appropriately included as requirements.

Physical Demands: This section identifies the basic physical abilities required for performance of the work. These are not presented in great detail (although they are more specifically covered for documentation purposes in the PDQs) but are designed to indicate the type of pre-



employment physical examination (lifting requirements and other unusual characteristics are included, such as “finger dexterity needed to access, enter, and retrieve data using a computer keyboard”) and to provide an initial basis for determining reasonable accommodation for ADA purposes.

Working Conditions: These can describe certain outside influences and circumstances under which a job is performed; they give employees or job applicants an idea of certain risks involved in the job and what type of protective gear may be necessary to perform the job. Examples are loud noise levels, cold and/or hot temperatures, vibration, confining workspace, chemicals, mechanical and/or electrical hazards, and other job conditions.

Fair Labor Standards Act

One of the major components of the position analysis and class review is the determination of each position’s appropriate Fair Labor Standards Act (FLSA) status, i.e., exempt vs. non-exempt from the FLSA overtime rules and regulations.

There are three levels for the determination of the appropriate FLSA status that are utilized and on which recommendations are based. Below are the steps used for the determination of Exempt FLSA status.

Salary Basis Test: The incumbents in a classification are paid at least \$684 per week (\$35,568 per year), not subject to reduction due to variations in quantity/quality of work performed.

Exemption Applicability: The incumbents in a class perform any of the following types of jobs:

- Executive: Employee whose primary duty is to manage the business or a recognized department/entity and who customarily directs the work of two or more employees. This also includes individuals who hire, fire, or make recommendations that carry particular weight regarding employment status. Examples: executive, director, owner, manager.
- Administrative: Employee whose primary activities are performing office work or non-manual work on matters of significance relating to the management or business operations of the firm or its customers and which require the exercise of discretion and independent judgment. Examples: coordinator, administrator, analyst, accountant.
- Professional: Employee who primarily performs work requiring advanced knowledge/education and which includes consistent exercise of discretion and independent judgment. The advanced knowledge must be in a field of science or learning acquired in a prolonged course of specialized intellectual instruction. Examples: attorney, physician, statistician, architect, biologist, pharmacist, engineer, teacher.
- Computer professional: Employee who primarily performs work as a computer systems analyst, programmer, software engineer or similarly skilled work in the computer field performing a) application of systems analysis techniques and procedures, including consulting with users to determine hardware, software, or system functional specifications; b) design, development, documentation, analysis, creation, testing, or



modification of computer systems or programs, including prototypes, based on and related to user or system design specification; or c) design, documentation, testing, creation or modification of computer programs based on and related to user or system design specifications; or a combination of the duties described above, the performance of which requires the same level of skills. Examples: system analyst, database analyst, network architect, software engineer, programmer.

Job Analysis: A thorough job analysis of the job duties must be performed to determine exempt status. An exempt position must pass both the salary basis and duties tests. The job analysis should include:

- Review of the minimum qualifications established for the job;
- Review of class specifications, questionnaires, and related documentation;
- Confirmation of duty accuracy with management; and
- Review and analysis of workflow, organizational relationships, policies, and other available organizational data.

Non-exempt positions work within detailed and well-defined sets of rules and regulations, policies, procedures, and practices that must be followed when making decisions. Although the knowledge base required to perform the work may be significant, the framework within which positions work is fairly restrictive and finite. (Please note that FLSA does not allow for the consideration of workload and scheduling when it comes to exemption status).

Finally, often times a position performs both non-exempt and exempt duties, so time spent on each type of duties is analyzed. If a classification performs mostly non-exempt duties (i.e. more than 50% of his or her time), then the classification would be considered non-exempt.

CLASSIFICATION FINDINGS AND RECOMMENDATIONS

Classification Structure and Allocation Factors

The class plan provides WRCOG with a systematic class structure based on the interrelationship between duties performed, the nature and level of responsibilities, and other work-related requirements of the jobs.

A class plan is not a stable, unchanging entity. Class plans may be updated and revised by conducting class studies that are organizational wide (review of the all class and positions) or position specific. The methodology used for both types of studies is the same, as outlined above.

When identifying appropriate placement of new and/or realigned positions within the class structure, there are general allocation factors to consider. By analyzing these factors, WRCOG will be able to change and grow the organization while maintaining the class plan.



1. Type and Level of Knowledge and Skill Required

This factor defines the level of job knowledge and skill, including those attained by formal education, technical training, on-the job experience, and required certification or professional registration. The varying levels are as follows:

A. The entry-level into any occupational field

This entry-level knowledge may be attained by obtaining a high school diploma, completing specific technical coursework, or obtaining a four-year or advanced college or university degree. Little to no experience is required.

B. The experienced or journey-level (fully competent-level) in any occupational field

This knowledge and skill level recognizes a class that is expected to perform the day-to-day functions of the work independently within established guidelines (written or oral) with supervisory assistance available. This level of knowledge is sufficient to provide on-the-job instruction to a fellow employee or an assistant when functioning in a lead capacity. Certifications may be required for demonstrating possession of the required knowledge and skills.

C. The advanced level in any occupational field

This knowledge and skill level is applied in situations where an employee is required to perform or deal with virtually any job situation that may be encountered. Guidelines may be limited and creative problem solving may be involved. Supervisory knowledge and skills are considered in a separate factor and should not influence any assessment of this factor.

2. Supervisory/Management Responsibility

This factor defines the staff and/or program management responsibility, including short and long-range planning, budget development and administration, resource allocation, policy and procedure development, and supervision and direction of staff.

A. No ongoing direction of staff

The employee is responsible for the performance of their own work and may provide side-by-side instruction to a co-worker.

B. Lead direction of staff

The employee plans, assigns, directs, and reviews the work of staff performing similar work to that performed by the employee on a day-to-day basis. Training in work procedures is normally involved.

C. Program management

The employee is typically responsible for a program, defined as a planned coordinated group of activities and procedures created for a specific function related to ongoing WRCOG operations, initiatives, and services as well as management and/or WRCOG



priorities and directives. A program encompasses multiple projects with WRCOG-wide and community impact. Employees are responsible for designing, planning, implementing, evaluating, and modifying the program, including short- and long-term planning activities, budget preparation and implementation, performing extensive, in-depth and specialized administrative, financial, and compliance research and analysis, supporting and analyzing programmatic practices and procedures, and developing and implementing recommendations for operational, policy, and procedural improvements for the assigned program(s).

Employees serve as a specialist, liaison, and advocate for assigned program(s) requiring the use of initiative and resourcefulness, considerable independent judgment, and regular contact with senior management at WRCOG, other public agencies, legislators, private and community organizations, regulatory and governmental agencies, and the public. This level normally reports to a department head or director.

The employee performs the supervisory duties listed above under lead direction of staff, and, in addition, makes effective recommendations related to and/or carries out selection, performance evaluation, and disciplinary procedures.

D. Director

The employee is considered a department head, supervising through subordinate levels of supervision. In addition to the responsibilities outlined above, responsibilities include overseeing, leading, and participating in all activities of assigned department, including short- and long-term planning as well as development and administration of departmental policies, procedures, and services. This level requires knowledge of public policy, WRCOG functions and activities, including the role of the Executive Committee, and the ability to develop, oversee, and implement interdisciplinary projects and programs. Responsibilities include coordinating the activities of the department with those of other departments and outside agencies and managing and overseeing the complex and varied functions of the department. Directors are accountable for accomplishing departmental planning and operational goals and objectives and serve as an advisor and contributor to executive management and Executive Committee on policies, procedures, and major WRCOG programs and initiatives; and normally reports to the Executive Director.

E. Executive Management

The employee has total administrative responsibility for WRCOG and reports to the Executive Committee.

3. Supervision Received

A. Direct Supervision

Direct supervision is usually received by entry-level employees and trainees, i.e., employees who are new to the organization and/or position they are filling. Initially under close supervision, incumbents learn to apply concepts and work procedures and methods



in assigned area of responsibility to resolve problems of moderate scope and complexity. Work is usually supervised while in progress and fits an established structure or pattern. Exceptions or changes in procedures are explained in detail as they arise. As experience is gained, assignments become more varied and are performed with greater independence.

B. General Supervision

General supervision is usually received by the experienced and journey-level employees, i.e., employees who have been in a position for a period of time and have had the opportunity to be trained and learn most, if not all, duties and responsibilities of the assigned class. Incumbents are cross-trained to perform the full range of technical work in all of the areas of assignment.

At the experienced-level, positions exercise some independent discretion and judgment in selecting and applying work procedures and methods. Assignments and objectives are set for the employee and established work methods are followed. Incumbents have some flexibility in the selection of steps and timing of work processes.

Journey-level positions receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of assigned projects and programs. Assignments are given with general guidelines and incumbents are responsible for establishing objectives, timelines, and methods to deliver work products. Work is typically reviewed upon completion for soundness, appropriateness, and conformity to policy and requirements, and the methodology used in arriving at the end results are not reviewed in detail.

C. Direction

Direction is usually received by advanced journey-level non-professional and journey-level professional employees. This level of supervision is exercised over positions working on tasks that are varied and complex, requiring the use of considerable discretion and independent judgment in performing assigned work or ensuring the efficient and effective functioning of an assigned program or operational area. Work assignments are typically given as broad, conceptual ideas and directives and employees are accountable for overall results and responsible for developing guidelines, action plans, and methods to produce deliverables on time and within budget.

D. General Direction

General direction is usually received by advanced journey-level professional and program management employees. The supervisor sets the overall objectives and resources available. The employee and supervisor, in consultation, develop deadlines, projects and work to be done. The employee, having developed expertise in the line of work, is responsible for planning and carrying out the assignment, resolving most of the conflicts that arise, coordinating the work with others as necessary, and interpreting policy.



In some assignments, the employee also determines the approach to be taken and the methodology to be used. The employee keeps the supervisor informed of progress and potential controversial matters.

For program management employees, results of the work are considered technically authoritative and are normally accepted without significant change. If the work should be reviewed, the review concerns such matters as fulfillment of program objectives and impact of the overall program. Recommendations for new projects and alterations of policies and program goals usually are elevated to the supervisor for consideration as availability of funds and resources, agency priorities, regulations, and/or community needs change. Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work or effectiveness in meeting requirements or expected results.

E. Administrative and Policy Direction

Administrative direction is usually received by senior management; policy direction is received by executive management classes. The employees are accountable for accomplishing WRCOG-wide planning and operational goals and objectives within legal and general policy and regulatory guidelines. The employees are responsible for the efficient and economical performance of the organization's operations.

4. Problem Solving

This factor involves analyzing, evaluating, reasoning, and creative thinking requirements. In a work environment, not only the breadth and variety of problems are considered, but also guidelines, such as supervision, policies, procedures, laws, regulations, and standards available to the employee are considered.

A. Structured problem solving

Employees learn to apply concepts and work procedures and methods in assigned area of responsibility and to resolve problems and issues that are specific, less complex, and/or repetitive. Exceptions or changes in procedures are explained in detail as they arise.

B. Independent, guided problem solving

Work situations require making independent decisions among a variety of alternatives; however, policies, procedures, standards, and regulations and/or supervisors are available to guide the employee towards problem resolution.

C. Application of discriminating choices

Work situations require independent judgment and decision-making authority when identifying, evaluating, adapting, and applying appropriate concepts, guidelines, references, laws, regulations, policies, and procedures to resolve diverse and complex problems and issues.



D. Creative, evaluative, or critical thinking

The work involves a high-level of problem-solving requiring analysis of unique issues or increasingly complex problems without precedent and/or structure and formulating, presenting, and implementing strategies and recommendations for resolution.

5. Authority for Making Decisions and Taking Action

This factor describes the degree to which employees have the freedom to take action within their job. The variety and frequency of action and decisions, the availability of policies, procedures, laws, and supervisory guidance, and the consequence or impact of such decisions are considered within this factor.

A. Direct, limited work responsibility

The employee is responsible for the successful performance of their own work with little latitude for discretion or decision-making. Work is usually supervised while in progress and fits an established structure or pattern. Direct supervision is readily available.

B. Decision-making within guidelines

The employee is responsible for the successful performance of their own work, but able to prioritize and determine methods of work performance within general guidelines. Supervision is available, although the employee is expected to perform assigned work independently on a day-to-day basis. Emergency or unusual situations may occur but are handled within procedures and rules. Impact of decisions is normally limited to the work unit, project, or program to which assigned.

C. Independent action with focus on work achieved

The employee receives assignments in terms of long-term objectives, rather than day-to-day or weekly timeframes. Broad policies and procedures are provided, but the employee has latitude for choosing techniques and deploying staff and resources. Impact of decisions may have significant program or WRCOG-wide service delivery and/or budgetary impact.

D. Decisions made within general policy or elected official guidance

The employee is subject only to the policy guidance of elected officials and/or broad regulatory or legal constraints. The ultimate authority for achieving the goals and objectives of the agency are with this employee.

6. Interaction with Others

This factor includes the nature and purpose of contacts with others, from simple exchanges of factual information to the negotiation of difficult issues. It also considers with whom the contacts are made, from co-workers and the public to elected or appointed public officials.



A. Exchange of factual information

The employee is expected to use ordinary business courtesy to exchange factual information with co-workers and the public. Strained situations may occasionally occur, but the responsibilities are normally not confrontational.

B. Interpretation and explanation of policies and procedures

The employee is required to interpret policies and procedures, apply and explain them, and influence the public or others to abide by them. Problems may need to be defined and clarified and individuals contacted may be upset or unreasonable. Contacts may also be made with individuals at all levels throughout WRCOG.

C. Influencing individuals or groups

The employee is required to interpret laws, policies, and procedures to individuals who may be confrontational or to deal with members of professional, business, community, or other groups or regulatory agencies as a representative of WRCOG.

D. Negotiation with organizations from a position of authority

The employee often deals with the Executive Committee, elected officials, government agencies, and other outside agencies, and the public to advance and represent the priorities and interests of WRCOG, provide policy direction, and/or negotiate solutions to difficult problems.

7. Working Conditions/Physical Demands

This factor includes specific physical, situational, and other factors that influence the employee's working situation.

A. Normal office or similar setting

The work is performed in a normal office or similar setting during regular office hours (occasional overtime may be required but compensated for). Responsibilities include meeting standard deadlines, using office and related equipment, lifting materials weighing up to 25 pounds, and communicating with others in a generally non-stressful manner.

B. Varied working conditions with some physical or emotional demands

The work is normally performed indoors, but may have some exposure to noise, heat, weather, or other uncomfortable conditions. Stand-by, call back, or regular overtime may be required. The employee may have to meet frequent deadlines, work extended hours, and maintain attention to detail at a computer or other machinery, deal with difficult people, or regularly perform moderate physical activity.

C. Difficult working conditions and/or physical demands

The work has distinct and regular difficult demands. Shift work (24-7 or rotating) may be required; there may be exposure to hazardous materials or conditions; the employee may



be subject to regular emergency callback and extended shifts; and/or the work may require extraordinary physical demands.

Based on the above factors, in the maintenance of the class plan when an employee is assigned an additional duty or responsibility and requests a change in class, it is reasonable to ask:

- What additional knowledge and skills are required to perform the duty?
- How does one gain this additional knowledge and skills – through extended training, through a short-term seminar, through on-the-job experience?
- Does this duty or responsibility require new or additional supervisory responsibilities?
- Is there a greater variety of or are there more complex problems that need to be solved as a result of the new duty?
- Does the employee have to make a greater variety of or more difficult decisions as a result of this new duty?
- Are the impacts of decisions greater because of this new duty (effects on staff, budget, programs, WRCOG-wide activities, and/or relations with other agencies)?
- Are guidelines, policies, and/or procedures provided to the employee for the performance of this new duty?
- Is the employee interacting with internal and external stakeholders more frequently or for a different purpose as a result of this new assignment?
- Have the working or physical conditions of the job changed as a result of this new assignment?

The analysis of the factors outlined above, as well as the answers to these questions, were used to determine recommended classifications for all WRCOG employees. The factors above will also help to guide the placement of specific positions to the class plan and/or revision of entire class plan in the future.

Classification Allocation Recommendations

All class specifications were updated in order to ensure that the format is consistent, and that the duties and responsibilities are current and properly reflect the required knowledge, abilities, and skills.

When evaluating the allocation of positions, the focus is on assigned job duties and the job-related requirements for successful performance, not on individual employee capabilities or amount of work performed. Positions are evaluated and classified on the basis of such factors as knowledge and skill required to perform the work, the complexity of the work, the authority delegated to make decisions and take action, the responsibility for the work of others and/or for budget expenditures, contacts with others (both inside and outside of the organization), the impact of the position on the organization, and working conditions.

Furthermore, it is necessary to: (i) identify the duties that the incumbents are currently being required to perform; (ii) determine if those duties are captured in the current class specification;



and (iii) identify the percentage of duties being performed, if any, which are outside of the current class.

Title Change

One change in the class plan, as noted above, was the title change for 8 classifications.

Table 1. Title Change Recommendations

Current Classification Title	Proposed Classification Title
Accountant	Analyst I
Administrative Services Manager	Program Manager
Senior Analyst	Analyst III
Staff Analyst	Analyst I
Public Information Officer	Analyst II
Staff Technician	Program Specialist I
Staff Technician	Program Specialist II
Technician – Administrative Assistant	Program Specialist II

Title changes are recommended to more clearly reflect the level and scope being performed, to consolidate work into broader categories, as well as establish consistency with the labor market and industry standards. Any compensation recommendations (detailed in Volume II) are not dependent upon a new title, but upon the market value as defined by job scope, level and responsibilities, and the qualifications required for successful job performance. All recommended position allocations are presented in Appendix I.

Reclassification

Reclassification recommendations are made for positions that are working out of class due to level and scope of work and/or job functions that have been added to or removed from those positions over time.

The study resulted in two positions recommended to be reclassified, as noted in the table below. These recommendations are based on the individual positions interviewed. Not every incumbent in the current classification is recommended for a reclassification.

Table 2. Reclassification Recommendations

Current Classification Title	Proposed Classification Title
Staff Analyst	Analyst II



CONCLUSION

The revised class specifications serve as a general description of the work performed and provide a framework of the expectations of each position for the employee. Requests for the addition of new positions and classes and/or reclassification of an existing position should follow established WRCOG policies and procedures. Any decisions related to the addition of new positions and classes, reclassification of an existing position, and promotion of an existing position will depend on the needs and resources of WRCOG and the availability of work, as well as the ability of existing positions to meet the qualifications of and perform the duties of the higher-level class.

Finally, as mentioned previously, a class plan is not a static, unchanging entity. The class plan should be reviewed on a regular, on-going basis and may be amended or revised as required.

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

Respectfully submitted by,
Koff & Associates

A handwritten signature in blue ink that reads "Georg Krammer".

Georg Krammer
Managing Director



Appendix I

Position Allocation Recommendations

Appendix I
Western Riverside Council of Governments
Position Allocation Recommendations
April 2022

Department	Current Title	Recommended Title	Action
Administration	Technician - Administrative Assistant	Program Specialist II	Title Change
Administration	Staff Analyst	Analyst I	Title Change
Administration	Administrative Services Manager	Program Manager	Title Change
Administration	Administrative Services Director	Director	No Change
Administration	Public Information Officer	Analyst II	Title Change
Finance	Accountant	Analyst I	Title Change
Finance	Accountant	Analyst I	Title Change
Finance	Accounting Program Manager	Program Manager	No Change
Finance	Director	Director	No Change
Energy and Environment	Staff Technician	Program Specialist I	Title Change
Energy and Environment	Staff Technician	Program Specialist II	Title Change
Energy and Environment	Staff Analyst	Analyst I	Title Change
Energy and Environment	Staff Analyst	Analyst II	Reclassification
Energy and Environment	Senior Analyst	Analyst III	Title Change
Energy and Environment	Program Manager	Program Manager	No Change
Energy and Environment	Program Manager	Program Manager	No Change
Energy and Environment	Program Manager	Program Manager	No Change
Riverside County Habitat Conservation Agency	Open Space Habitat Technician	Open Space Habitat Technician	No Change
Riverside County Habitat Conservation Agency	Open Space Habitat Technician	Open Space Habitat Technician	No Change
Riverside County Habitat Conservation Agency	Program Manager	Program Manager	No Change
Riverside County Habitat Conservation Agency	Program Manager/Natural Resource Manager	Program Manager	No Change
Riverside County Habitat Conservation Agency	Director	Director	No Change
Transportation and Planning	Staff Analyst	Analyst II	Reclassification
Transportation and Planning	Senior Analyst	Analyst III	Title Change

Appendix I
Western Riverside Council of Governments
Position Allocation Recommendations
April 2022

Department	Current Title	Recommended Title	Action
Transportation and Planning	Program Manager	Program Manager	No Change
Transportation and Planning	Program Manager	Program Manager	No Change
Transportation and Planning	Deputy Executive Director	Deputy Executive Director	No Change

Attachment

Total Compensation Study Final Report



Koff & Associates
A Gallagher Company

January 2023

Total Compensation Study Final Report

Western Riverside Council of Governments

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- Appendix I: Results Summary
- Appendix II: Market Data – Top Monthly Salary, Benefits Detail, Total Monthly Compensation
- Appendix III: Proposed Salary Structure and Salary Range Recommendations
- Appendix IV: Additional Benefits



EXECUTIVE SUMMARY

Background

In July 2022, Koff & Associates (K&A) conducted a comprehensive Total Compensation Study for Western Riverside Council of Governments (WRCOG). All compensation findings and recommendations are presented in this report.

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

Summary of Findings

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

- WRCOG's *base salaries*, overall, in comparison to the market median are *55.9% below the market for entry step salaries and 9.8% below market for top step salaries*.
- WRCOG's *total compensation*, overall, in comparison to the market median is *8.7% below the market*.
- WRCOG has many options regarding what type of compensation plan they want to implement. This decision will be based on WRCOG's pay philosophy is (for example, the market percentile to align salary ranges), whether WRCOG is going to consider alternative compensation and benefits programs, and how great the competition is with other agencies over recruitment and retention of a highly qualified workforce.
- K&A considers a classification falling within 5% of the market median to be competitive.

STUDY PROCESS

Benchmark Classifications

The study included nine classifications. As part of the classification study, the recommendation was to create broad classifications such as Director, Program Manager, and Analyst I, II, and III; rather than program-specific classifications. For the purposes of the total compensation study, the recommendation was to survey these broad classifications based on program and/or functional area specific assignment. Thus, the total compensation study included 17 benchmark positions/classifications.

Benchmark positions/classifications are those positions/classifications that are compared to the market, and these positions/classifications are used as a means of anchoring WRCOG's overall compensation plan to the market. Other classifications not surveyed are included in the



compensation plan and aligned to the benchmark positions/classifications using internal equity principles.

Benchmark positions/classifications are selected to reflect the spectrum of levels in the classification structure. For example, typically the journey-level, program manager, and/or director of a job family and/or classification series are selected as benchmark classifications. In addition, classifications that are most likely to be found in other similar agencies are recommended to be benchmark classifications in order to provide a sufficient valid sample of market data for analysis. K&A recommends selecting about 67% of all classifications as benchmark positions/classifications.

The benchmark classifications are listed in Table 1.

Table 1. Benchmark Classification

Classification Title
1. Analyst II – Accountant
2. Analyst II – Energy and Environment
3. Analyst II – Public Information
4. Analyst II – Transportation and Planning
5. Deputy Executive Director
6. Director – Administrative Services
7. Director – Energy and Environment
8. Director – Finance
9. Director – Riverside County Habitat Conservation Agency
10. Director – Transportation and Planning
11. Open Space Habitat Technician
12. Program Manager – Accounting
13. Program Manager – Administrative Services
14. Program Manager – Energy and Environment
15. Program Manager – Natural Resources
16. Program Manager – Transportation and Planning
17. Program Specialist II



Comparator Agencies

Another important step in conducting a market total compensation study is the determination of appropriate agencies for comparison. The list of potential comparator agencies was developed by including agencies providing similar services to WRCOG and agencies within the local geographic area where WRCOG is located. The potential list of comparator agencies was evaluated based on the following factors to identify those agencies most similar to WRCOG:

- 1. Organizational type and structure:** K&A generally recommends that agencies of a similar size and structure providing similar services to that of WRCOG be used as comparators.

Note: Because technical job classifications perform similar work across agencies, organizational size is not critical. The difference in size of an organization becomes more important when comparing management classes. Factors such as management of a large staff, consequence of error, the political nature of the job and its visibility all increase with organizational size. When it is difficult to find agencies that are similar in size, a good balance of smaller and larger agencies is used instead.

- 2. Staff, operational budgets, and scope of services and population:** Staff and operational budget size determine the amount of resources available for the agencies to provide services, and population size accounts for the ratio of resources to constituents served. Organizations providing the same services are ideal for comparison; therefore, most comparator agencies included provide similar services to WRCOG. Specifically, K&A focused on whether agencies provided the following:

- Community Choice Aggregator (DCE)
- Energy and Sustainability
- Environment and Recycling
- Habitat Conservation
- Transportation and Planning

- 3. Geographic location and labor market:** Today's labor market reality is that many agencies are in competition for the same pool of qualified employees because large portions of the workforce do not live in the communities they serve, are accustomed to lengthy commutes, and are more likely to consider changing jobs in a larger geographic area than in the past. Therefore, the geographic labor market area where WRCOG may be recruiting from or losing employees to, was taken into consideration when selecting comparator organizations.

Using a forced ranking analysis, each potential comparator was compared and ranked based on the overall similarity to WRCOG using the factors described above. The twelve agencies WRCOG agreed to include in the study are listed in Table 2.



Table 2. Comparator Agencies

Agency
1. City of Murrieta
2. City of Orange
3. City of Riverside
4. City of Temecula
5. Coachella Valley Association of Governments
6. County of Riverside
7. Riverside County Transportation Commission
8. San Bernardino County Transportation Authority
9. San Diego Association of Governments
10. San Gabriel Valley Council of Governments
11. Southern California Association of Governments
12. Ventura County Transportation Commission

Salary and Benefits Data

The last element requiring discussion prior to beginning a market total compensation survey is the specific benefit data to be collected and analyzed. The following salary and benefits data was collected for each benchmark classification (the cost of these benefits to each agency was converted into dollar amounts).

1. Monthly Base Salary

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

2. Employee Retirement

The retirement reflects the benefits offered to employees in the agency’s “PEPRA plan” (i.e., employees hired on/after January 1, 2013 and no reciprocity with CalPERS or other retirement system):

- **PEPRA Formula:** The service retirement formula for each agency’s plan implemented on/after January 1, 2013 (effective date of the Public Employees’ Pension Reform Act). For agencies not in CalPERS who offer retirement systems established under the County Employees Retirement Law of 1937 (“37 Act”) or offer other retirement



systems, retirement formulas were converted to the equivalent CalPERS formula for purposes of comparison.

- **Deferred Compensation:** Employer contributions provided to all employees of a classification with or without requiring the employee to make a contribution is reported
- **Other:** Any other retirement contributions made by the employer.

3. Insurances

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

- Cafeteria/Flexible Benefit Plan
- Medical
- Dental
- Vision
- Other Insurances

4. Leaves

Other than sick leave, which is usage-based, the number of hours off for which the employer is obligated. All hours have been converted into direct monthly cost (i.e., leaves are reported as a monthly \$ value).

- **Vacation:** The number of paid time off (or vacation) hours available to all employees who have completed five years of employment.
- **Holidays:** The number of holiday hours (including floating hours) available to employees.
- **Administrative:** Administrative (or management) leave is normally the number of paid leave days available to management staff in recognition of their requirement to work additional hours beyond their normal work schedule. This leave category may also include personal leave which may be available to augment vacation or other time off.

5. Allowances

These categories include the provision of an allowance; and reimbursements are not included.

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



- **Technology:** This category includes the provision of an allowance for the purchase of computers, cell phones, and related technologies.

6. Other

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

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

Additional Pay and Benefits Data

In addition to the salary and benefits data described above, information was also collected on the following additional pay and benefit elements (see Appendix III for details):

1. Cost of Living Adjustments
2. Longevity
3. Performance Management
4. Retiree Medical Benefits
5. Sick Leave
6. Vacation Cash Out Policy
7. Working Conditions

Data Collection

Data was collected during the months of July and August 2022, through comparator agency websites, conversations with human resources, accounting, and/or finance personnel, and careful review of agency documentation such as classification descriptions, memoranda of understanding, organization charts, and other documents.

Matching Methodology

K&A believes that the data collection step is the most critical for maintaining the overall credibility of any study and relied on WRCOG’s classification specifications developed in the classification study as the foundation for comparison.

When K&A researches and collects data from the comparator agencies to identify possible matches for each of the benchmark classifications, there is an assumption that comparable matches may not be made that are 100% equivalent to the classifications at WRCOG. Therefore, K&A does not match based upon job titles, which can often be misleading, but rather analyze class descriptions before a comparable match is determined.

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

- Definition and typical job functions;



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

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

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

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

Data Spreadsheets

For each benchmark classification, there are three information pages:

- Base Salary – Entry Step, Midpoint, Top Step
- Benefit Detail
- Total Compensation (top step salary plus benefits)

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

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

In order to calculate the mean and median, K&A requires that there be a minimum of four comparator agencies with matching classifications to the benchmark position/classification. The



reason for requiring a minimum of four matches is so that no one agency has undue influence on the calculations. Sufficient data was collected from the comparator agencies for all 17 benchmark positions/classifications.

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

MARKET COMPENSATION FINDINGS

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

Table 3. Market Compensation Results Summary

Classification Title	# of Matches	Top Monthly Adjusted Salary % Above or Below	Total Monthly Compensation % Above or Below
Director - Administrative Services	8	12.8%	13.5%
Director - Riverside County Habitat Conservation Agency	5	9.1%	8.6%
Director - Energy and Environment	4	7.9%	5.6%
Director - Finance	10	6.6%	3.2%
Analyst II - Accountant	12	1.5%	1.2%
Director - Transportation and Planning	7	-1.9%	-3.1%
Open Space Habitat Technician	4	-2.5%	-4.5%
Program Manager - Administrative Services	6	-7.9%	-8.8%
Program Manager - Energy and Environment	6	-15.6%	-14.7%
Analyst II - Public Information	8	-17.0%	-15.1%
Analyst II - Energy and Environment	6	-17.4%	-15.7%
Program Manager - Natural Resources	5	-18.5%	-16.7%



Total Compensation Study – Final Report Western Riverside Council of Governments

Classification Title	# of Matches	Top Monthly Adjusted Salary % Above or Below	Total Monthly Compensation % Above or Below
Program Manager - Accounting	12	-19.6%	-15.5%
Analyst II - Transportation and Planning	10	-20.8%	-18.1%
Program Manager - Transportation and Planning	11	-26.5%	-22.0%
Deputy Executive Director	5	-27.9%	-21.2%
Program Specialist II	11	-29.7%	-24.8%

Base Salary

Base salary market results show that 12 classifications are paid below the market median, and 5 classifications are paid above the market median.

# of Classifications	<5%	5-10%	10-15%	15-20%	20%+	Total
Below the Market Median	2	1	0	5	4	12
Above the Market Median	1	3	1	0	0	5

Total Compensation

Total compensation market results show that 12 classifications are paid below the market median, and 5 classifications are paid above the market median.

# of Classifications	<5%	5-10%	10-15%	15-20%	20%+	Total
Below the Market Median	2	1	1	5	3	12
Above the Market Median	2	2	1	0	0	5

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

Overall, the differences between market base salaries and total compensation indicate that WRCOG’s benefits package puts WRCOG in a slightly more competitive market position. Further analysis indicates that, on average, classifications are 9.8% below the market median for base salaries, while that figure changes to 8.7% below the market median for total compensation, which is a 1.1% difference (i.e., WRCOG “gains” a 1.1% competitive advantage when taking benefits into consideration).



Benefits

The market benefits data reveals the major contributing factor that gives WRCOG a competitive advantage (as compared to base salaries only) is the employer contribution toward health insurances. It should be noted that the competitive advantage WRCOG gains due to the employer contribution to health insurances, is offset by other benefits, such as deferred compensation and technology allowance, where WRCOG is not as competitive.

Health Insurances: Market data indicates that the market average monthly employer contribution toward health insurance premiums (excluding WRCOG) is \$1,742. WRCOG's current contribution of \$1,897 is 8.9% above the market average.

Deferred Compensation: WRCOG does not provide a direct or matching contribution to deferred compensation. In looking at the market, eight of the comparator agencies provide a direct or matching contribution:

- City of Murrieta: The City makes a matching contribution up to a specific dollar amount by employee group:
 - Confidential = \$1,600 per year (to 457 plan)
 - Department Heads = \$3,000 per year (401(a) plan)
 - Management = \$2,600 per year (to 457 plan)
 - Murrieta General Employees Association = \$1,200 per year (457 plan)
 - Murrieta Supervisors Association = \$1,800 per year (457 plan)
- City of Orange: The City contributes 3% to a 401(a) for Senior Management and Executive.
- City of Riverside: For Confidential, Executive, Para-professional, Professional, Senior Management, and Supervisory employee groups, the City makes a contribution of \$75 per month (requiring an employee contribution of \$25 per month).
- County of Riverside: The County contributes \$50 biweekly direct contribution to a 401(a) for Management and Executive Management.
- Riverside CTC: Agency contributes 7.5% of salary to a 401(a); and employees are fully vested after 5 years of service.
- San Bernardino CTA: For senior management and administrative/professional employees, the agency contributes \$3 to match each \$1 contribution made by employees up to a maximum combined total of 10% of the employee's salary. For support employees, the agency contributes \$1 to match each \$1 contribution made by employees up to a maximum combined total of 10% of the employee's salary.
- San Diego Association of Governments: Executive-level classifications receive 2.5% percent of their salary annually to be used toward one or more of the following: health and/or voluntary insurance premiums, additional vacation or paid time off, or contributions to their deferred compensation or flexible spending accounts.



- Southern California Association of Governments: The agency will match up 50% of the employee contribution to 457 plan up to \$3,500 per year.

Technology Allowance: WRCOG does not provide a technology allowance. Seven of the comparator agencies provide an allowance with a market average contribution of \$62 per month.

RECOMMENDATIONS

Pay Philosophy

WRCOG has many options regarding the compensation plan to implement. This decision will be based on what WRCOG’s pay philosophy is, at which level WRCOG desires to pay its employees compared to the market, whether they are going to consider additional alternative compensation and/or benefits options, and how great the competition is with other agencies over recruitment of a highly qualified workforce.

Proposed Salary Structure

Currently, each classification is assigned to a salary range with an established minimum and maximum. The differential between the minimum and maximum varies by classification, ranging from 89% to 114%.

K&A recommends WRCOG implement the proposed salary structure consisting of 40 ranges set 5% apart; with each range having a minimum and maximum set 35% apart. Appendix II contains the proposed salary structure.

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

Proposed Salary Range Placements

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

1. Multiplied WRCOG’s current top monthly salary by the percentage difference between WRCOG’s top monthly salary and the top monthly market median to calculate the Market Placement Salary for each benchmark classification.
2. The benchmark classification was then placed in the proposed salary range with a Maximum Salary closest to the Market Placement Salary.



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

Internal Salary Relationships

For the purposes of this study, K&A utilized market data to develop the salary recommendations for all of the benchmarked classifications and used internal alignment principles to make the salary recommendations for four classifications that were not benchmarked. For these classifications, internal alignments with other classifications were considered, either in the same class series or classifications that have similar scope of work, level of responsibility, minimum qualifications, and other whole position factors. Internal equity within a class series is important, as well as equity across the organization based on needs of the organization. Where it is difficult to ascertain internal relationships due to unique qualifications and responsibilities, reliance can be placed on past internal relationships. It is important for WRCOG management to carefully review these internal relationships and determine if they are still appropriate given the current market data.

The following are standard human resources practices that are commonly applied when making salary recommendations based upon internal relationships:

- Certain internal percentages are often applied. Those that are the most common are:
 - The differential between a trainee and experienced (or journey) class in a series (I/II or Trainee/Experienced) is generally 10% to 15%;
 - A lead or advanced journey-level (III or Senior-level) class is generally placed 10% to 15% above the journey-level.
 - A full supervisory class is normally placed at least 10% to 25% above the highest level supervised, depending upon the breadth and scope of supervision.
- When a market or internal equity adjustment is granted to one class in a series, the other classes in the series are also adjusted accordingly to maintain internal equity.

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

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



Options for Implementation

While WRCOG may be interested in bringing all salaries to the market median, in some cases this goal may not be reached with a single adjustment. In this case, one option is to move employees into the salary range that is recommended for their classification based on this market study and to the step within the new range that is closest to their current compensation. If employees' current salaries are significantly below market so that their current compensation falls below the bottom of the newly recommended range, then larger adjustments would be needed to move those employees at least to the bottom of the new salary range.

Another option is to use a phased implementation approach. Normally, if the compensation implementation program must be carried over months or years, the classes that are farthest from the market median should receive the greatest equity increase (separate from any cost-of-living increase). If a class falls within 5% of the market median, it would be logical to make no equity adjustment in the first round of changes. However, if a class is more than 5% (or in some cases, more than 30%) below the market median, a higher percentage change may be initially warranted to reduce the disparity.

USING THE MARKET DATA AS A TOOL

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

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

Respectfully submitted by,
Koff & Associates

Georg Krammer
Managing Director



Appendix I

Results Summary

Western Riverside Council of Governments
Results Summary
September 2022

Classification	# of Matches	Entry Monthly Salary Data					Top Monthly Salary Data					Total Monthly Compensation Data							
		WRCOG	Market Average	% WRCOG above or below	Market Median	% WRCOG above or below	WRCOG	Market Average	% WRCOG above or below	Market Median	% WRCOG above or below	WRCOG	Market Average	% WRCOG above or below	Market Median	% WRCOG above or below			
Analyst II - Accountant	12	\$ 3,514	\$ 5,587	-59.0%	\$ 5,648	-60.7%	\$ 7,523	\$ 7,631	-1.4%	\$ 7,409	1.5%	\$ 10,147	\$ 10,547	-3.9%	\$ 10,027	1.2%			
Analyst II - Energy and Environment	6	\$ 3,514	\$ 6,293	-79.1%	\$ 6,627	-88.6%	\$ 7,523	\$ 8,565	-13.9%	\$ 8,829	-17.4%	\$ 10,147	\$ 11,512	-13.4%	\$ 11,743	-15.7%			
Analyst II - Public Information	8	\$ 3,514	\$ 6,895	-96.3%	\$ 6,553	-86.5%	\$ 7,523	\$ 9,325	-24.0%	\$ 8,802	-17.0%	\$ 10,147	\$ 12,443	-22.6%	\$ 11,681	-15.1%			
Analyst II - Transportation and Planning	10	\$ 3,514	\$ 6,345	-80.6%	\$ 6,627	-88.6%	\$ 7,523	\$ 8,883	-18.1%	\$ 9,086	-20.8%	\$ 10,147	\$ 11,955	-17.8%	\$ 11,984	-18.1%			
Deputy Executive Director	5	\$ 9,143	\$ 15,773	-72.5%	\$ 16,350	-78.8%	\$ 17,242	\$ 21,899	-27.0%	\$ 22,057	-27.9%	\$ 21,700	\$ 27,306	-25.8%	\$ 26,291	-21.2%			
Director - Administrative Services	8	\$ 8,957	\$ 10,532	-17.6%	\$ 10,750	-20.0%	\$ 16,889	\$ 14,772	12.5%	\$ 14,735	12.8%	\$ 21,289	\$ 19,152	10.0%	\$ 18,425	13.5%			
Director - Energy and Environment	4	\$ 8,957	\$ 11,952	-33.4%	\$ 12,228	-36.5%	\$ 16,889	\$ 15,665	7.3%	\$ 15,553	7.9%	\$ 21,289	\$ 19,918	6.4%	\$ 20,099	5.6%			
Director - Finance	10	\$ 8,957	\$ 11,721	-30.9%	\$ 11,373	-27.0%	\$ 16,889	\$ 16,370	3.1%	\$ 15,775	6.6%	\$ 21,289	\$ 20,836	2.1%	\$ 20,602	3.2%			
Director - Riverside County Habitat Conservation Agency	5	\$ 8,957	\$ 11,807	-31.8%	\$ 11,348	-26.7%	\$ 16,889	\$ 16,434	2.7%	\$ 15,357	9.1%	\$ 21,289	\$ 21,004	1.3%	\$ 19,463	8.6%			
Director - Transportation and Planning	7	\$ 8,957	\$ 12,787	-42.8%	\$ 12,641	-41.1%	\$ 16,889	\$ 17,942	-6.2%	\$ 17,203	-1.9%	\$ 21,289	\$ 22,639	-6.3%	\$ 21,959	-3.1%			
Open Space Habitat Technician	4	\$ 2,591	\$ 4,032	-55.6%	\$ 4,011	-54.8%	\$ 4,886	\$ 5,124	-4.9%	\$ 5,008	-2.5%	\$ 7,148	\$ 7,357	-2.9%	\$ 7,469	-4.5%			
Program Manager - Accounting	12	\$ 5,455	\$ 8,707	-59.6%	\$ 9,164	-68.0%	\$ 10,286	\$ 12,098	-17.6%	\$ 12,299	-19.6%	\$ 13,586	\$ 15,919	-17.2%	\$ 15,689	-15.5%			
Program Manager - Administrative Services	6	\$ 5,455	\$ 7,378	-35.2%	\$ 7,629	-39.9%	\$ 10,286	\$ 11,099	-7.9%	\$ 11,095	-7.9%	\$ 13,586	\$ 14,601	-7.5%	\$ 14,785	-8.8%			
Program Manager - Energy and Environment	6	\$ 5,455	\$ 8,498	-55.8%	\$ 8,220	-50.7%	\$ 10,286	\$ 11,613	-12.9%	\$ 11,893	-15.6%	\$ 13,586	\$ 15,082	-11.0%	\$ 15,577	-14.7%			
Program Manager - Natural Resources	5	\$ 5,455	\$ 8,604	-57.7%	\$ 7,865	-44.2%	\$ 10,286	\$ 11,934	-16.0%	\$ 12,190	-18.5%	\$ 13,586	\$ 15,650	-15.2%	\$ 15,854	-16.7%			
Program Manager - Transportation and Planning	11	\$ 5,455	\$ 9,341	-71.2%	\$ 9,216	-69.0%	\$ 10,286	\$ 13,126	-27.6%	\$ 13,016	-26.5%	\$ 13,586	\$ 17,182	-26.5%	\$ 16,570	-22.0%			
Program Specialist II	11	\$ 2,591	\$ 4,534	-75.0%	\$ 4,405	-70.0%	\$ 4,886	\$ 6,162	-26.1%	\$ 6,337	-29.7%	\$ 7,148	\$ 8,765	-22.6%	\$ 8,922	-24.8%			
			AVERAGE:	-56.1%		AVERAGE:	-55.9%		AVERAGE:	-10.5%		AVERAGE:	-9.8%		AVERAGE:	-10.2%		AVERAGE:	-8.7%

ISD = Insufficient number of matches to calculate market average and median.



Appendix II

Market Data
Top Monthly Salary, Benefits Detail, & Total Monthly
Compensation

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022**

Analyst II - Accountant								
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Accountant	\$ 7,064	\$ 8,300	\$ 9,536	7/14/2022	7/1/2023	unknown
2	City of Temecula	Accountant II	\$ 6,497	\$ 7,837	\$ 9,178	7/1/2022	7/1/2023	unknown
3	San Diego Association of Governments	Associate Accountant	\$ 5,589	\$ 7,126	\$ 8,663	6/20/2022	7/1/2023	unknown
4	Ventura County Transportation Commission	Senior Accountant/Analyst	\$ 4,176	\$ 6,006	\$ 7,836	7/1/2022	unknown	unknown
5	Western Riverside Council of Governments	Analyst II - Accountant	\$ 3,514	\$ 5,518	\$ 7,523	7/1/2022		
6	San Bernardino County Transportation Authority	Accountant	\$ 5,004	\$ 6,255	\$ 7,506	7/1/2022	7/1/2023	unknown
7	Southern California Association of Governments	Accountant II	\$ 5,706	\$ 6,562	\$ 7,419	7/1/2021	unknown	unknown
8	San Gabriel Valley Council of Governments	Accountant	\$ 5,516	\$ 6,457	\$ 7,399	7/1/2022	7/1/2023	unknown
9	City of Orange	Accountant	\$ 5,709	\$ 6,515	\$ 7,321	1/2/2022	1/1/2023	3.00%
10	City of Murrieta	Accountant	\$ 6,013	\$ 6,660	\$ 7,308	8/14/2022	unknown	unknown
11	City of Riverside	Accountant II	\$ 5,916	\$ 6,552	\$ 7,187	7/1/2022	7/1/2023	3.00%
12	County of Riverside	Accountant II	\$ 5,023	\$ 5,609	\$ 6,195	5/5/2022	5/4/2023	2.50%
13	Coachella Valley Association of Governments	Accountant	\$ 4,837	\$ 5,432	\$ 6,027	7/1/2022	unknown	unknown

Summary Results			
	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary
Average of Comparators	\$ 5,587	\$ 6,609	\$ 7,631
% Western Riverside Council of Governments Above/Below	-59.0%	-19.8%	-1.4%
Median of Comparators	\$ 5,648	\$ 6,533	\$ 7,409
% Western Riverside Council of Governments Above/Below	-60.7%	-18.4%	1.5%
Number of Matches	12	12	12

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

Western Riverside Council of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency	Western Riverside Council of Governments	City of Murrieta	City of Orange	City of Riverside	City of Temecula	Coachella Valley Association of Governments	County of Riverside	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	
Benchmark/ Comparator Agency Match	Analyst II - Accountant	Accountant	Accountant	Accountant II	Accountant II	Accountant	Accountant II	Accountant	Accountant	Associate Accountant	Accountant	Accountant II	Senior Accountant/Analyst	
Top Step	\$ 7,523	\$ 7,308	\$ 7,321	\$ 7,187	\$ 9,178	\$ 6,027	\$ 6,195	\$ 9,536	\$ 7,506	\$ 8,663	\$ 7,399	\$ 7,419	\$ 7,836	
Retirement	PEPRA Formula	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	
	Social Security						\$ 384							
	Deferred Compensation		\$ 217		\$ 75			\$ 715	\$ 563			\$ 292		
	Other Retirement													
Insurance	Cafeteria		\$ 1,611	\$ 1,820		\$ 1,800	\$ 2,245	\$ 1,023		\$ 1,269		\$ 1,445		
	Health	\$ 1,440			\$ 1,540				\$ 1,500		\$ 1,876		\$ 800	\$ 2,619
	Dental	\$ 121	\$ 102		\$ 45		\$ 104		\$ 199		\$ 168		\$ 183	\$ 144
	Vision	\$ 28	\$ 40				\$ 20		\$ 31	\$ 13	\$ 19		\$ 47	\$ 52
	Other Insurances	\$ 226												
Leaves	Vacation ¹	\$ 434	\$ 675	\$ 422	\$ 498	\$ 958	\$ 348	\$ 357	\$ 550	\$ 433	\$ 766	\$ 569	\$ 428	\$ 483
	Holidays	\$ 376	\$ 395	\$ 333	\$ 332	\$ 424	\$ 313	\$ 286	\$ 440	\$ 375	\$ 433	\$ 342	\$ 414	\$ 362
	Admin Leave		\$ 281		\$ 111	\$ 177	\$ 232							
	Technology Allowance		\$ 40		\$ 95					\$ 45		\$ 40	\$ 75	
	Auto Allowance													
Benefit Package Total		\$ 2,624	\$ 3,361	\$ 2,575	\$ 2,695	\$ 3,358	\$ 3,262	\$ 2,050	\$ 3,435	\$ 2,653	\$ 3,308	\$ 2,356	\$ 2,204	\$ 3,734

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
 City of Murrieta
 City of Temecula
 County of Riverside (management and executive management only)
 San Diego Association of Governments

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022**

Analyst II - Accountant						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Accountant	\$ 12,971	7/14/2022	7/1/2023	unknown
2	City of Temecula	Accountant II	\$ 12,536	7/1/2022	7/1/2023	unknown
3	San Diego Association of Governments	Associate Accountant	\$ 11,971	6/20/2022	7/1/2023	unknown
4	Ventura County Transportation Commission	Senior Accountant/Analyst	\$ 11,570	7/1/2022	unknown	unknown
5	City of Murrieta	Accountant	\$ 10,669	8/14/2022	unknown	unknown
6	San Bernardino County Transportation Authority	Accountant	\$ 10,159	7/1/2022	7/1/2023	unknown
7	Western Riverside Council of Governments	Analyst II - Accountant	\$ 10,147	7/1/2022		
8	City of Orange	Accountant	\$ 9,896	1/2/2022	1/1/2023	3.00%
9	City of Riverside	Accountant II	\$ 9,882	7/1/2022	7/1/2023	3.00%
10	San Gabriel Valley Council of Governments	Accountant	\$ 9,755	7/1/2022	7/1/2023	unknown
11	Southern California Association of Governments	Accountant II	\$ 9,622	7/1/2021	unknown	unknown
12	Coachella Valley Association of Governments	Accountant	\$ 9,288	7/1/2022	unknown	unknown
13	County of Riverside	Accountant II	\$ 8,245	5/5/2022	5/4/2023	2.50%

Summary Results		Total Monthly Comp
Average of Comparators		\$ 10,547
% Western Riverside Council of Governments Above/Below		-3.9%
Median of Comparators		\$ 10,027
% Western Riverside Council of Governments Above/Below		1.2%
Number of Matches		12

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022**

Analyst II - Energy and Environment								
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Temecula	Senior Management Analyst	\$ 6,996	\$ 8,440	\$ 9,883	7/1/2022	7/1/2023	unknown
2	San Gabriel Valley Council of Governments	Senior Management Analyst	\$ 6,860	\$ 8,128	\$ 9,395	7/1/2022	7/1/2023	unknown
3	Southern California Association of Governments	Associate Regional Planner	\$ 6,919	\$ 7,957	\$ 8,994	7/1/2021	unknown	unknown
4	San Diego Association of Governments	Associate Regional Planner	\$ 5,589	\$ 7,126	\$ 8,663	6/20/2022	7/1/2023	unknown
5	Coachella Valley Association of Governments	Management Analyst II - Energy and Sustainability	\$ 6,395	\$ 7,181	\$ 7,967	7/1/2022	unknown	unknown
6	Western Riverside Council of Governments	Analyst II - Energy and Environment	\$ 3,514	\$ 5,518	\$ 7,523	7/1/2022		
7	County of Riverside	Recycling Specialist II - WRMD	\$ 5,002	\$ 5,744	\$ 6,485	5/5/2022	5/4/2023	2.50%
8	City of Murrieta	N/C						
9	City of Orange	N/C						
10	City of Riverside	N/C						
11	Riverside County Transportation Commission	N/C						
12	San Bernardino County Transportation Authority	N/C						
13	Ventura County Transportation Commission	N/C						

Summary Results			
	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary
Average of Comparators	\$ 6,293	\$ 7,429	\$ 8,565
% Western Riverside Council of Governments Above/Below	-79.1%	-34.6%	-13.9%
Median of Comparators	\$ 6,627	\$ 7,569	\$ 8,829
% Western Riverside Council of Governments Above/Below	-88.6%	-37.2%	-17.4%
Number of Matches	6	6	6

N/C - Non Comparator
 ISD - Insufficient data collected to calculate market average and median

Western Riverside Council of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency	Western Riverside Council of Governments	City of Murrieta	City of Orange	City of Riverside	City of Temecula	Coachella Valley Association of Governments	County of Riverside	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	
Benchmark/ Comparator Agency Match	Analyst II - Energy and Environment	N/C	N/C	N/C	Senior Management Analyst	Management Analyst II - Energy and Sustainability	Recycling Specialist II - WRMD	N/C	N/C	Associate Regional Planner	Senior Management Analyst	Associate Regional Planner	N/C	
Top Step	\$ 7,523				\$ 9,883	\$ 7,967	\$ 6,485			\$ 8,663	\$ 9,395	\$ 8,994		
Retirement	PEPRA Formula	2%@62			2%@62	2%@62	2%@62			2%@62	2%@62	2%@62		
	Social Security						\$ 402							
	Deferred Compensation											\$ 292		
	Other Retirement													
Insurance	Cafeteria				\$ 1,800	\$ 2,245	\$ 1,023				\$ 1,445			
	Health	\$ 1,440								\$ 1,876		\$ 800		
	Dental	\$ 121				\$ 104				\$ 168		\$ 183		
	Vision	\$ 28				\$ 20				\$ 19		\$ 47		
	Other Insurances	\$ 226												
Leaves	Vacation ¹	\$ 434			\$ 1,107	\$ 460	\$ 374			\$ 766	\$ 723	\$ 519		
	Holidays	\$ 376			\$ 456	\$ 414	\$ 299			\$ 433	\$ 434	\$ 502		
	Admin Leave				\$ 380	\$ 306								
	Technology Allowance									\$ 45		\$ 40		
	Auto Allowance													
Benefit Package Total		\$ 2,624	\$ 0	\$ 0	\$ 0	\$ 3,743	\$ 3,549	\$ 2,099	\$ 0	\$ 0	\$ 3,308	\$ 2,601	\$ 2,382	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
 City of Murrieta
 City of Temecula
 County of Riverside (management and executive management only)
 San Diego Association of Governments

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022**

Analyst II - Energy and Environment						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Temecula	Senior Management Analyst	\$ 13,627	7/1/2022	7/1/2023	unknown
2	San Gabriel Valley Council of Governments	Senior Management Analyst	\$ 11,996	7/1/2022	7/1/2023	unknown
3	San Diego Association of Governments	Associate Regional Planner	\$ 11,971	6/20/2022	7/1/2023	unknown
4	Coachella Valley Association of Governments	Management Analyst II - Energy and Sustainability	\$ 11,516	7/1/2022	unknown	unknown
5	Southern California Association of Governments	Associate Regional Planner	\$ 11,377	7/1/2021	unknown	unknown
6	Western Riverside Council of Governments	Analyst II - Energy and Environment	\$ 10,147	7/1/2022		
7	County of Riverside	Recycling Specialist II - WRMD	\$ 8,584	5/5/2022	5/4/2023	2.50%
8	City of Murrieta	N/C				
9	City of Orange	N/C				
10	City of Riverside	N/C				
11	Riverside County Transportation Commission	N/C				
12	San Bernardino County Transportation Authority	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 11,512
% Western Riverside Council of Governments Above/Below		-13.4%
Median of Comparators		\$ 11,743
% Western Riverside Council of Governments Above/Below		-15.7%
Number of Matches		6

N/C - Non Comparator
 ISD - Insufficient data collected to calculate market average and median

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022**

Analyst II - Public Information								
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	[Senior Management Analyst - External Affairs / Legislative Affairs]	\$ 8,606	\$ 10,113	\$ 11,619	7/14/2022	7/1/2023	unknown
2	City of Murrieta	Public Information Officer	\$ 9,243	\$ 10,239	\$ 11,235	8/14/2022	unknown	unknown
3	San Gabriel Valley Council of Governments	Senior Management Analyst	\$ 6,860	\$ 8,128	\$ 9,395	7/1/2022	7/1/2023	unknown
4	Southern California Association of Governments	Public Affairs Specialist II	\$ 6,876	\$ 7,908	\$ 8,941	7/1/2021	unknown	unknown
5	San Diego Association of Governments ¹	[Associate Public Communications Officer / Associate Government Relations Analyst]	\$ 5,589	\$ 7,126	\$ 8,663	6/20/2022	7/1/2023	unknown
6	County of Riverside	Senior Public Information Specialist	\$ 6,228	\$ 7,347	\$ 8,466	5/5/2022	5/4/2023	2.50%
7	San Bernardino County Transportation Authority	Management Analyst II	\$ 5,517	\$ 6,896	\$ 8,275	7/1/2022	7/1/2023	unknown
8	City of Orange	Administrative Analyst II	\$ 6,245	\$ 7,127	\$ 8,008	7/3/2022	unknown	unknown
9	Western Riverside Council of Governments	Analyst II - Public Information	\$ 3,514	\$ 5,518	\$ 7,523	7/1/2022		
10	City of Riverside	N/C						
11	City of Temecula	N/C						
12	Coachella Valley Association of Governments	N/C						
13	Ventura County Transportation Commission	N/C						

Summary Results			
	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary
Average of Comparators	\$ 6,895	\$ 8,110	\$ 9,325
% Western Riverside Council of Governments Above/Below	-96.3%	-47.0%	-24.0%
Median of Comparators	\$ 6,553	\$ 7,628	\$ 8,802
% Western Riverside Council of Governments Above/Below	-86.5%	-38.2%	-17.0%
Number of Matches	8	8	8

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

Western Riverside Council of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency	Western Riverside Council of Governments	City of Murrieta	City of Orange	City of Riverside	City of Temecula	Coachella Valley Association of Governments	County of Riverside	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	
Benchmark/ Comparator Agency Match	Public Information Officer	Public Information Officer	Administrative Analyst II	N/C	N/C	N/C	Senior Public Information Specialist	[Sr Mgmt Analyst - External Affairs / Legislative Affairs]	Management Analyst II	[Assoc Public Comm Officer / Assoc Govt Rel Analyst]	Senior Management Analyst	Public Affairs Specialist II	N/C	
Top Step	\$ 7,523	\$ 11,235	\$ 8,008				\$ 8,466	\$ 11,619	\$ 8,275	\$ 8,663	\$ 9,395	\$ 8,941		
Retirement	PEPRA Formula	2%@62	2%@62	2%@62			2%@62	2%@62	2%@62	2%@62	2%@62	2%@62		
	Social Security						\$ 525							
	Deferred Compensation		\$ 217	\$ 240				\$ 871	\$ 621			\$ 292		
	Other Retirement													
Insurance	Cafeteria		\$ 1,611	\$ 1,880			\$ 1,023		\$ 1,269		\$ 1,445			
	Health	\$ 1,440						\$ 1,500		\$ 1,876		\$ 800		
	Dental	\$ 121	\$ 102					\$ 199		\$ 168		\$ 183		
	Vision	\$ 28	\$ 40					\$ 31	\$ 13	\$ 19		\$ 47		
	Other Insurances	\$ 226												
Leaves	Vacation ¹	\$ 434	\$ 1,037	\$ 554			\$ 488	\$ 670	\$ 477	\$ 766	\$ 723	\$ 516		
	Holidays	\$ 376	\$ 608	\$ 416			\$ 391	\$ 536	\$ 414	\$ 433	\$ 434	\$ 499		
	Admin Leave		\$ 432	\$ 243					\$ 159					
	Technology Allowance		\$ 40	\$ 50						\$ 45		\$ 40		
	Auto Allowance													
Benefit Package Total		\$ 2,624	\$ 4,086	\$ 3,383	\$ 0	\$ 0	\$ 0	\$ 2,427	\$ 3,808	\$ 2,953	\$ 3,308	\$ 2,601	\$ 2,376	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
 City of Murrieta
 City of Temecula
 County of Riverside (management and executive management only)
 San Diego Association of Governments

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022**

Analyst II - Public Information						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	[Senior Management Analyst - External Affairs / Legislative Affairs]	\$ 15,427	7/14/2022	7/1/2023	unknown
2	City of Murrieta	Public Information Officer	\$ 15,321	8/14/2022	unknown	unknown
3	San Gabriel Valley Council of Governments	Senior Management Analyst	\$ 11,996	7/1/2022	7/1/2023	unknown
4	San Diego Association of Governments ¹	[Associate Public Communications Officer / Associate Government Relations Analyst]	\$ 11,971	6/20/2022	7/1/2023	unknown
5	City of Orange	Administrative Analyst II	\$ 11,391	7/3/2022	unknown	unknown
6	Southern California Association of Governments	Public Affairs Specialist II	\$ 11,317	7/1/2021	unknown	unknown
7	San Bernardino County Transportation Authority	Management Analyst II	\$ 11,228	7/1/2022	7/1/2023	unknown
8	County of Riverside	Senior Public Information Specialist	\$ 10,893	5/5/2022	5/4/2023	2.50%
9	Western Riverside Council of Governments	Analyst II - Public Information	\$ 10,147	7/1/2022		
10	City of Riverside	N/C				
11	City of Temecula	N/C				
12	Coachella Valley Association of Governments	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results	Total Monthly Comp
Average of Comparators	\$ 12,443
% Western Riverside Council of Governments Above/Below	-22.6%
Median of Comparators	\$ 11,681
% Western Riverside Council of Governments Above/Below	-15.1%
Number of Matches	8

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022**

Analyst II - Transportation and Planning								
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission ¹	[Management Analyst - Programming / Right of Way / Multimodal Services]	\$ 7,064	\$ 8,300	\$ 9,536	7/14/2022	7/1/2023	unknown
2	County of Riverside	Associate Transportation Planner	\$ 6,356	\$ 7,929	\$ 9,501	5/5/2022	5/4/2023	2.50%
3	City of Orange	Transportation Analyst	\$ 7,399	\$ 8,444	\$ 9,488	1/2/2022	1/1/2023	3.00%
4	San Gabriel Valley Council of Governments	Senior Management Analyst	\$ 6,860	\$ 8,128	\$ 9,395	7/1/2022	7/1/2023	unknown
5	City of Temecula	Associate Planner II	\$ 7,171	\$ 8,174	\$ 9,178	7/1/2022	7/1/2023	unknown
6	Southern California Association of Governments	Associate Regional Planner	\$ 6,919	\$ 7,957	\$ 8,994	7/1/2021	unknown	unknown
7	San Diego Association of Governments	Associate Regional Planner	\$ 5,589	\$ 7,126	\$ 8,663	6/20/2022	7/1/2023	unknown
8	San Bernardino County Transportation Authority	Management Analyst II	\$ 5,517	\$ 6,896	\$ 8,275	7/1/2022	7/1/2023	unknown
9	Coachella Valley Association of Governments	Management Analyst II - Transportation	\$ 6,395	\$ 7,181	\$ 7,967	7/1/2022	unknown	unknown
10	Ventura County Transportation Commission	Program Analyst	\$ 4,176	\$ 6,006	\$ 7,836	7/1/2022	unknown	unknown
11	Western Riverside Council of Governments	Analyst II - Transportation and Planning	\$ 3,514	\$ 5,518	\$ 7,523	7/1/2022		
12	City of Murrieta	N/C						
13	City of Riverside	N/C						

Summary Results			
	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary
Average of Comparators	\$ 6,345	\$ 7,614	\$ 8,883
% Western Riverside Council of Governments Above/Below	-80.6%	-38.0%	-18.1%
Median of Comparators	\$ 6,627	\$ 7,943	\$ 9,086
% Western Riverside Council of Governments Above/Below	-88.6%	-43.9%	-20.8%
Number of Matches	10	10	10

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

Western Riverside Council of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency	Western Riverside Council of Governments	City of Murrieta	City of Orange	City of Riverside	City of Temecula	Coachella Valley Association of Governments	County of Riverside	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	
Benchmark/ Comparator Agency Match	Analyst II - Transportation and Planning	N/C	Transportation Analyst	N/C	Associate Planner II	Management Analyst II - Transportation	Associate Transportation Planner	[Mgmt Analyst - Program / ROW / Multimodal Services]	Management Analyst II	Associate Regional Planner	Senior Management Analyst	Associate Regional Planner	Program Analyst	
Top Step	\$ 7,523		\$ 9,488		\$ 9,178	\$ 7,967	\$ 9,501	\$ 9,536	\$ 8,275	\$ 8,663	\$ 9,395	\$ 8,994	\$ 7,836	
Retirement	PEPRA Formula	2%@62	2%@62		2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	
	Social Security						\$ 589							
	Deferred Compensation							\$ 715	\$ 621			\$ 292		
	Other Retirement													
Insurance	Cafeteria		\$ 1,820		\$ 1,800	\$ 2,245	\$ 1,023		\$ 1,269		\$ 1,445			
	Health	\$ 1,440						\$ 1,500		\$ 1,876		\$ 800	\$ 2,619	
	Dental	\$ 121				\$ 104		\$ 199		\$ 168		\$ 183	\$ 144	
	Vision	\$ 28				\$ 20		\$ 31	\$ 13	\$ 19		\$ 47	\$ 52	
	Other Insurances	\$ 226												
Leaves	Vacation ¹	\$ 434	\$ 547		\$ 958	\$ 460	\$ 548	\$ 550	\$ 477	\$ 766	\$ 723	\$ 519	\$ 483	
	Holidays	\$ 376	\$ 431		\$ 424	\$ 414	\$ 439	\$ 440	\$ 414	\$ 433	\$ 434	\$ 502	\$ 362	
	Admin Leave				\$ 177	\$ 306			\$ 159					
	Technology Allowance								\$ 45			\$ 40	\$ 75	
	Auto Allowance													
Benefit Package Total		\$ 2,624	\$ 0	\$ 2,798	\$ 0	\$ 3,358	\$ 3,549	\$ 2,599	\$ 3,435	\$ 2,953	\$ 3,308	\$ 2,601	\$ 2,382	\$ 3,734

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
 City of Murrieta
 City of Temecula
 County of Riverside (management and executive management only)
 San Diego Association of Governments

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022**

Analyst II - Transportation and Planning						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission ¹	[Management Analyst - Programming / Right of Way / Multimodal Services]	\$ 12,971	7/14/2022	7/1/2023	unknown
2	City of Temecula	Associate Planner II	\$ 12,536	7/1/2022	7/1/2023	unknown
3	City of Orange	Transportation Analyst	\$ 12,286	1/2/2022	1/1/2023	3.00%
4	County of Riverside	Associate Transportation Planner	\$ 12,100	5/5/2022	5/4/2023	2.50%
5	San Gabriel Valley Council of Governments	Senior Management Analyst	\$ 11,996	7/1/2022	7/1/2023	unknown
6	San Diego Association of Governments	Associate Regional Planner	\$ 11,971	6/20/2022	7/1/2023	unknown
7	Ventura County Transportation Commission	Program Analyst	\$ 11,570	7/1/2022	unknown	unknown
8	Coachella Valley Association of Governments	Management Analyst II - Transportation	\$ 11,516	7/1/2022	unknown	unknown
9	Southern California Association of Governments	Associate Regional Planner	\$ 11,377	7/1/2021	unknown	unknown
10	San Bernardino County Transportation Authority	Management Analyst II	\$ 11,228	7/1/2022	7/1/2023	unknown
11	Western Riverside Council of Governments	Analyst II - Transportation and Planning	\$ 10,147	7/1/2022		
12	City of Murrieta	N/C				
13	City of Riverside	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 11,955
% Western Riverside Council of Governments Above/Below		-17.8%
Median of Comparators		\$ 11,984
% Western Riverside Council of Governments Above/Below		-18.1%
Number of Matches		10

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022**

Deputy Executive Director								
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Deputy Executive Director	\$ 18,966	\$ 22,285	\$ 25,604	7/14/2022	7/1/2023	unknown
2	San Diego Association of Governments ¹	[Deputy CEO, Business Operations / Deputy CEO, Planning, Programs, and Projects]	\$ 16,350	\$ 20,846	\$ 25,342	6/20/2022	7/1/2023	unknown
3	Southern California Association of Governments	Division Director	\$ 16,966	\$ 19,511	\$ 22,057	7/1/2021	unknown	unknown
4	San Bernardino County Transportation Authority	Deputy Executive Director	\$ 13,277	\$ 16,596	\$ 19,915	7/1/2022	7/1/2023	unknown
5	Western Riverside Council of Governments	Deputy Executive Director	\$ 9,143	\$ 13,192	\$ 17,242	7/1/2022		
6	Coachella Valley Association of Governments	Deputy Executive Director	\$ 13,306	\$ 14,942	\$ 16,578	7/1/2022	unknown	unknown
7	City of Murrieta	N/C						
8	City of Orange	N/C						
9	City of Riverside	N/C						
10	City of Temecula	N/C						
11	County of Riverside	N/C						
12	San Gabriel Valley Council of Governments	N/C						
13	Ventura County Transportation Commission	N/C						

Summary Results			
	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary
Average of Comparators	\$ 15,773	\$ 18,836	\$ 21,899
% Western Riverside Council of Governments Above/Below	-72.5%	-42.8%	-27.0%
Median of Comparators	\$ 16,350	\$ 19,511	\$ 22,057
% Western Riverside Council of Governments Above/Below	-78.8%	-47.9%	-27.9%
Number of Matches	5	5	5

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

Western Riverside Council of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency	Western Riverside Council of Governments	City of Murrieta	City of Orange	City of Riverside	City of Temecula	Coachella Valley Association of Governments	County of Riverside	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission
Benchmark/ Comparator Agency Match	Deputy Executive Director	N/C	N/C	N/C	N/C	Deputy Executive Director	N/C	Deputy Executive Director	Deputy Executive Director	[Deputy CEO, Business Ops /Planning, Programs, and Projects]	N/C	Division Director	N/C
Top Step	\$ 17,242					\$ 16,578		\$ 25,604	\$ 19,915	\$ 25,342		\$ 22,057	
Retirement	PEPRA Formula	2%@62				2%@62		2%@62	2%@62	2%@62		2%@62	
	Social Security												
	Deferred Compensation						\$ 1,920	\$ 1,494	\$ 634			\$ 662	
	Other Retirement												
Insurance	Cafeteria					\$ 2,245		\$ 1,269					
	Health	\$ 1,440						\$ 1,500		\$ 1,876		\$ 800	
	Dental	\$ 121				\$ 104		\$ 199		\$ 168		\$ 183	
	Vision	\$ 28				\$ 20		\$ 31	\$ 13	\$ 19		\$ 47	
	Other Insurances	\$ 517											
Leaves	Vacation ¹	\$ 995				\$ 956		\$ 1,477	\$ 1,149	\$ 2,242		\$ 1,273	
	Holidays	\$ 862				\$ 861		\$ 1,182	\$ 996	\$ 1,267		\$ 1,230	
	Admin Leave	\$ 496				\$ 638			\$ 383				
	Technology Allowance					\$ 45				\$ 110		\$ 40	
	Auto Allowance												
Benefit Package Total		\$ 4,458	\$ 0	\$ 0	\$ 0	\$ 4,869	\$ 0	\$ 6,309	\$ 5,303	\$ 6,316	\$ 0	\$ 4,234	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
 City of Murrieta
 City of Temecula
 County of Riverside (management and executive management only)
 San Diego Association of Governments

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022**

Deputy Executive Director						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Deputy Executive Director	\$ 31,913	7/14/2022	7/1/2023	unknown
2	San Diego Association of Governments ¹	[Deputy CEO, Business Operations / Deputy CEO, Planning, Programs, and Projects]	\$ 31,658	6/20/2022	7/1/2023	unknown
3	Southern California Association of Governments	Division Director	\$ 26,291	7/1/2021	unknown	unknown
4	San Bernardino County Transportation Authority	Deputy Executive Director	\$ 25,218	7/1/2022	7/1/2023	unknown
5	Western Riverside Council of Governments	Deputy Executive Director	\$ 21,700	7/1/2022		
6	Coachella Valley Association of Governments	Deputy Executive Director	\$ 21,448	7/1/2022	unknown	unknown
7	City of Murrieta	N/C				
8	City of Orange	N/C				
9	City of Riverside	N/C				
10	City of Temecula	N/C				
11	County of Riverside	N/C				
12	San Gabriel Valley Council of Governments	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 27,306
% Western Riverside Council of Governments Above/Below		-25.8%
Median of Comparators		\$ 26,291
% Western Riverside Council of Governments Above/Below		-21.2%
Number of Matches		5

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022**

Director - Administrative Services								
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	San Bernardino County Transportation Authority	Director of Management Services	\$ 11,469	\$ 14,336	\$ 17,203	7/1/2022	7/1/2023	unknown
2	City of Murrieta ¹	[Administrative Services Director / Human Resources Manager]	\$ 11,591	\$ 14,254	\$ 16,917	8/14/2022	unknown	unknown
3	Western Riverside Council of Governments	Director - Administrative Services	\$ 8,957	\$ 12,923	\$ 16,889	7/1/2022		
4	Riverside County Transportation Commission	Administrative Services Director/Clerk of the Board	\$ 12,160	\$ 14,289	\$ 16,417	7/14/2022	7/1/2023	unknown
5	Southern California Association of Governments	Department Manager	\$ 11,814	\$ 13,586	\$ 15,357	7/1/2021	unknown	unknown
6	San Diego Association of Governments	Manager of Human Resources	\$ 9,104	\$ 11,608	\$ 14,112	6/20/2022	7/1/2023	unknown
7	City of Orange ²	[City Clerk Services Director / Assistant Human Resources Director]	\$ 10,030	\$ 11,446	\$ 12,862	7/3/2022	unknown	unknown
8	City of Riverside	Deputy Human Resources Director	\$ 9,925	\$ 11,300	\$ 12,675	7/1/2022	7/1/2023	3.00%
9	County of Riverside	TLMA Administrative Services Manager	\$ 8,160	\$ 10,398	\$ 12,636	7/14/2022	7/13/2023	2.50%
10	City of Temecula	N/C						
11	Coachella Valley Association of Governments	N/C						
12	San Gabriel Valley Council of Governments	N/C						
13	Ventura County Transportation Commission	N/C						

Summary Results			
	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary
Average of Comparators	\$ 10,532	\$ 12,652	\$ 14,772
% Western Riverside Council of Governments Above/Below	-17.6%	2.1%	12.5%
Median of Comparators	\$ 10,750	\$ 12,597	\$ 14,735
% Western Riverside Council of Governments Above/Below	-20.0%	2.5%	12.8%
Number of Matches	8	8	8

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

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

Western Riverside Council of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency	Western Riverside Council of Governments	City of Murrieta	City of Orange	City of Riverside	City of Temecula	Coachella Valley Association of Governments	County of Riverside	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission
Benchmark/ Comparator Agency Match	Director - Administrative Services	[Admin Services Dir / HR Manager]	[City Clerk Services Dir / Asst HR Dir]	Deputy Human Resources Director	N/C	N/C	TMLA Administrative Services Manager	Administrative Services Director/Clerk of the Board	Director of Management Services	Manager of Human Resources	N/C	Department Manager	N/C
Top Step	\$ 16,889	\$ 16,917	\$ 12,862	\$ 12,675			\$ 12,636	\$ 16,417	\$ 17,203	\$ 14,112		\$ 15,357	
Retirement	PEPRA Formula	2%@62	2%@62	2%@62	2%@62		2%@62	2%@62	2%@62	2%@62		2%@62	
	Social Security						\$ 760						
	Deferred Compensation		\$ 217	\$ 386	\$ 75		\$ 108	\$ 1,231	\$ 1,290			\$ 461	
	Other Retirement												
Insurance	Cafeteria		\$ 1,611	\$ 2,190			\$ 1,023		\$ 1,269				
	Health	\$ 1,440			\$ 1,540			\$ 1,500		\$ 1,876		\$ 800	
	Dental	\$ 121	\$ 102		\$ 45		\$ 115	\$ 199		\$ 168		\$ 183	
	Vision	\$ 28	\$ 40				\$ 17	\$ 31	\$ 13	\$ 19		\$ 47	
	Other Insurances	\$ 507											
Leaves	Vacation ¹	\$ 974	\$ 1,887	\$ 1,014	\$ 878		\$ 1,652	\$ 947	\$ 993	\$ 1,248		\$ 886	
	Holidays	\$ 844	\$ 915	\$ 668	\$ 585		\$ 583	\$ 758	\$ 860	\$ 706		\$ 856	
	Admin Leave	\$ 486	\$ 651	\$ 495	\$ 195				\$ 331				
	Technology Allowance		\$ 40	\$ 50	\$ 95					\$ 90		\$ 40	
Auto Allowance		\$ 300											
Benefit Package Total	\$ 4,400	\$ 5,762	\$ 4,803	\$ 3,413	\$ 0	\$ 0	\$ 4,259	\$ 4,666	\$ 4,756	\$ 4,107	\$ 0	\$ 3,273	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
 City of Murrieta
 City of Temecula
 County of Riverside (management and executive management only)
 San Diego Association of Governments

Western Riverside Council of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Director - Administrative Services								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Murrieta	[Administrative Services Director / Human Resources Manager]	\$ 16,917	\$ 5,762	\$ 22,679	8/14/2022	unknown	unknown
2	San Bernardino County Transportation Authority	Director of Management Services	\$ 17,203	\$ 4,756	\$ 21,959	7/1/2022	7/1/2023	unknown
3	Western Riverside Council of Governments	Director - Administrative Services	\$ 16,889	\$ 4,400	\$ 21,289	7/1/2022		
4	Riverside County Transportation Commission	Administrative Services Director/Clerk of the Board	\$ 16,417	\$ 4,666	\$ 21,083	7/14/2022	7/1/2023	unknown
5	Southern California Association of Governments	Department Manager	\$ 15,357	\$ 3,273	\$ 18,631	7/1/2021	unknown	unknown
6	San Diego Association of Governments	Manager of Human Resources	\$ 14,112	\$ 4,107	\$ 18,219	6/20/2022	7/1/2023	unknown
7	City of Orange	[City Clerk Services Director / Assistant Human Resources Director]	\$ 12,862	\$ 4,803	\$ 17,665	7/3/2022	unknown	unknown
8	County of Riverside	TLMA Administrative Services Manager	\$ 12,636	\$ 4,259	\$ 16,895	7/14/2022	7/13/2023	2.50%
9	City of Riverside	Deputy Human Resources Director	\$ 12,675	\$ 3,413	\$ 16,088	7/1/2022	7/1/2023	3.00%
10	City of Temecula	N/C						
11	Coachella Valley Association of Governments	N/C						
12	San Gabriel Valley Council of Governments	N/C						
13	Ventura County Transportation Commission	N/C						

Summary Results		Top Monthly Salary	Total Monthly Comp
Average of Comparators		\$ 14,772	\$ 19,152
% Western Riverside Council of Governments Above/Below		12.5%	10.0%
Median of Comparators		\$ 14,735	\$ 18,425
% Western Riverside Council of Governments Above/Below		12.8%	13.5%
Number of Matches		8	8

N/C - Non Comparator
ISD - Insufficient data collected to calculate market average and median

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022**

Director - Energy and Environmental Programs								
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Western Riverside Council of Governments	Director - Energy and Environmental Programs	\$ 8,957	\$ 12,923	\$ 16,889	7/1/2022		
2	City of Riverside	Utilities Power Resources Manager	\$ 13,887	\$ 15,384	\$ 16,881	7/1/2022	7/1/2023	3.00%
3	Coachella Valley Association of Governments	Director - Energy and Sustainability	\$ 12,641	\$ 14,195	\$ 15,750	7/1/2022	unknown	unknown
4	Southern California Association of Governments	Department Manager	\$ 11,814	\$ 13,586	\$ 15,357	7/1/2021	unknown	unknown
5	San Diego Association of Governments ¹	[Director I / Regional Planning Program Manager]	\$ 9,466	\$ 12,069	\$ 14,672	6/20/2022	7/1/2023	unknown
6	City of Murrieta	N/C						
7	City of Orange	N/C						
8	City of Temecula	N/C						
9	County of Riverside	N/C						
10	Riverside County Transportation Commission	N/C						
11	San Bernardino County Transportation Authority	N/C						
12	San Gabriel Valley Council of Governments	N/C						
13	Ventura County Transportation Commission	N/C						

Summary Results			
	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary
Average of Comparators	\$ 11,952	\$ 13,808	\$ 15,665
% Western Riverside Council of Governments Above/Below	-33.4%	-6.9%	7.3%
Median of Comparators	\$ 12,228	\$ 13,891	\$ 15,553
% Western Riverside Council of Governments Above/Below	-36.5%	-7.5%	7.9%
Number of Matches	4	4	4

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

Western Riverside Council of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency	Western Riverside Council of Governments	City of Murrieta	City of Orange	City of Riverside	City of Temecula	Coachella Valley Association of Governments	County of Riverside	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	
Benchmark/ Comparator Agency Match	Director - Energy and Environment	N/C	N/C	Utilities Power Resources Manager	N/C	Director - Energy and Sustainability	N/C	N/C	N/C	[Director II / Finance Manager]	N/C	Department Manager	N/C	
Top Step	\$ 16,889			\$ 16,881		\$ 15,750				\$ 17,481		\$ 15,357		
Retirement	PEPRA Formula	2%@62		2%@62		2%@62				2%@62		2%@62		
	Social Security													
	Deferred Compensation			\$ 75						\$ 437		\$ 461		
	Other Retirement													
Insurance	Cafeteria					\$ 2,245								
	Health	\$ 1,440		\$ 1,540						\$ 1,876		\$ 800		
	Dental	\$ 121		\$ 45		\$ 104				\$ 168		\$ 183		
	Vision	\$ 28				\$ 20				\$ 19		\$ 47		
	Other Insurances	\$ 507												
Leaves	Vacation ¹	\$ 974		\$ 1,169		\$ 909				\$ 1,546		\$ 886		
	Holidays	\$ 844		\$ 779		\$ 818				\$ 874		\$ 856		
	Admin Leave	\$ 486		\$ 260		\$ 606								
	Technology Allowance			\$ 95		\$ 45				\$ 110		\$ 40		
	Auto Allowance													
Benefit Package Total		\$ 4,400	\$ 0	\$ 0	\$ 3,963	\$ 0	\$ 4,746	\$ 0	\$ 0	\$ 0	\$ 5,031	\$ 0	\$ 3,273	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
 City of Murrieta
 City of Temecula
 County of Riverside (management and executive management only)
 San Diego Association of Governments

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022**

Director - Energy and Environmental Programs								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Western Riverside Council of Governments	Director - Energy and Environmental Programs	\$ 16,889	\$ 4,400	\$ 21,289	7/1/2022		
2	City of Riverside	Utilities Power Resources Manager	\$ 16,881	\$ 3,963	\$ 20,844	7/1/2022	7/1/2023	3.00%
3	Coachella Valley Association of Governments	Director - Energy and Sustainability	\$ 15,750	\$ 4,746	\$ 20,496	7/1/2022	unknown	unknown
4	San Diego Association of Governments ¹	[Director I / Regional Planning Program Manager]	\$ 14,672	\$ 5,031	\$ 19,702	6/20/2022	7/1/2023	unknown
5	Southern California Association of Governments	Department Manager	\$ 15,357	\$ 3,273	\$ 18,631	7/1/2021	unknown	unknown
6	City of Murrieta	N/C						
7	City of Orange	N/C						
8	City of Temecula	N/C						
9	County of Riverside	N/C						
10	Riverside County Transportation Commission	N/C						
11	San Bernardino County Transportation Authority	N/C						
12	San Gabriel Valley Council of Governments	N/C						
13	Ventura County Transportation Commission	N/C						

Summary Results		Top Monthly Salary	Total Monthly Comp
Average of Comparators		\$ 15,665	\$ 19,918
% Western Riverside Council of Governments Above/Below		7.3%	6.4%
Median of Comparators		\$ 15,553	\$ 20,099
% Western Riverside Council of Governments Above/Below		7.9%	5.6%
Number of Matches		4	4

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022**

Director - Finance										
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Benefits	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Chief Financial Officer	\$ 15,566	\$ 18,291	\$ 21,015	\$ 5,488	\$ 26,503	7/14/2022	7/1/2023	unknown
2	San Gabriel Valley Council of Governments	Director of Finance	\$ 13,458	\$ 16,136	\$ 18,815	\$ 3,761	\$ 22,575	7/1/2022	7/1/2023	unknown
3	San Diego Association of Governments ¹	[Director II / Finance Manager]	\$ 11,278	\$ 14,379	\$ 17,481	\$ 5,031	\$ 22,511	6/20/2022	7/1/2023	unknown
4	San Bernardino County Transportation Authority	Chief Financial Officer	\$ 11,469	\$ 14,336	\$ 17,203	\$ 4,756	\$ 21,959	7/1/2022	7/1/2023	unknown
5	Western Riverside Council of Governments	Director - Finance	\$ 8,957	\$ 12,923	\$ 16,889	\$ 4,400	\$ 21,289	7/1/2022		
6	City of Temecula	Assistant Director of Finance	\$ 11,183	\$ 13,492	\$ 15,801	\$ 4,907	\$ 20,708	7/1/2022	7/1/2023	unknown
7	Coachella Valley Association of Governments	Director - Finance and Administration	\$ 12,641	\$ 14,195	\$ 15,750	\$ 4,746	\$ 20,496	7/1/2022	unknown	unknown
8	Southern California Association of Governments	Department Manager	\$ 11,814	\$ 13,586	\$ 15,357	\$ 3,273	\$ 18,631	7/1/2021	unknown	unknown
9	Ventura County Transportation Commission	Finance Director	\$ 9,092	\$ 12,102	\$ 15,112	\$ 4,809	\$ 19,921	7/1/2022	unknown	unknown
10	City of Riverside	Assistant Chief Financial Officer	\$ 10,680	\$ 12,493	\$ 14,306	\$ 3,626	\$ 17,932	7/1/2022	7/1/2023	3.00%
11	City of Orange	Assistant Finance Director	\$ 10,030	\$ 11,446	\$ 12,862	\$ 4,264	\$ 17,126	7/3/2022	unknown	unknown
12	City of Murrieta	N/C								
13	County of Riverside	N/C								

Summary Results				
	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Total Monthly Comp
Average of Comparators	\$ 11,721	\$ 14,046	\$ 16,370	\$ 20,836
% Western Riverside Council of Governments Above/Below	-30.9%	-8.7%	3.1%	2.1%
Median of Comparators	\$ 11,373	\$ 13,891	\$ 15,775	\$ 20,602
% Western Riverside Council of Governments Above/Below	-27.0%	-7.5%	6.6%	3.2%
Number of Matches	10	10	10	10

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

Western Riverside Council of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Western Riverside Council of Governments	City of Murrieta	City of Orange	City of Riverside	City of Temecula	Coachella Valley Association of Governments	County of Riverside	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission
Benchmark/ Comparator Agency Match		Director - Finance	N/C	Assistant Finance Director	Assistant CFO	Assistant Director of Finance	Director - Finance and Administration	N/C	Chief Financial Officer	Chief Financial Officer	[Director II / Finance Manager]	Director of Finance	Department Manager	Finance Director
	Top Step	\$ 16,889		\$ 12,862	\$ 14,306	\$ 15,801	\$ 15,750		\$ 21,015	\$ 17,203	\$ 17,481	\$ 18,815	\$ 15,357	\$ 15,112
Retirement	PEPRA Formula	2%@62		2%@62	2%@62	2%@62	2%@62		2%@62	2%@62	2%@62	2%@62	2%@62	2%@62
	Social Security													
	Deferred Compensation			\$ 386	\$ 75				\$ 1,576	\$ 1,290	\$ 437		\$ 461	
	Other Retirement													
Insurance	Cafeteria			\$ 1,880		\$ 1,800	\$ 2,245			\$ 1,269		\$ 1,445		
	Health	\$ 1,440			\$ 1,540				\$ 1,500		\$ 1,876		\$ 800	\$ 2,619
	Dental	\$ 121			\$ 45		\$ 104		\$ 199		\$ 168		\$ 183	\$ 144
	Vision	\$ 28					\$ 20		\$ 31	\$ 13	\$ 19		\$ 47	\$ 52
	Other Insurances	\$ 507												
Leaves	Vacation ¹	\$ 974		\$ 890	\$ 990	\$ 1,770	\$ 909		\$ 1,212	\$ 993	\$ 1,546	\$ 1,447	\$ 886	\$ 931
	Holidays	\$ 844		\$ 668	\$ 660	\$ 729	\$ 818		\$ 970	\$ 860	\$ 874	\$ 868	\$ 856	\$ 698
	Admin Leave	\$ 486		\$ 390	\$ 220	\$ 608	\$ 606			\$ 331				\$ 291
	Technology Allowance			\$ 50	\$ 95		\$ 45				\$ 110		\$ 40	\$ 75
	Auto Allowance													
Benefit Package Total		\$ 4,400	\$ 0	\$ 4,264	\$ 3,626	\$ 4,907	\$ 4,746	\$ 0	\$ 5,488	\$ 4,756	\$ 5,031	\$ 3,761	\$ 3,273	\$ 4,809

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
 City of Murrieta
 City of Temecula
 County of Riverside (management and executive management only)
 San Diego Association of Governments

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022**

Director - Finance						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Chief Financial Officer	\$ 26,503	7/14/2022	7/1/2023	unknown
2	San Gabriel Valley Council of Governments	Director of Finance	\$ 22,575	7/1/2022	7/1/2023	unknown
3	San Diego Association of Governments ¹	[Director II / Finance Manager]	\$ 22,511	6/20/2022	7/1/2023	unknown
4	San Bernardino County Transportation Authority	Chief Financial Officer	\$ 21,959	7/1/2022	7/1/2023	unknown
5	Western Riverside Council of Governments	Director - Finance	\$ 21,289	7/1/2022		
6	City of Temecula	Assistant Director of Finance	\$ 20,708	7/1/2022	7/1/2023	unknown
7	Coachella Valley Association of Governments	Director - Finance and Administration	\$ 20,496	7/1/2022	unknown	unknown
8	Ventura County Transportation Commission	Finance Director	\$ 19,921	7/1/2022	unknown	unknown
9	Southern California Association of Governments	Department Manager	\$ 18,631	7/1/2021	unknown	unknown
10	City of Riverside	Assistant Chief Financial Officer	\$ 17,932	7/1/2022	7/1/2023	3.00%
11	City of Orange	Assistant Finance Director	\$ 17,126	7/3/2022	unknown	unknown
12	City of Murrieta	N/C				
13	County of Riverside	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 20,836
% Western Riverside Council of Governments Above/Below		2.1%
Median of Comparators		\$ 20,602
% Western Riverside Council of Governments Above/Below		3.2%
Number of Matches		10

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022**

Director - Riverside County Habitat Conservation Agency								
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Regional Conservation Director	\$ 15,566	\$ 18,291	\$ 21,015	7/14/2022	7/1/2023	unknown
2	San Diego Association of Governments ¹	[Senior Director / Regional Planning Program Manager]	\$ 11,348	\$ 14,468	\$ 17,588	6/20/2022	7/1/2023	unknown
3	Western Riverside Council of Governments	Director - Riverside County Habitat Conservation Agency	\$ 8,957	\$ 12,923	\$ 16,889	7/1/2022		
4	Southern California Association of Governments	Department Manager	\$ 11,814	\$ 13,586	\$ 15,357	7/1/2021	unknown	unknown
5	County of Riverside	Director of Reserve Management and Monitoring, Riverside Conservation	\$ 9,562	\$ 12,190	\$ 14,818	7/14/2022	7/13/2023	2.50%
6	Coachella Valley Association of Governments	Director - Land and Habitat Conservation	\$ 10,747	\$ 12,068	\$ 13,390	7/1/2022	unknown	unknown
7	City of Murrieta	N/C						
8	City of Orange	N/C						
9	City of Riverside	N/C						
10	City of Temecula	N/C						
11	San Bernardino County Transportation Authority	N/C						
12	San Gabriel Valley Council of Governments	N/C						
13	Ventura County Transportation Commission	N/C						

Summary Results			
	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary
Average of Comparators	\$ 11,807	\$ 14,120	\$ 16,434
% Western Riverside Council of Governments Above/Below	-31.8%	-9.3%	2.7%
Median of Comparators	\$ 11,348	\$ 13,586	\$ 15,357
% Western Riverside Council of Governments Above/Below	-26.7%	-5.1%	9.1%
Number of Matches	5	5	5

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

Western Riverside Council of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency	Western Riverside Council of Governments	City of Murrieta	City of Orange	City of Riverside	City of Temecula	Coachella Valley Association of Governments	County of Riverside	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	
Benchmark/ Comparator Agency Match	Director - Riverside County Habitat Conservation Agency	N/C	N/C	N/C	N/C	Director - Land and Habitat Conservation	Dir of Reserve Mgmt & Monitoring, Riverside Conservation	Regional Conservation Director	N/C	[Senior Director / Regional Planning Program Manager]	N/C	Department Manager	N/C	
Top Step	\$ 16,889					\$ 13,390	\$ 14,818	\$ 21,015		\$ 17,588		\$ 15,357		
Retirement	PEPRA Formula	2%@62				2%@62	2%@62	2%@62		2%@62		2%@62		
	Social Security						\$ 760							
	Deferred Compensation						\$ 108	\$ 1,576		\$ 440		\$ 461		
	Other Retirement													
Insurance	Cafeteria					\$ 2,245	\$ 1,023							
	Health	\$ 1,440						\$ 1,500		\$ 1,876		\$ 800		
	Dental	\$ 121				\$ 104	\$ 115	\$ 199		\$ 168		\$ 183		
	Vision	\$ 28				\$ 20	\$ 17	\$ 31		\$ 19		\$ 47		
	Other Insurances	\$ 507												
Leaves	Vacation ¹	\$ 974				\$ 772	\$ 1,937	\$ 1,212		\$ 1,556		\$ 886		
	Holidays	\$ 844				\$ 695	\$ 684	\$ 970		\$ 879		\$ 856		
	Admin Leave	\$ 486				\$ 515								
	Technology Allowance					\$ 45				\$ 110		\$ 40		
	Auto Allowance													
Benefit Package Total		\$ 4,400	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,397	\$ 4,645	\$ 5,488	\$ 0	\$ 5,048	\$ 0	\$ 3,273	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
 City of Murrieta
 City of Temecula
 County of Riverside (management and executive management only)
 San Diego Association of Governments

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022**

Director - Riverside County Habitat Conservation Agency						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Regional Conservation Director	\$ 26,503	7/14/2022	7/1/2023	unknown
2	San Diego Association of Governments ¹	[Senior Director / Regional Planning Program Manager]	\$ 22,636	6/20/2022	7/1/2023	unknown
3	Western Riverside Council of Governments	Director - Riverside County Habitat Conservation Agency	\$ 21,289	7/1/2022		
4	County of Riverside	Director of Reserve Management and Monitoring, Riverside Conservation	\$ 19,463	7/14/2022	7/13/2023	2.50%
5	Southern California Association of Governments	Department Manager	\$ 18,631	7/1/2021	unknown	unknown
6	Coachella Valley Association of Governments	Director - Land and Habitat Conservation	\$ 17,786	7/1/2022	unknown	unknown
7	City of Murrieta	N/C				
8	City of Orange	N/C				
9	City of Riverside	N/C				
10	City of Temecula	N/C				
11	San Bernardino County Transportation Authority	N/C				
12	San Gabriel Valley Council of Governments	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 21,004
% Western Riverside Council of Governments Above/Below		1.3%
Median of Comparators		\$ 19,463
% Western Riverside Council of Governments Above/Below		8.6%
Number of Matches		5

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022**

Director - Finance								
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission ¹	[Planning and Programming Director / Project Delivery Director]	\$ 17,182	\$ 20,189	\$ 23,196	7/14/2022	7/1/2023	unknown
2	San Gabriel Valley Council of Governments ²	[Director of Capital Projects / Director of Regional Planning]	\$ 13,458	\$ 16,136	\$ 18,815	7/1/2022	7/1/2023	unknown
3	City of Riverside	Deputy Public Works Director/City Engineer	\$ 13,381	\$ 15,657	\$ 17,933	7/1/2022	7/1/2023	3.00%
4	San Bernardino County Transportation Authority ²	[Director of Planning / Director of Project Delivery / Director of Fund Administration]	\$ 11,469	\$ 14,336	\$ 17,203	7/1/2022	7/1/2023	unknown
5	Western Riverside Council of Governments	Director - Transportation and Planning	\$ 8,957	\$ 12,923	\$ 16,889	7/1/2022		
6	San Diego Association of Governments ³	[Director I / Principal Engineer]	\$ 10,552	\$ 13,454	\$ 16,356	6/20/2022	7/1/2023	unknown
7	Coachella Valley Association of Governments	Director - Transportation	\$ 12,641	\$ 14,195	\$ 15,750	7/1/2022	unknown	unknown
8	City of Murrieta	N/C						
9	City of Orange	N/C						
10	City of Temecula	N/C						
11	County of Riverside	Deputy Director of TMLA	\$ 10,824	\$ 13,582	\$ 16,339	7/14/2022	7/13/2023	2.50%
12	Southern California Association of Governments	N/C						
13	Ventura County Transportation Commission	N/C						

Summary Results			
	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary
Average of Comparators	\$ 12,787	\$ 15,364	\$ 17,942
% Western Riverside Council of Governments Above/Below	-42.8%	-18.9%	-6.2%
Median of Comparators	\$ 12,641	\$ 14,336	\$ 17,203
% Western Riverside Council of Governments Above/Below	-41.1%	-10.9%	-1.9%
Number of Matches	7	7	7

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

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

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

Western Riverside Council of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency	Western Riverside Council of Governments	City of Murrieta	City of Orange	City of Riverside	City of Temecula	Coachella Valley Association of Governments	County of Riverside	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	
Benchmark/ Comparator Agency Match	Director - Transportation and Planning	N/C	N/C	Deputy Public Works Director/City Engineer	N/C	Director - Transportation	Deputy Director TMLA	[Plan and Programming / Project Delivery Dir]	[Dir of Planning / Project Delivery / Fund Admin]	[Director / Principal Engineer]	[Director of Capital Projects / Director of Regional Planning]	N/C	N/C	
Top Step	\$ 16,889			\$ 17,933		\$ 15,750	\$ 16,339	\$ 23,196	\$ 17,203	\$ 16,356	\$ 17,817			
Retirement	PEPRA Formula	2%@62		2%@62		2%@62	2%@62	2%@62	2%@62	2%@62	2%@62			
	Social Security						\$ 760							
	Deferred Compensation			\$ 75			\$ 108	\$ 1,740	\$ 1,290	\$ 409				
	Other Retirement													
Insurance	Cafeteria					\$ 2,245	\$ 1,023		\$ 1,269		\$ 1,445			
	Health	\$ 1,440		\$ 1,540				\$ 1,500		\$ 1,876				
	Dental	\$ 121		\$ 45		\$ 104	\$ 115	\$ 199		\$ 168				
	Vision	\$ 28				\$ 20	\$ 17	\$ 31	\$ 13	\$ 19				
	Other Insurances	\$ 507												
Leaves	Vacation ¹	\$ 974		\$ 1,242		\$ 909	\$ 2,136	\$ 1,338	\$ 993	\$ 1,447	\$ 1,371			
	Holidays	\$ 844		\$ 828		\$ 818	\$ 754	\$ 1,071	\$ 860	\$ 818	\$ 822			
	Admin Leave	\$ 486		\$ 276		\$ 606			\$ 331					
	Technology Allowance			\$ 95		\$ 45				\$ 110				
	Auto Allowance													
Benefit Package Total		\$ 4,400	\$ 0	\$ 0	\$ 4,100	\$ 0	\$ 4,746	\$ 4,914	\$ 5,878	\$ 4,756	\$ 4,847	\$ 3,638	\$ 0	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
 City of Murrieta
 City of Temecula
 County of Riverside (management and executive management only)
 San Diego Association of Governments

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022**

Director - Finance						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission ¹	[Planning and Programming Director / Project Delivery Director]	\$ 29,074	7/14/2022	7/1/2023	unknown
2	San Gabriel Valley Council of Governments ²	[Director of Capital Projects / Director of Regional Planning]	\$ 22,452	7/1/2022	7/1/2023	unknown
3	City of Riverside	Deputy Public Works Director/City Engineer	\$ 22,033	7/1/2022	7/1/2023	3.00%
4	San Bernardino County Transportation Authority ²	[Director of Planning / Director of Project Delivery / Director of Fund Administration]	\$ 21,959	7/1/2022	7/1/2023	unknown
5	Western Riverside Council of Governments	Director - Transportation and Planning	\$ 21,289	7/1/2022		
6	County of Riverside	Deputy Director of TMLA	\$ 21,253	7/14/2022	7/13/2023	2.50%
7	San Diego Association of Governments ³	[Director I / Principal Engineer]	\$ 21,202	6/20/2022	7/1/2023	unknown
8	Coachella Valley Association of Governments	Director - Transportation	\$ 20,496	7/1/2022	unknown	unknown
9	City of Murrieta	N/C				
10	City of Orange	N/C				
11	City of Temecula	N/C				
12	Southern California Association of Governments	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 22,639
% Western Riverside Council of Governments Above/Below		-6.3%
Median of Comparators		\$ 21,959
% Western Riverside Council of Governments Above/Below		-3.1%
Number of Matches		7

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

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

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

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022**

Open Space Habitat Technician									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase	
1	City of Riverside	Park Maintenance Specialist	\$ 4,810	\$ 5,327	\$ 5,843	7/1/2022	7/1/2023	3.00%	
2	City of Orange	Parks Maintenance Worker II	\$ 3,966	\$ 4,526	\$ 5,086	1/2/2022	1/1/2023	3.00%	
3	City of Murrieta	Maintenance Worker II	\$ 4,056	\$ 4,493	\$ 4,930	8/14/2022	unknown	unknown	
4	Western Riverside Council of Governments	Open Space Habitat Technician	\$ 2,591	\$ 3,739	\$ 4,886	7/1/2022			
5	County of Riverside	RCHCA Open Space Habitat Technician	\$ 3,297	\$ 3,968	\$ 4,638	5/5/2022	5/4/2023	2.50%	
6	City of Temecula	N/C							
7	Coachella Valley Association of Governments	N/C							
8	Riverside County Transportation Commission	N/C							
9	San Bernardino County Transportation Authority	N/C							
10	San Diego Association of Governments	N/C							
11	San Gabriel Valley Council of Governments	N/C							
12	Southern California Association of Governments	N/C							
13	Ventura County Transportation Commission	N/C							

Summary Results			
	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary
Average of Comparators	\$ 4,032	\$ 4,578	\$ 5,124
% Western Riverside Council of Governments Above/Below	-55.6%	-22.5%	-4.9%
Median of Comparators	\$ 4,011	\$ 4,510	\$ 5,008
% Western Riverside Council of Governments Above/Below	-54.8%	-20.6%	-2.5%
Number of Matches	4	4	4

N/C - Non Comparator
 ISD - Insufficient data collected to calculate market average and median

Western Riverside Council of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Western Riverside Council of Governments	City of Murrieta	City of Orange	City of Riverside	City of Temecula	Coachella Valley Association of Governments	County of Riverside	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission
Benchmark/ Comparator Agency Match		Open Space Habitat Technician	Maintenance Worker II	Park Maintenance Worker II	Park Maintenance Specialist	N/C	N/C	RCHCA Open Space Habitat Technician	N/C	N/C	N/C	N/C	N/C	N/C
	Top Step	\$ 4,886	\$ 4,930	\$ 5,086	\$ 5,843			\$ 4,638						
Retirement	PEPRA Formula	2%@62	2%@62	2%@62	2%@62			2%@62						
	Social Security							\$ 288						
	Deferred Compensation		\$ 100											
	Other Retirement													
Insurance	Cafeteria		\$ 1,611	\$ 1,820				\$ 1,023						
	Health	\$ 1,440			\$ 1,469									
	Dental	\$ 121	\$ 102		\$ 45									
	Vision	\$ 28	\$ 40											
	Other Insurances	\$ 147												
Leaves	Vacation ¹	\$ 282	\$ 417	\$ 293	\$ 337			\$ 268						
	Holidays	\$ 244	\$ 267	\$ 231	\$ 270			\$ 214						
	Admin Leave													
	Technology Allowance		\$ 40		\$ 95									
	Auto Allowance													
Benefit Package Total		\$ 2,261	\$ 2,577	\$ 2,344	\$ 2,216	\$ 0	\$ 0	\$ 1,792	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
 City of Murrieta
 City of Temecula
 County of Riverside (management and executive management only)
 San Diego Association of Governments

Western Riverside Council of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Open Space Habitat Technician						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Riverside	Park Maintenance Specialist	\$ 8,059	7/1/2022	7/1/2023	3.00%
2	City of Murrieta	Maintenance Worker II	\$ 7,507	8/14/2022	unknown	unknown
3	City of Orange	Parks Maintenance Worker II	\$ 7,430	1/2/2022	1/1/2023	3.00%
4	Western Riverside Council of Governments	Open Space Habitat Technician	\$ 7,148	7/1/2022		
5	County of Riverside	RCHCA Open Space Habitat Technician	\$ 6,430	5/5/2022	5/4/2023	2.50%
6	City of Temecula	N/C				
7	Coachella Valley Association of Governments	N/C				
8	Riverside County Transportation Commission	N/C				
9	San Bernardino County Transportation Authority	N/C				
10	San Diego Association of Governments	N/C				
11	San Gabriel Valley Council of Governments	N/C				
12	Southern California Association of Governments	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 7,357
% Western Riverside Council of Governments Above/Below		-2.9%
Median of Comparators		\$ 7,469
% Western Riverside Council of Governments Above/Below		-4.5%
Number of Matches		4

N/C - Non Comparator
ISD - Insufficient data collected to calculate market average and median

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022**

Program Manager - Accounting								
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Financial Administration Manager	\$ 11,017	\$ 12,945	\$ 14,873	7/14/2022	7/1/2023	unknown
2	San Bernardino County Transportation Authority	Chief of Fiscal Resources	\$ 9,436	\$ 11,794	\$ 14,153	7/1/2022	7/1/2023	unknown
3	Southern California Association of Governments	Program Manager II	\$ 10,010	\$ 11,513	\$ 13,016	7/1/2021	unknown	unknown
4	City of Temecula	Fiscal Services Manager	\$ 9,178	\$ 11,073	\$ 12,969	7/1/2022	7/1/2023	unknown
5	San Gabriel Valley Council of Governments	Accounting Manager	\$ 9,151	\$ 10,844	\$ 12,537	7/1/2022	7/1/2023	unknown
6	San Diego Association of Governments ¹	[Senior Accountant / Finance Manager]	\$ 7,949	\$ 10,135	\$ 12,321	6/20/2022	7/1/2023	unknown
7	City of Murrieta	Finance Manager	\$ 9,619	\$ 10,947	\$ 12,276	8/14/2022	unknown	unknown
8	City of Riverside	Assistant Controller	\$ 9,749	\$ 10,799	\$ 11,849	7/1/2022	7/1/2023	3.00%
9	County of Riverside	Fiscal Manager	\$ 6,994	\$ 8,910	\$ 10,826	7/14/2022	7/13/2023	2.50%
10	Ventura County Transportation Commission	Program Manager - Accounting	\$ 5,844	\$ 8,277	\$ 10,709	7/1/2022	unknown	unknown
11	Western Riverside Council of Governments	Program Manager - Accounting	\$ 5,455	\$ 7,870	\$ 10,286	7/1/2022		
12	City of Orange	Accounting Manager	\$ 8,014	\$ 9,145	\$ 10,276	7/3/2022	unknown	unknown
13	Coachella Valley Association of Governments	Program Manager - Accounting	\$ 7,523	\$ 8,448	\$ 9,373	7/1/2022	unknown	unknown

Summary Results	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary
Average of Comparators	\$ 8,707	\$ 10,403	\$ 12,098
% Western Riverside Council of Governments Above/Below	-59.6%	-32.2%	-17.6%
Median of Comparators	\$ 9,164	\$ 10,821	\$ 12,299
% Western Riverside Council of Governments Above/Below	-68.0%	-37.5%	-19.6%
Number of Matches	12	12	12

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

Western Riverside Council of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency	Western Riverside Council of Governments	City of Murrieta	City of Orange	City of Riverside	City of Temecula	Coachella Valley Association of Governments	County of Riverside	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	
Benchmark/ Comparator Agency Match	Program Manager - Accounting	Finance Manager	Accounting Manager	Assistant Controller	Fiscal Services Manager	Program Manager - Accounting	Fiscal Manager	Financial Administration Manager	Chief of Fiscal Resources	[Senior Accountant / Finance Manager]	Accounting Manager	Program Manager II	Program Manager - Accounting	
Top Step	\$ 10,286	\$ 12,276	\$ 10,276	\$ 11,849	\$ 12,969	\$ 9,373	\$ 10,826	\$ 14,873	\$ 14,153	\$ 12,321	\$ 12,537	\$ 13,016	\$ 10,709	
Retirement	PEPRA Formula	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	
	Social Security						\$ 671							
	Deferred Compensation		\$ 217	\$ 308	\$ 75		\$ 108	\$ 1,115	\$ 1,061			\$ 292		
	Other Retirement													
Insurance	Cafeteria		\$ 1,611	\$ 1,880		\$ 1,800	\$ 2,245	\$ 1,023		\$ 1,269		\$ 1,445		
	Health	\$ 1,440			\$ 1,540				\$ 1,500		\$ 1,876		\$ 800	\$ 2,619
	Dental	\$ 121	\$ 102		\$ 45		\$ 104	\$ 115	\$ 199		\$ 168		\$ 183	\$ 144
	Vision	\$ 28	\$ 40				\$ 20	\$ 17	\$ 31	\$ 13	\$ 19		\$ 47	\$ 52
	Other Insurances	\$ 309												
Leaves	Vacation ¹	\$ 593	\$ 1,133	\$ 711	\$ 820	\$ 1,453	\$ 541	\$ 1,416	\$ 858	\$ 817	\$ 1,090	\$ 964	\$ 751	\$ 660
	Holidays	\$ 514	\$ 664	\$ 534	\$ 547	\$ 599	\$ 487	\$ 500	\$ 686	\$ 708	\$ 616	\$ 579	\$ 726	\$ 494
	Admin Leave	\$ 296	\$ 472	\$ 311	\$ 182	\$ 499	\$ 360			\$ 272				\$ 206
	Technology Allowance		\$ 40	\$ 50	\$ 95		\$ 45				\$ 90		\$ 40	\$ 75
Auto Allowance														
Benefit Package Total	\$ 3,300	\$ 4,279	\$ 3,795	\$ 3,305	\$ 4,350	\$ 3,802	\$ 3,850	\$ 4,390	\$ 4,140	\$ 3,859	\$ 2,988	\$ 2,839	\$ 4,250	

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
 City of Murrieta
 City of Temecula
 County of Riverside (management and executive management only)
 San Diego Association of Governments

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022**

Program Manager - Accounting						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Financial Administration Manager	\$ 19,263	7/14/2022	7/1/2023	unknown
2	San Bernardino County Transportation Authority	Chief of Fiscal Resources	\$ 18,293	7/1/2022	7/1/2023	unknown
3	City of Temecula	Fiscal Services Manager	\$ 17,319	7/1/2022	7/1/2023	unknown
4	City of Murrieta	Finance Manager	\$ 16,555	8/14/2022	unknown	unknown
5	San Diego Association of Governments ¹	[Senior Accountant / Finance Manager]	\$ 16,180	6/20/2022	7/1/2023	unknown
6	Southern California Association of Governments	Program Manager II	\$ 15,854	7/1/2021	unknown	unknown
7	San Gabriel Valley Council of Governments	Accounting Manager	\$ 15,524	7/1/2022	7/1/2023	unknown
8	City of Riverside	Assistant Controller	\$ 15,154	7/1/2022	7/1/2023	3.00%
9	Ventura County Transportation Commission	Program Manager - Accounting	\$ 14,959	7/1/2022	unknown	unknown
10	County of Riverside	Fiscal Manager	\$ 14,676	7/14/2022	7/13/2023	2.50%
11	City of Orange	Accounting Manager	\$ 14,071	7/3/2022	unknown	unknown
12	Western Riverside Council of Governments	Program Manager - Accounting	\$ 13,586	7/1/2022		
13	Coachella Valley Association of Governments	Program Manager - Accounting	\$ 13,175	7/1/2022	unknown	unknown

Summary Results		Total Monthly Comp
Average of Comparators		\$ 15,919
% Western Riverside Council of Governments Above/Below		-17.2%
Median of Comparators		\$ 15,689
% Western Riverside Council of Governments Above/Below		-15.5%
Number of Matches		12

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022**

Program Manager - Administrative Services								
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Riverside	Assistant City Clerk	\$ 7,900	\$ 10,166	\$ 12,431	7/1/2022	7/1/2023	3.00%
2	San Diego Association of Governments	Clerk of the Board	\$ 7,865	\$ 10,028	\$ 12,190	6/20/2022	7/1/2023	unknown
3	Southern California Association of Governments	Clerk of the Board	\$ 8,540	\$ 9,820	\$ 11,100	7/1/2021	unknown	unknown
4	San Bernardino County Transportation Authority	Clerk of the Board/Administrative Supervisor	\$ 7,393	\$ 9,241	\$ 11,090	7/1/2022	7/1/2023	unknown
5	Ventura County Transportation Commission	Clerk of the Commission/Executive Assistant	\$ 5,844	\$ 8,277	\$ 10,709	7/1/2022	unknown	unknown
6	Western Riverside Council of Governments	Program Manager - Administrative Services	\$ 5,455	\$ 7,870	\$ 10,286	7/1/2022		
7	Riverside County Transportation Commission	Deputy Clerk of the Board	\$ 6,723	\$ 7,900	\$ 9,076	7/14/2022	7/1/2023	unknown
8	City of Murrieta	N/C						
9	City of Orange	N/C						
10	City of Temecula	N/C						
11	Coachella Valley Association of Governments	N/C						
12	County of Riverside	N/C						
13	San Gabriel Valley Council of Governments	N/C						

Summary Results			
	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary
Average of Comparators	\$ 7,378	\$ 9,238	\$ 11,099
% Western Riverside Council of Governments Above/Below	-35.2%	-17.4%	-7.9%
Median of Comparators	\$ 7,629	\$ 9,531	\$ 11,095
% Western Riverside Council of Governments Above/Below	-39.9%	-21.1%	-7.9%
Number of Matches	6	6	6

N/C - Non Comparator
 ISD - Insufficient data collected to calculate market average and median

Western Riverside Council of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency	Western Riverside Council of Governments	City of Murrieta	City of Orange	City of Riverside	City of Temecula	Coachella Valley Association of Governments	County of Riverside	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	
Benchmark/ Comparator Agency Match	Program Manager - Administrative Services	N/C	N/C	Assistant City Clerk	N/C	N/C	N/C	Deputy Clerk of the Board	Clerk of the Board/Admin Supervisor	Clerk of the Board	N/C	Clerk of the Board	Clerk of the Commission/ Executive Assistant	
Top Step	\$ 10,286			\$ 12,431				\$ 9,076	\$ 11,090	\$ 12,190		\$ 11,100	\$ 10,709	
Retirement	PEPRA Formula	2%@62		2%@62				2%@62	2%@62	2%@62		2%@62	2%@62	
	Social Security													
	Deferred Compensation			\$ 75				\$ 681	\$ 832			\$ 333		
	Other Retirement													
Insurance	Cafeteria							\$ 1,269						
	Health	\$ 1,440		\$ 1,540				\$ 1,500		\$ 1,876		\$ 800	\$ 2,619	
	Dental	\$ 121		\$ 45				\$ 199		\$ 168		\$ 183	\$ 144	
	Vision	\$ 28						\$ 31	\$ 13	\$ 19		\$ 47	\$ 52	
	Other Insurances	\$ 309												
Leaves	Vacation ¹	\$ 593		\$ 861				\$ 524	\$ 640	\$ 1,078		\$ 640	\$ 660	
	Holidays	\$ 514		\$ 574				\$ 419	\$ 554	\$ 610		\$ 619	\$ 494	
	Admin Leave	\$ 296		\$ 191					\$ 213				\$ 206	
	Technology Allowance			\$ 95						\$ 90		\$ 40	\$ 75	
Auto Allowance														
Benefit Package Total		\$ 3,300	\$ 0	\$ 0	\$ 3,381	\$ 0	\$ 0	\$ 0	\$ 3,353	\$ 3,521	\$ 3,841	\$ 0	\$ 2,663	\$ 4,250

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
 City of Murrieta
 City of Temecula
 County of Riverside (management and executive management only)
 San Diego Association of Governments

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022**

Program Manager - Administrative Services						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	San Diego Association of Governments	Clerk of the Board	\$ 16,031	6/20/2022	7/1/2023	unknown
2	City of Riverside	Assistant City Clerk	\$ 15,812	7/1/2022	7/1/2023	3.00%
3	Ventura County Transportation Commission	Clerk of the Commission/Executive Assistant	\$ 14,959	7/1/2022	unknown	unknown
4	San Bernardino County Transportation Authority	Clerk of the Board/Administrative Supervisor	\$ 14,611	7/1/2022	7/1/2023	unknown
5	Southern California Association of Governments	Clerk of the Board	\$ 13,763	7/1/2021	unknown	unknown
6	Western Riverside Council of Governments	Program Manager - Administrative Services	\$ 13,586	7/1/2022		
7	Riverside County Transportation Commission	Deputy Clerk of the Board	\$ 12,429	7/14/2022	7/1/2023	unknown
8	City of Murrieta	N/C				
9	City of Orange	N/C				
10	City of Temecula	N/C				
11	Coachella Valley Association of Governments	N/C				
12	County of Riverside	N/C				
13	San Gabriel Valley Council of Governments	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 14,601
% Western Riverside Council of Governments Above/Below		-7.5%
Median of Comparators		\$ 14,785
% Western Riverside Council of Governments Above/Below		-8.8%
Number of Matches		6

N/C - Non Comparator
 ISD - Insufficient data collected to calculate market average and median

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022**

Program Manager - Energy and Environment								
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Southern California Association of Governments	Program Manager II	\$ 10,010	\$ 11,513	\$ 13,016	7/1/2021	unknown	unknown
2	San Gabriel Valley Council of Governments	Sustainability Manager	\$ 9,151	\$ 10,844	\$ 12,537	7/1/2022	7/1/2023	unknown
3	San Diego Association of Governments	Regional Planning Program Manager	\$ 7,865	\$ 10,028	\$ 12,190	6/20/2022	7/1/2023	unknown
4	County of Riverside	Environmental Compliance Manager	\$ 7,889	\$ 9,743	\$ 11,596	7/14/2022	7/13/2023	2.50%
5	City of Orange	Environmental Program Manager	\$ 8,550	\$ 9,758	\$ 10,965	1/2/2022	1/1/2023	3.00%
6	Western Riverside Council of Governments	Program Manager - Energy and Environment	\$ 5,455	\$ 7,870	\$ 10,286	7/1/2022		
7	Coachella Valley Association of Governments	Program Manager - Energy and Sustainability	\$ 7,523	\$ 8,448	\$ 9,373	7/1/2022	unknown	unknown
8	City of Murrieta	N/C						
9	City of Riverside	N/C						
10	City of Temecula	N/C						
11	Riverside County Transportation Commission	N/C						
12	San Bernardino County Transportation Authority	N/C						
13	Ventura County Transportation Commission	N/C						

Summary Results			
	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary
Average of Comparators	\$ 8,498	\$ 10,055	\$ 11,613
% Western Riverside Council of Governments Above/Below	-55.8%	-27.8%	-12.9%
Median of Comparators	\$ 8,220	\$ 9,893	\$ 11,893
% Western Riverside Council of Governments Above/Below	-50.7%	-25.7%	-15.6%
Number of Matches	6	6	6

N/C - Non Comparator
 ISD - Insufficient data collected to calculate market average and median

Western Riverside Council of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency	Western Riverside Council of Governments	City of Murrieta	City of Orange	City of Riverside	City of Temecula	Coachella Valley Association of Governments	County of Riverside	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	
Benchmark/ Comparator Agency Match	Program Manager - Energy and Environment	N/C	Environmental Program Manager	N/C	N/C	Program Manager - Energy and Sustainability	Environmental Compliance Manager	N/C	N/C	Regional Planning Program Manager	Sustainability Manager	Program Manager II	N/C	
Top Step	\$ 10,286		\$ 10,965			\$ 9,373	\$ 11,596			\$ 12,190	\$ 12,537	\$ 13,016		
Retirement	PEPRA Formula	2%@62	2%@62			2%@62	2%@62			2%@62	2%@62	2%@62		
	Social Security						\$ 719							
	Deferred Compensation						\$ 108					\$ 292		
	Other Retirement													
Insurance	Cafeteria		\$ 1,835			\$ 2,245	\$ 1,023				\$ 1,445			
	Health	\$ 1,440								\$ 1,876		\$ 800		
	Dental	\$ 121				\$ 104	\$ 115			\$ 168		\$ 183		
	Vision	\$ 28				\$ 20	\$ 17			\$ 19		\$ 47		
	Other Insurances	\$ 309												
Leaves	Vacation ¹	\$ 593	\$ 696			\$ 541	\$ 1,516			\$ 1,078	\$ 964	\$ 751		
	Holidays	\$ 514	\$ 546			\$ 487	\$ 535			\$ 610	\$ 579	\$ 726		
	Admin Leave	\$ 296	\$ 237			\$ 360								
	Technology Allowance					\$ 45				\$ 90		\$ 40		
Auto Allowance														
Benefit Package Total		\$ 3,300	\$ 0	\$ 3,314	\$ 0	\$ 0	\$ 3,802	\$ 4,034	\$ 0	\$ 0	\$ 3,841	\$ 2,988	\$ 2,839	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
 City of Murrieta
 City of Temecula
 County of Riverside (management and executive management only)
 San Diego Association of Governments

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022**

Program Manager - Energy and Environment						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	San Diego Association of Governments	Regional Planning Program Manager	\$ 16,031	6/20/2022	7/1/2023	unknown
2	Southern California Association of Governments	Program Manager II	\$ 15,854	7/1/2021	unknown	unknown
3	County of Riverside	Environmental Compliance Manager	\$ 15,630	7/14/2022	7/13/2023	2.50%
4	San Gabriel Valley Council of Governments	Sustainability Manager	\$ 15,524	7/1/2022	7/1/2023	unknown
5	City of Orange	Environmental Program Manager	\$ 14,279	1/2/2022	1/1/2023	3.00%
6	Western Riverside Council of Governments	Program Manager - Energy and Environment	\$ 13,586	7/1/2022		
7	Coachella Valley Association of Governments	Program Manager - Energy and Sustainability	\$ 13,175	7/1/2022	unknown	unknown
8	City of Murrieta	N/C				
9	City of Riverside	N/C				
10	City of Temecula	N/C				
11	Riverside County Transportation Commission	N/C				
12	San Bernardino County Transportation Authority	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 15,082
% Western Riverside Council of Governments Above/Below		-11.0%
Median of Comparators		\$ 15,577
% Western Riverside Council of Governments Above/Below		-14.7%
Number of Matches		6

N/C - Non Comparator
 ISD - Insufficient data collected to calculate market average and median

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022**

Program Manager - Natural Resources								
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Reserve Management/Monitoring Manager	\$ 11,017	\$ 12,945	\$ 14,873	7/14/2022	7/1/2023	unknown
2	Southern California Association of Governments	Program Manager II	\$ 10,010	\$ 11,513	\$ 13,016	7/1/2021	unknown	unknown
3	San Diego Association of Governments	Regional Planning Program Manager	\$ 7,865	\$ 10,028	\$ 12,190	6/20/2022	7/1/2023	unknown
4	Western Riverside Council of Governments	Program Manager - Natural Resources	\$ 5,455	\$ 7,870	\$ 10,286	7/1/2022		
5	County of Riverside	Natural Resources Manager - Environmental Programs Manager	\$ 6,605	\$ 8,413	\$ 10,220	7/14/2022	7/13/2023	2.50%
6	Coachella Valley Association of Governments	Program Manager - Conservation	\$ 7,523	\$ 8,448	\$ 9,373	7/1/2022	unknown	unknown
7	City of Murrieta	N/C						
8	City of Orange	N/C						
9	City of Riverside	N/C						
10	City of Temecula	N/C						
11	San Bernardino County Transportation Authority	N/C						
12	San Gabriel Valley Council of Governments	N/C						
13	Ventura County Transportation Commission	N/C						

Summary Results			
	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary
Average of Comparators	\$ 8,604	\$ 10,269	\$ 11,934
% Western Riverside Council of Governments Above/Below	-57.7%	-30.5%	-16.0%
Median of Comparators	\$ 7,865	\$ 10,028	\$ 12,190
% Western Riverside Council of Governments Above/Below	-44.2%	-27.4%	-18.5%
Number of Matches	5	5	5

N/C - Non Comparator
 ISD - Insufficient data collected to calculate market average and median

Western Riverside Council of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency	Western Riverside Council of Governments	City of Murrieta	City of Orange	City of Riverside	City of Temecula	Coachella Valley Association of Governments	County of Riverside	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	
Benchmark/ Comparator Agency Match	Program Manager - Natural Resources	N/C	N/C	N/C	N/C	Program Manager - Conservation	Natural Resources Mgr - Environmental Programs Mgr	Reserve Management/Monitoring Manager	N/C	Regional Planning Program Manager	N/C	Program Manager II	N/C	
Top Step	\$ 10,286					\$ 9,373	\$ 10,220	\$ 14,873		\$ 12,190		\$ 13,016		
Retirement	PEPRA Formula	2%@62				2%@62	2%@62	2%@62		2%@62		2%@62		
	Social Security						\$ 634							
	Deferred Compensation						\$ 108	\$ 1,115				\$ 292		
	Other Retirement													
Insurance	Cafeteria					\$ 2,245	\$ 1,023							
	Health	\$ 1,440						\$ 1,500		\$ 1,876		\$ 800		
	Dental	\$ 121				\$ 104	\$ 115	\$ 199		\$ 168		\$ 183		
	Vision	\$ 28				\$ 20	\$ 17	\$ 31		\$ 19		\$ 47		
	Other Insurances	\$ 309												
Leaves	Vacation ¹	\$ 593				\$ 541	\$ 1,336	\$ 858		\$ 1,078		\$ 751		
	Holidays	\$ 514				\$ 487	\$ 472	\$ 686		\$ 610		\$ 726		
	Admin Leave	\$ 296				\$ 360								
	Technology Allowance					\$ 45				\$ 90		\$ 40		
Auto Allowance														
Benefit Package Total		\$ 3,300	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,802	\$ 3,705	\$ 4,390	\$ 0	\$ 3,841	\$ 0	\$ 2,839	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
 City of Murrieta
 City of Temecula
 County of Riverside (management and executive management only)
 San Diego Association of Governments

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022**

Program Manager - Natural Resources						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Reserve Management/Monitoring Manager	\$ 19,263	7/14/2022	7/1/2023	unknown
2	San Diego Association of Governments	Regional Planning Program Manager	\$ 16,031	6/20/2022	7/1/2023	unknown
3	Southern California Association of Governments	Program Manager II	\$ 15,854	7/1/2021	unknown	unknown
4	County of Riverside	Natural Resources Manager - Environmental Programs Manager	\$ 13,925	7/14/2022	7/13/2023	2.50%
5	Western Riverside Council of Governments	Program Manager - Natural Resources	\$ 13,586	7/1/2022		
6	Coachella Valley Association of Governments	Program Manager - Conservation	\$ 13,175	7/1/2022	unknown	unknown
7	City of Murrieta	N/C				
8	City of Orange	N/C				
9	City of Riverside	N/C				
10	City of Temecula	N/C				
11	San Bernardino County Transportation Authority	N/C				
12	San Gabriel Valley Council of Governments	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 15,650
% Western Riverside Council of Governments Above/Below		-15.2%
Median of Comparators		\$ 15,854
% Western Riverside Council of Governments Above/Below		-16.7%
Number of Matches		5

N/C - Non Comparator
 ISD - Insufficient data collected to calculate market average and median

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022**

Program Manager - Transportation and Planning								
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission ²	[Capital Project Manager / Right of Way Manager / Planning and Programming Manager]	\$ 12,160	\$ 14,289	\$ 16,417	7/14/2022	7/1/2023	unknown
2	San Bernardino County Transportation Authority ²	[Project Delivery Manager / Deputy Director of Planning]	\$ 10,403	\$ 13,003	\$ 15,604	7/1/2022	7/1/2023	unknown
3	County of Riverside	Transportation Division Manager - Environmental Compliance	\$ 9,216	\$ 11,745	\$ 14,273	7/14/2022	7/13/2023	2.50%
4	City of Murrieta	City Planner	\$ 10,853	\$ 12,353	\$ 13,852	8/14/2022	unknown	unknown
5	City of Orange ¹	[Manager of Transportation Services/City Engineer / Planning Manager]	\$ 10,335	\$ 11,794	\$ 13,253	7/3/2022	unknown	unknown
6	Southern California Association of Governments	Program Manager II	\$ 10,010	\$ 11,513	\$ 13,016	7/1/2021	unknown	unknown
7	San Gabriel Valley Council of Governments ¹	[Transportation Manager / Regional Planning Manager]	\$ 9,151	\$ 10,844	\$ 12,537	7/1/2022	7/1/2023	unknown
8	City of Temecula	Principal Planner	\$ 8,736	\$ 10,540	\$ 12,343	7/1/2022	7/1/2023	unknown
9	San Diego Association of Governments	Regional Planning Program Manager	\$ 7,865	\$ 10,028	\$ 12,190	6/20/2022	7/1/2023	unknown
10	Ventura County Transportation Commission ¹	[Program Manager - Transportation Planning / Program Manager - Programming]	\$ 5,844	\$ 8,277	\$ 10,709	7/1/2022	unknown	unknown
11	Western Riverside Council of Governments	Program Manager - Transportation and Planning	\$ 5,455	\$ 7,870	\$ 10,286	7/1/2022		
12	Coachella Valley Association of Governments	Program Manager - Transportation Engineer	\$ 8,179	\$ 9,184	\$ 10,190	7/1/2022	unknown	unknown
13	City of Riverside	N/C						

Summary Results			
	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary
Average of Comparators	\$ 9,341	\$ 11,233	\$ 13,126
% Western Riverside Council of Governments Above/Below	-71.2%	-42.7%	-27.6%
Median of Comparators	\$ 9,216	\$ 11,513	\$ 13,016
% Western Riverside Council of Governments Above/Below	-69.0%	-46.3%	-26.5%
Number of Matches	11	11	11

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

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

Western Riverside Council of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency	Western Riverside Council of Governments	City of Murrieta	City of Orange	City of Riverside	City of Temecula	Coachella Valley Association of Governments	County of Riverside	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	
Benchmark/ Comparator Agency Match	Program Manager - Transportation and Planning	City Planner	[Mgr of Transportation Services/City Engineer / Planning Mgr]	N/C	Principal Planner	Program Manager - Transportation Engineer	Transportation Division Manager - Environmental Compliance	[Capital Project Mgr / ROW Mgr / Planning & Programming Mgr]	[Project Delivery Manager / Deputy Director of Planning]	Regional Planning Program Manager	[Transportation Manager / Regional Planning Manager]	Program Manager II	[Program Mgr - Transportation Planning / Programming]	
Top Step	\$ 10,286	\$ 13,852	\$ 13,253		\$ 12,343	\$ 10,190	\$ 14,273	\$ 16,417	\$ 15,604	\$ 12,190	\$ 12,537	\$ 13,016	\$ 10,709	
Retirement	PEPRA Formula	2%@62	2%@62	2%@62		2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	
	Social Security						\$ 760							
	Deferred Compensation		\$ 217	\$ 398			\$ 108	\$ 1,231	\$ 1,170			\$ 292		
	Other Retirement													
Insurance	Cafeteria		\$ 1,611	\$ 1,880	\$ 1,800	\$ 2,245	\$ 1,023		\$ 1,269		\$ 1,445			
	Health	\$ 1,440						\$ 1,500		\$ 1,876		\$ 800	\$ 2,619	
	Dental	\$ 121	\$ 102			\$ 104	\$ 115	\$ 199		\$ 168		\$ 183	\$ 144	
	Vision	\$ 28	\$ 40			\$ 20	\$ 17	\$ 31	\$ 13	\$ 19		\$ 47	\$ 52	
	Other Insurances	\$ 309												
Leaves	Vacation ¹	\$ 593	\$ 1,279	\$ 918	\$ 1,383	\$ 588	\$ 1,866	\$ 947	\$ 900	\$ 1,078	\$ 964	\$ 751	\$ 660	
	Holidays	\$ 514	\$ 749	\$ 688	\$ 570	\$ 529	\$ 659	\$ 758	\$ 780	\$ 610	\$ 579	\$ 726	\$ 494	
	Admin Leave	\$ 296	\$ 533	\$ 401	\$ 475	\$ 392			\$ 300				\$ 206	
	Technology Allowance		\$ 40	\$ 50		\$ 45				\$ 90		\$ 40	\$ 75	
	Auto Allowance													
Benefit Package Total		\$ 3,300	\$ 4,570	\$ 4,335	\$ 0	\$ 4,227	\$ 3,923	\$ 4,548	\$ 4,666	\$ 4,433	\$ 3,841	\$ 2,988	\$ 2,839	\$ 4,250

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
 City of Murrieta
 City of Temecula
 County of Riverside (management and executive management only)
 San Diego Association of Governments

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022**

Program Manager - Transportation and Planning						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission ²	[Capital Project Manager / Right of Way Manager / Planning and Programming Manager]	\$ 21,083	7/14/2022	7/1/2023	unknown
2	San Bernardino County Transportation Authority ²	[Project Delivery Manager / Deputy Director of Planning]	\$ 20,037	7/1/2022	7/1/2023	unknown
3	County of Riverside	Transportation Division Manager - Environmental Compliance	\$ 18,821	7/14/2022	7/13/2023	2.50%
4	City of Murrieta	City Planner	\$ 18,422	8/14/2022	unknown	unknown
5	City of Orange ¹	[Manager of Transportation Services/City Engineer / Planning Manager]	\$ 17,588	7/3/2022	unknown	unknown
6	City of Temecula	Principal Planner	\$ 16,570	7/1/2022	7/1/2023	unknown
7	San Diego Association of Governments	Regional Planning Program Manager	\$ 16,031	6/20/2022	7/1/2023	unknown
8	Southern California Association of Governments	Program Manager II	\$ 15,854	7/1/2021	unknown	unknown
9	San Gabriel Valley Council of Governments ¹	[Transportation Manager / Regional Planning Manager]	\$ 15,524	7/1/2022	7/1/2023	unknown
10	Ventura County Transportation Commission ¹	[Program Manager - Transportation Planning / Program Manager - Programming]	\$ 14,959	7/1/2022	unknown	unknown
11	Coachella Valley Association of Governments	Program Manager - Transportation Engineer	\$ 14,113	7/1/2022	unknown	unknown
12	Western Riverside Council of Governments	Program Manager - Transportation and Planning	\$ 13,586	7/1/2022		
13	City of Riverside	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 17,182
% Western Riverside Council of Governments Above/Below		-26.5%
Median of Comparators		\$ 16,570
% Western Riverside Council of Governments Above/Below		-22.0%
Number of Matches		11

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

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

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022**

Program Specialist II - Administration								
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Senior Administrative Assistant	\$ 5,518	\$ 6,484	\$ 7,449	7/14/2022	7/1/2023	unknown
2	Southern California Association of Governments	Senior Administrative Assistant	\$ 5,221	\$ 6,005	\$ 6,789	7/1/2021	unknown	unknown
3	San Bernardino County Transportation Authority	Administrative Assistant, Senior	\$ 4,323	\$ 5,403	\$ 6,484	7/1/2022	7/1/2023	unknown
4	San Gabriel Valley Council of Governments	Senior Administrative Assistant	\$ 4,773	\$ 5,588	\$ 6,403	7/1/2022	7/1/2023	unknown
5	City of Murrieta	Administrative Assistant	\$ 5,242	\$ 5,807	\$ 6,372	8/14/2022	unknown	unknown
6	City of Temecula	Management Assistant	\$ 4,950	\$ 5,644	\$ 6,337	7/1/2022	7/1/2023	unknown
7	San Diego Association of Governments	Administrative Office Specialist	\$ 3,937	\$ 4,823	\$ 5,709	6/20/2022	7/1/2023	unknown
8	County of Riverside ¹	[TLMA Commission Secretary / Planning Technician]	\$ 3,925	\$ 4,814	\$ 5,702	5/5/2022	5/4/2023	2.50%
9	City of Orange	Administrative Assistant	\$ 4,405	\$ 5,027	\$ 5,648	1/2/2022	1/1/2023	3.00%
10	Ventura County Transportation Commission	Administrative Assistant	\$ 3,652	\$ 4,636	\$ 5,620	7/1/2022	unknown	unknown
11	City of Riverside ¹	[Senior Administrative Assistant / City Clerk Specialist]	\$ 3,929	\$ 4,599	\$ 5,269	7/1/2022	7/1/2023	3.00%
12	Western Riverside Council of Governments	Program Specialist II	\$ 2,591	\$ 3,739	\$ 4,886	7/1/2022		
13	Coachella Valley Association of Governments	N/C						

Summary Results			
	Entry Monthly Salary	Midpoint Monthly Salary	Top Monthly Salary
Average of Comparators	\$ 4,534	\$ 5,348	\$ 6,162
% Western Riverside Council of Governments Above/Below	-75.0%	-43.0%	-26.1%
Median of Comparators	\$ 4,405	\$ 5,403	\$ 6,337
% Western Riverside Council of Governments Above/Below	-70.0%	-44.5%	-29.7%
Number of Matches	11	11	11

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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

Western Riverside Council of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency	Western Riverside Council of Governments	City of Murrieta	City of Orange	City of Riverside	City of Temecula	Coachella Valley Association of Governments	County of Riverside	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	
Benchmark/ Comparator Agency Match	Program Specialist II	Administrative Assistant	Administrative Assistant	[Senior Administrative Assistant / City Clerk Specialist]	Management Assistant	N/C	[TLMA Commission Sec / Planning Tech II]	Senior Administrative Assistant	Administrative Assistant, Senior	Administrative Office Specialist	Senior Administrative Assistant	Senior Administrative Assistant	Administrative Assistant	
Top Step	\$ 4,886	\$ 6,372	\$ 5,648	\$ 5,269	\$ 6,337		\$ 5,702	\$ 7,449	\$ 6,484	\$ 5,709	\$ 6,403	\$ 6,789	\$ 5,620	
Retirement	PEPRA Formula	2%@62	2%@62	2%@62	2%@62		2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	
	Social Security						\$ 354							
	Deferred Compensation		\$ 100		\$ 75			\$ 559	\$ 486			\$ 292		
	Other Retirement													
Insurance	Cafeteria		\$ 1,611	\$ 1,820		\$ 1,800	\$ 1,023		\$ 1,269		\$ 1,445			
	Health	\$ 1,440			\$ 1,540			\$ 1,500		\$ 1,876		\$ 800	\$ 2,619	
	Dental	\$ 121	\$ 102		\$ 45			\$ 199		\$ 168		\$ 183	\$ 144	
	Vision	\$ 28	\$ 40					\$ 31	\$ 13	\$ 19		\$ 47	\$ 52	
	Other Insurances	\$ 147												
Leaves	Vacation ¹	\$ 282	\$ 539	\$ 326	\$ 324	\$ 661	\$ 329	\$ 430	\$ 374	\$ 505	\$ 493	\$ 392	\$ 346	
	Holidays	\$ 244	\$ 345	\$ 257	\$ 243	\$ 292	\$ 263	\$ 344	\$ 324	\$ 285	\$ 296	\$ 379	\$ 259	
	Admin Leave					\$ 122								
	Technology Allowance		\$ 40		\$ 95					\$ 45		\$ 40	\$ 75	
	Auto Allowance													
Benefit Package Total		\$ 2,261	\$ 2,777	\$ 2,402	\$ 2,323	\$ 2,875	\$ 0	\$ 1,969	\$ 3,062	\$ 2,466	\$ 2,899	\$ 2,233	\$ 2,132	\$ 3,495

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
 City of Murrieta
 City of Temecula
 County of Riverside (management and executive management only)
 San Diego Association of Governments

**Western Riverside Council of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022**

Program Specialist II - Administration						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Senior Administrative Assistant	\$ 10,511	7/14/2022	7/1/2023	unknown
2	City of Temecula	Management Assistant	\$ 9,213	7/1/2022	7/1/2023	unknown
3	City of Murrieta	Administrative Assistant	\$ 9,148	8/14/2022	unknown	unknown
4	Ventura County Transportation Commission	Administrative Assistant	\$ 9,115	7/1/2022	unknown	unknown
5	San Bernardino County Transportation Authority	Administrative Assistant, Senior	\$ 8,950	7/1/2022	7/1/2023	unknown
6	Southern California Association of Governments	Senior Administrative Assistant	\$ 8,922	7/1/2021	unknown	unknown
7	San Gabriel Valley Council of Governments	Senior Administrative Assistant	\$ 8,636	7/1/2022	7/1/2023	unknown
8	San Diego Association of Governments	Administrative Office Specialist	\$ 8,608	6/20/2022	7/1/2023	unknown
9	City of Orange	Administrative Assistant	\$ 8,050	1/2/2022	1/1/2023	3.00%
10	County of Riverside ¹	[TLMA Commission Secretary / Planning Technician]	\$ 7,671	5/5/2022	5/4/2023	2.50%
11	City of Riverside ¹	[Senior Administrative Assistant / City Clerk Specialist]	\$ 7,592	7/1/2022	7/1/2023	3.00%
12	Western Riverside Council of Governments	Program Specialist II	\$ 7,148	7/1/2022		
13	Coachella Valley Association of Governments	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 8,765
% Western Riverside Council of Governments Above/Below		-22.6%
Median of Comparators		\$ 8,922
% Western Riverside Council of Governments Above/Below		-24.8%
Number of Matches		11

N/C - Non Comparator

ISD - Insufficient data collected to calculate market average and median

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



Appendix III

Proposed Salary Structure and Salary Range Recommendations

Western Riverside Council of Governments
Salary Structure
September 2022

Salary Range	Annual		Monthly		Biweekly	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
1	52,793	71,271	4,399	5,939	2,030.52	2,741.20
2	50,280	67,877	4,190	5,656	1,933.83	2,610.67
3	47,885	64,645	3,990	5,387	1,841.74	2,486.35
4	45,605	61,567	3,800	5,131	1,754.04	2,367.95
5	43,433	58,635	3,619	4,886	1,670.51	2,255.19
6	45,605	61,567	3,800	5,131	1,754.04	2,367.95
7	47,885	64,645	3,990	5,387	1,841.74	2,486.35
8	50,280	67,877	4,190	5,656	1,933.83	2,610.67
9	52,793	71,271	4,399	5,939	2,030.52	2,741.20
10	55,433	74,835	4,619	6,236	2,132.04	2,878.26
11	58,205	78,577	4,850	6,548	2,238.65	3,022.17
12	61,115	82,505	5,093	6,875	2,350.58	3,173.28
13	64,171	86,631	5,348	7,219	2,468.11	3,331.95
14	67,379	90,962	5,615	7,580	2,591.51	3,498.54
15	70,748	95,510	5,896	7,959	2,721.09	3,673.47
16	74,286	100,286	6,190	8,357	2,857.14	3,857.14
17	78,000	105,300	6,500	8,775	3,000.00	4,050.00
18	81,900	110,565	6,825	9,214	3,150.00	4,252.50
19	85,995	116,093	7,166	9,674	3,307.50	4,465.13
20	90,295	121,898	7,525	10,158	3,472.88	4,688.38
21	94,810	127,993	7,901	10,666	3,646.52	4,922.80
22	99,550	134,392	8,296	11,199	3,828.85	5,168.94
23	104,527	141,112	8,711	11,759	4,020.29	5,427.39
24	109,754	148,168	9,146	12,347	4,221.30	5,698.76
25	115,242	155,576	9,603	12,965	4,432.37	5,983.70
26	121,004	163,355	10,084	13,613	4,653.99	6,282.88
27	127,054	171,523	10,588	14,294	4,886.69	6,597.03
28	133,407	180,099	11,117	15,008	5,131.02	6,926.88
29	140,077	189,104	11,673	15,759	5,387.57	7,273.22
30	147,081	198,559	12,257	16,547	5,656.95	7,636.88
31	154,435	208,487	12,870	17,374	5,939.80	8,018.73
32	162,156	218,911	13,513	18,243	6,236.79	8,419.66
33	170,264	229,857	14,189	19,155	6,548.63	8,840.65

**Western Riverside Council of Governments
Salary Structure
September 2022**

Salary Range	Annual		Monthly		Biweekly	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
34	178,777	241,350	14,898	20,112	6,876.06	9,282.68
35	187,716	253,417	15,643	21,118	7,219.86	9,746.81
36	197,102	266,088	16,425	22,174	7,580.85	10,234.15
37	206,957	279,392	17,246	23,283	7,959.90	10,745.86
38	217,305	293,362	18,109	24,447	8,357.89	11,283.15
39	228,170	308,030	19,014	25,669	8,775.79	11,847.31
40	239,579	323,432	19,965	26,953	9,214.57	12,439.68

**Western Riverside Council of Governments
Proposed Salary Range Recommendations
September 2022**

Class Title	Current Maximum Monthly Salary	Market Placement	Proposed Salary Range	Proposed Maximum Monthly Salary	Percent Difference	Rationale
Deputy Executive Director	\$17,242	\$22,057	36	\$22,174	28.61%	Market placement.
Director - Administrative Services	\$16,889	\$14,735	30	\$16,547	-2.03%	Internal alignment: anchor to other Directors.
Director - Energy and Environment	\$16,889	\$15,553	30	\$16,547	-2.03%	Market placement.
Director - Finance	\$16,889	\$15,775	30	\$16,547	-2.03%	Market placement.
Director - Riverside County Habitat Conservation Agency	\$16,889	\$15,357	30	\$16,547	-2.03%	Market placement.
Director - Transportation and Planning	\$16,889	\$17,203	30	\$16,547	-2.03%	Market placement.
Program Manager - Accounting	\$10,286	\$12,299	24	\$12,347	20.04%	Market placement.
Program Manager - Administrative Services	\$10,286	\$11,095	24	\$12,347	20.04%	Market placement.
Program Manager - Energy and Environment	\$10,286	\$11,893	24	\$12,347	20.04%	Market placement.
Program Manager - Natural Resources	\$10,286	\$12,190	24	\$12,347	20.04%	Market placement.
Program Manager - Transportation and Planning	\$10,286	\$13,016	24	\$12,347	20.04%	Market placement.
Analyst III	\$8,275	N/A	19	\$9,674	N/A	Internal alignment: 10% above Analyst II.
Analyst II - Accountant	\$7,523	\$7,409	17	\$8,775	16.65%	Market placement.
Analyst II - Energy and Environment	\$7,523	\$8,829	17	\$8,775	N/A	Market placement.
Analyst II - Public Information	\$7,523	\$8,802	17	\$8,775	16.65%	Market placement.
Analyst II - Transportation and Planning	\$7,523	\$9,086	17	\$8,775	16.65%	Market placement.
Analyst I	N/A	N/A	15	\$7,959	N/A	Internal alignment: 10% below Analyst II.
Open Space Habitat Technician	\$4,886	\$5,008	10	\$6,236	27.63%	Market and internal alignment: anchor to Program Specialist II.
Program Specialist III	Proposed	N/A	12	\$6,875	N/A	Market placement: 10% above Program Specialist II.
Program Specialist II	\$4,886	\$6,337	10	\$6,236	27.63%	Market placement.
Program Specialist I	N/A	N/A	8	\$5,656	N/A	Internal alignment: 10% below Program Specialist I.



Appendix IV

Additional Benefits

Appendix IV
 Western Riverside Council of Governments
 Total Compensation Study - Additional Benefits
 September 2022

Guidelines for Determining Cost of Living Adjustments
City of Murietta None
City of Orange None
City of Riverside None
City of Temecula Past practice: Cost of Living Adjustment equivalent to the lower of either the percentage change of the CPI for Urban and Clerical Workers for Riverside-San Bernardino-Ontario, CA or 3%.
County of Riverside None
Riverside County Transportation Commission
San Bernardino County Transportation Authority Looks to CPI for guidance.
San Diego Association of Governments None
San Gabriel Valley Council of Governments None
Southern California Association of Governments None
Ventura County Transportation Commission No parameters for COLAs; COLAs are approved by the Commission.

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Longevity Incentives
City of Murietta None
City of Orange None
City of Riverside None
City of Temecula Lump sum payment: <ul style="list-style-type: none"> • 10 years = \$350 • 15 years = \$500 • 20 years = \$750 • 25 years = \$1,000
County of Riverside None
Riverside County Transportation Commission None
San Bernardino County Transportation Authority None
San Diego Association of Governments None
San Gabriel Valley Council of Governments None
Southern California Association of Governments None
Ventura County Transportation Commission None

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Performance Management Practices	
City of Murietta	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	NeoGov
Step or Performance Based	Step
City of Orange	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	Not provided
Step or Performance Based	Step
City of Riverside	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	Not provided
Step or Performance Based	Step
City of Temecula	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	NeoGov
Step or Performance Based	Performance, merit increases at .5, 1, or 1.5 step intervals
Additional Info	All regular employees will be eligible for \$500 in Special Merit Pay on their service anniversary date if they have a rating of “commendable or outstanding” on three (3) out of their last five (5) annual evaluations
County of Riverside	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	In house tool
Step or Performance Based	Performance Based
Additional Info	For LIUNA and SEIU positions, 4% merit increases are awarded on anniversary with satisfactory employment (merit increase is not adjustable based on performance). Management and executive management positions are eligible to receive salary increases ranging from 0-6% (awarded in 2% increments), based on performance up to the maximum of the range.
Riverside County Transportation Commission	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	
Step or Performance Based	Performance, merit increases
Additional Info	
San Bernardino County Transportation Authority	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	NeoGov
Step or Performance Based	Performance, the amount awarded for salary increases will be awarded by Senior management proportionate to the merit pool approved in the budget
Additional Info	Annual merit increase is available if approved in the budget by the Board of Directors
San Diego Association of Governments	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	Standardized form
Step or Performance Based	Performance
Additional Info	EEs who meet or exceed goals will receive an annual merit increase to base pay or a lump sum payment
San Gabriel Valley Council of Governments	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	NeoGov
Step or Performance Based	Performance, percentage of increase corresponds to evaluation ratings
Additional Info	Merit pool is included in the annual budget
Southern California Association of Governments	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	SABA form
Step or Performance Based	Performance, 0-10%
Additional Info	Budgeted at 6% to account for merit increases
Ventura County Transportation Commission	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	In house tool
Step or Performance Based	Performance, up to 5%
Additional Info	The maximum salary increase is budgeted annually

Appendix IV
Western Riverside Council of Governments
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Contributions to Retiree Medical Costs
<p>City of Murietta PEMHCA minimum for EEs hired 01/01/08 or later; must meet CalPERS eligibility requirements</p>
<p>City of Orange PEMHCA minimum</p>
<p>City of Riverside None</p>
<p>City of Temecula \$1200 monthly for EEs hired on or before 06/30/05 with 12 years of service and retired on or after 07/01/03</p>
<p>County of Riverside The County contributes the PEMHCA minimum +\$25 per month to LIUNA and SEIU retirees. The County contributes \$256.00 per month, or the minimum PEMHCA amount required by CalPERS, whichever is greater.</p>
<p>Riverside County Transportation Commission The Commission provides post-employment health benefits for eligible retirees and their dependents at retirement. For employees hired on or after January 1, 2007, retirees must have a minimum of 10 years of PERS service and no less than five years of Commission service in order to receive post-employment health benefits in accordance with PERS as per Government Code Section 22893. For employees hired prior to January 1, 2007, retirees are not required to meet the eligibility criteria and may receive post-employment health benefits at the monthly health benefit rate paid for active employees. The Commission’s contributions toward premiums for retiree health insurance are coordinated with Medicare and other benefits provided by federal and state law, when available, to the extent it reduces the cost of insurance premiums.</p>

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San Bernardino County Transportation Authority
After 10 years with SBCERA, SBCTA will contribute .5% of employee's bi-weekly salary to the Retirement Medical Trust
San Diego Association of Governments
\$250 monthly; must meet CalPERS eligibility requirements
San Gabriel Valley Council of Governments
\$22.35 monthly; must meet CalPERS eligibility requirements
Southern California Association of Governments
\$550 monthly; must meet CalPERS eligibility requirements
Ventura County Transportation Commission
PEMHCA minimum*; must meet CalPERS eligibility requirements

*PEMHCA minimum for 2022 is \$149 monthly

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Sick Leave Policies	
City of Murietta	
Annual Award	None - PTO policy
City of Orange	
Annual Award	96 hours
Cash Out Policy	May be converted to vacation
Retirement Conversion Policy	May be converted up to 50% depending on balance
City of Riverside	
Annual Award	96 hours
Cash Out Policy	None
Retirement Conversion Policy	None
City of Temecula	
Annual Award	None - PTO policy
County of Riverside	
Annual Award	SEIU & LIUNA = 104 hours; Management and Executive Management = None - PTO policy
Cash Out Policy	For SEIU and LIUNA employees retiring with at least 5 but less than 15 years of service, unused accumulated sick leave shall be paid into the VEBA at the rate of 50% of the employee's current salary value; with 15 years of service the sick leave 100% is paid into the VEBA at the rate of the current salary. Qualifying employees have a one-time election to cash out a portion of their accrued sick leave balances in the aforementioned same manner.
Retirement Conversion Policy	None
Riverside County Transportation Commission	
Annual Award	96 hours
Cash Out Policy	Employees with continuous five years of service have the option of being paid for sick leave accumulated in excess of 240 hours at a rate of 50% (i.e., one hour's pay for every two hours in excess of 240). Any sick leave in excess of 240 hours is accrued at fiscal year-end, and a liability is reported in the government-wide and proprietary fund financial statements.
Retirement Conversion Policy	Reported to CalPERS for conversion
San Bernardino County Transportation Authority	
Annual Award	96 hours
Cash Out Policy	None
Retirement Conversion Policy	Upon separation (other than death) EEs are required to contribute the cash values of their unused sick leave balance to the Retirement Medical Trust
Other	Banked sick leave hours exceeding 500 can convert to vacation leave at ½ the value
San Diego Association of Governments	
Annual Award	None - PTO policy
San Gabriel Valley Council of Governments	
Annual Award	80 hours
Cash Out Policy	None
Retirement Conversion Policy	Reported to CalPERS for conversion
Southern California Association of Governments	
Annual Award	96 hours
Cash Out Policy	None
Retirement Conversion Policy	Reported to CalPERS for conversion
Ventura County Transportation Commission	
Annual Award	96 hours
Cash Out Policy	None
Retirement Conversion Policy	Reported to CalPERS for conversion

**Appendix IV
Western Riverside Council of Governments
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Vacation Cash Out Policies
City of Murietta Annual cash out of up to 40 hours with 160 banked and 80 hours used
City of Orange Annual cash out of up to 80 hours with 120 banked or 40 hours with 80 banked
City of Riverside <i>SEIU only:</i> Vacation in excess of the max accrual unable to be scheduled may be cashed out with approval
City of Temecula Up to 120 hours annually
County of Riverside LIUNA: One-time election to cash out accrued vacation leave, extra vacation, and/or annual leave balances, up to 480 hours. SEIU: None. Management and Executive Management: Employee may cash out 80 hours of leave per fiscal year, and may request additional 80 hours per fiscal year.
Riverside County Transportation Commission
San Bernardino County Transportation Authority Minimum 40 hours cash out of vacation accrued in current calendar year
San Diego Association of Governments Up to 80 hours of PTO may be paid out to employees annually who meet the following criteria: (a) an equal or greater amount of hours has been used in the preceding 12 months; and (b) a minimum PTO balance of 160 hours must remain after the payout
San Gabriel Valley Council of Governments EEs can cash out vacation hours anytime through an approval process; the accrual balance can be no less than 80 hours after cash out
Southern California Association of Governments EEs can cash out up to 40 hours per FY if they have 80 hours balance after cash out; must have taken at least 40 hours of vacation in the calendar year
Ventura County Transportation Commission Any unused vacation leave accrued within a particular calendar year above the 320-hour accrual limit shall be paid out to the EE in the last pay period of such year

Appendix IV
Western Riverside Council of Governments
Total Compensation Study - Additional Benefits
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Recent Working Condition Changes
City of Murietta Currently working on new cubicles with sit and stand desk for employees at City Hall; remote/hybrid work for certain departments
City of Orange None
City of Riverside Telecommuting added March 2020
City of Temecula Telework; ergonomic evaluation available in office workspace, changes may include standing desks, new chairs, footrest, keyboard/mouse, etc.
County of Riverside Salary adjustments were awarded to certain positions
Riverside County Transportation Commission Remote/hybrid work schedule
San Bernardino County Transportation Authority Remote/hybrid work schedule, laptops for computers
San Diego Association of Governments Telework, alternative schedules 9/80 4/10, and up to \$500 towards purchase of a home computer
San Gabriel Valley Council of Governments None to report
Southern California Association of Governments Flexible hybrid work model
Ventura County Transportation Commission More hybrid schedules were added, but most of those schedules were established during COVID; VCTC moved into new office space during COVID, so no modifications or renovations since that move



Western Riverside Council of Governments WRCOG Executive Committee

Staff Report

Subject: Report on Remote Public Meeting Requirements
Contact: Dr. Kurt Wilson, Executive Director, kwilson@wrcog.us, (951) 405-6701
Date: February 6, 2023

Requested Action(s):

1. Receive and file.

Purpose:

The purpose of this item is to provide information regarding changes in requirements for remote public meetings per AB 2449.

WRCOG 2022-2027 Strategic Plan Goal:

Goal #4 - Communicate proactively about the role and activities of the Council of Governments.

Background:

In March 2020, due to the onset of COVID-19, WRCOG's Executive Committee transitioned from an in-person meeting format to virtual meetings. This transition applied to all other WRCOG Committee meetings governed by the Brown Act and has been implemented since that time. This transition to virtual meetings was facilitated by the passage of AB 361, which set forth requirements for virtual meetings during the Governor's declared State of Emergency. Changes to these requirements are occurring in 2023 for two reasons. First, the Governor's Emergency Declaration is expiring at the end of February 2023, which means that the AB 361 provisions no longer apply. Second, the legislature enacted AB 2449, which sets forth new requirements related to remote public meetings in order to retain consistency with the Brown Act.

AB 2449 changes the requirements for remote public meetings. Remote meetings are allowed under either of the following circumstances:

1. One or more members of the legislative body (but less than a quorum) have a "just cause" for not attending the meeting, which could include illness, physical or mental disability need, or travelling while on official public business;
2. One or more members of the legislative body (but less than a quorum) have an emergency circumstance, which is generally defined as a physical or family medical emergency.

There are limits on the number of times a member of the body may utilize the provisions above. Should a Committee member wish to utilize the provisions above, they must contact the agency General Counsel.

AB 2449 also restates the previous virtual meeting requirements that were in place prior to the COVID-19 Emergency Declaration, which are as follows:

1. All votes must be by roll-call;
2. Members of the public must be able to access the meeting and provide public comment;
3. Teleconference locations must be identified in advance on the agenda;
4. Agenda copies must be posted at all teleconference locations; and
5. Teleconference locations must be open to the public.

WRCOG's General Counsel, Steve DeBaun of BBK, will provide an overview of AB 2449 and its application to WRCOG's Executive Committee meetings. Attachment 1 to this Staff Report is a memorandum which provides additional information regarding AB 2449. An informational sheet for AB 2449 formatted as a Frequency Answered Questions document is also provided for reference (Attachment 2).

Prior Action(s):

None.

Fiscal Impact:

Costs associated with either in-person or remote meetings are already included in the adopted Fiscal Year 2022/2023 WRCOG Agency Budget under the General Fund (Fund 110), specifically the Administration Department. Implementation of AB 2449 is not anticipated to increase costs related to implementation of Executive Committee meetings.

Attachment(s):

[Attachment 1 - AB 2449 memorandum](#)

[Attachment 2 - AB 2449 FAQ](#)

Attachment 1

MEMORANDUM TO EXECUTIVE
COMMITTEE FROM GENERAL
COUNSEL REGARDING AB 2449

Memorandum

To: Members of the Executive Committee
From: General Counsel
Date: January 18, 2023
Re: Remote Meeting Rules After State of Emergency Expires

INTRODUCTION

In 2021, in response to the pandemic, the State Legislature approved and the Governor signed AB 361 allowing public agency boards and committees meetings to be held virtually without following the traditional Brown Act teleconference rules. (AB 361 replaced the Governor's Executive Orders on the subject) The WRCOG Executive Committee adopted a resolution implementing AB 361 and continues to make monthly findings reaffirming the emergency conditions supporting the resolution. The reaffirmation of the resolution is conditioned, in part, on the continuation of the state of emergency declared by the Governor in March 2020.

On October 18, 2022 the Governor announced that he will lift the State of Emergency at the end of February, 2023. After that time we do not recommend that WRCOG reaffirm its current AB 361 resolution or meet virtually or in a hybrid fashion under AB 361 unless conditions change.

This memorandum outlines the remote board meeting attendance rules that apply once AB 361 is no longer used by the agency

PRE-PANDEMIC RULES

The pre-pandemic rules for teleconferenced meetings remain in place. (Teleconferencing also includes the use of online meeting platforms such as Zoom or Teams). Those rules require a public body to take the following steps when holding a teleconferencing meeting:

- Post agendas at all teleconference locations;
- Identify all teleconference locations in the agenda, and allow public access to each such location;
- Give the public notice of the means through which they may access the meeting and offer public comment; and
- At least a quorum of the members of the body must participate in a teleconference meeting from locations within the body's jurisdiction.

AB 2449

During the most recent State legislative session, the State Legislature considered several bills to allow the continued use of remote meetings outside of the pandemic or other emergency setting. Only one of those bills was adopted by the legislature and signed by the Governor, AB 2449.

AB 2449 adds a new teleconferencing option. Under the bill, which was effective January 1, 2023, a legislative body may also use teleconferencing without complying with the above requirements if, during such teleconference meeting, at least a quorum of the members participate in-person from a single physical location (clearly identified on the agenda), which is open to the public and within the agency’s boundaries. In this situation, these additional requirements apply:

- The body must provide access via either a two-way audiovisual platform or a two-way telephonic service and live webcasting;
- Identify, on the agenda, the call-in or internet-based attendance option and the in-person location of the meeting;
- If a disruption prevents the body from broadcasting the meeting to the public using the provided call-in or internet-based attendance option, the body may take no action on the agenda until public access is restored;
- The body may not require public comments to be submitted in advance, but must offer real-time comment opportunities;
- The member(s) who is(are) participating remotely must:
 - Provide the body with “just cause” for participating remotely or request that the body allow them to participate remotely due to “emergency circumstances,” and the body takes action to affirmatively approve that request;
 - Publicly disclose, before any action is taken, whether anyone 18+ years old are present in the room the member is remotely participating from, and the nature of the member’s relationship with such persons; and
 - Participate through both audio and visual means (no turning off cameras allowed).

Limitations

-Just cause can only be used twice in a calendar year.

-Emergency

No more than 3 consecutive months or

No more than 20% of meetings.

If less than ten meetings a year, no more than 2 meetings.

PROCEDURE FOR REQUESTING REMOTE ATTENDANCE

AB 2449 also prescribes specific requirements for members of the legislative body who wish to participate remotely under this alternative. The following processes apply depending upon the nature of the request:

Just Cause: The member shall notify the legislative body at the earliest opportunity possible, including the start of a regular meeting, of the member’s need to participate remotely for “just cause,” including a general description of the circumstances relating to the member’s need to appear remotely at the given meeting. As stated above, this process may only be used twice a Calendar year.

Emergency Circumstance: The member should request the legislative body to allow the member to participate remotely due to “emergency circumstances,” and the legislative body takes action to approve the request. The member must provide the body with a general description of the circumstances relating to the member’s need to appear remotely at the meeting. The description generally need not exceed 20 words and does not require the member to disclose any medical diagnosis, disability, or protected personal medical information. The member’s request to participate remotely must be made as soon as possible, and a separate request is required for each meeting. The legislative body may take action on the request at the earliest opportunity, and if the request does not allow sufficient time to place it on the meeting agenda, the legislative body may nonetheless take action on the request at the beginning of the meeting. The legislative body may approve such a request by a majority vote of the body. As stated above, there are limitations on how many times this process may be used in a calendar year

SUMMARY:

Beginning in March 2023, WRCOG will no longer be able to reaffirm the AB 361 findings found in its resolution.¹ Therefore, should the Executive Committee wish to continue to allow remote/hybrid meetings for its Executive Committee and/or other committee meetings the recommendation options under the Brown Act will be 1). the pre-pandemic rules or 2) the limited exception for “just cause” or “emergency” allowed under AB 2449.

¹ The language of AB 361 is vague and an argument could be made that a new resolution could be adopted after the state of emergency expires; however, this is an untested reading and could be subject to challenge. The legislation authorizing SB 361 expires at the end of 2023 regardless.

Attachment 2

AB 2449 FREQUENTLY
ANSWERED QUESTIONS (FAQ)

Frequently Ask Questions – AB 2449

1. *When can I participate remotely utilizing AB 2449?*

An EC Member may participate in a Brown Act meeting remotely if they either have: “just cause” or an “emergency circumstance”.

2. *What constitutes “just cause” under AB 2449?*

“Just cause” means a childcare or family caregiving needs, contagious illness, physical or mental disability needs, or travel while on official public business.

3. *What constitutes an “emergency circumstance” under AB 2449?*

An “emergency” means a physical or family medical emergency that prevents in-person attendance. (Gov. Code § 54953(j)(2).)

4. *When am I required to notify the Executive Committee that I need to participate remotely under AB 2449?*

Notification should be made at the earliest possible opportunity, but could potentially be provided at the beginning of the meeting.

5. *What am I required to disclose if I need to participate remotely under AB 2449?*

For the “just cause” justification, EC Members must disclose a general description of the circumstances giving rise to the need appear remotely.

For the “emergency circumstance” justification, an EC Member must provide a general description of approximately 20 words of the circumstances creating the need to participate remotely. However, this does not require the disclosure of a medical diagnosis or disability, or personal medical information already exempt under existing law.

6. *Are there any limitations on participating remotely under AB 2449?*

Yes, the “just cause” justification may only be used for two meetings per calendar year.

The “emergency circumstance” justification must be approved by a formal vote of the EC. If the this approval is not given, then the remote EC Member is not authorized to attend remotely.

In addition, no EC Member may use either the just cause or personal emergency remote attendance exceptions (or a combination thereof) to attend meetings remotely for more than 3 consecutive months, or 20% of the EC’s regular meetings within a calendar year.

7. *What happens if I need to attend remotely, but am out of “just cause” justifications and the situation isn’t an “emergency circumstance”?*

An EC Member may still remotely attend the meeting, but will be considered a participating member of the public and cannot vote on items or participate in closed sessions.

8. *Can more than one EC Member participate remotely?*

Yes, but at least a quorum of the EC Members must be participating in person from a single physical location clearly identified on the agenda.

9. *What happens if too many EC Members desire to participate remotely under AB 2449?*

If enough EC Members cannot participate in person to establish a quorum, then a meeting may be postponed. Depending on the amount of advanced notice, it's possible that remote participation could be provided for under the pre-pandemic Brown Act rules.

10. *Are there any additional requirements if I participate remotely under AB 2449?*

Yes, EC Members attending remotely must comply with the following requirements:

- EC Members attending remotely must do so by both audio and visual means (call-in only is not permitted). Cameras cannot be turned off.
- EC Members must publicly disclose whether any individuals age 18 or older are present in that remote location with the EC Member, and the general nature of the relationship (i.e., “my spouse is also in the room with me”).
- The EC must ensure that during any hybrid meeting that the public is provided with either (1) a two-way audiovisual platform or (2) a two-way telephonic service and live webcasting of the meeting.
- In the event of a disruption that interrupts the EC’s broadcast to the public, or another disruption within the EC’s control preventing the public from offering public comment, the EC must take no further action until such service is restored. Any action taken in violation of this rule may be challenged



Western Riverside Council of Governments WRCOG Executive Committee

Staff Report

Subject: 2023 General Assembly Community Service Award Selection Guidelines
Contact: Julian Brambila, Staff Analyst, jbrambila@wrcog.us, (951) 405-6760
Date: February 6, 2023

Requested Action(s):

1. Approve the Community Service Award selection guidelines.

Purpose:

The purpose of this item is to provide an update on the 32nd Annual General Assembly & Leadership Address and to approve the guidelines for the selection of Community Service Award recipients.

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 32nd Annual General Assembly & Leadership Conference will be held on Thursday, June 29, 2023, at the Pechanga Resort and Casino. Staff are looking forward to building on the success of last year's event, which was the Agency's first in-person event since 2019.

Community Service Awards

WRCOG's Community Service Award highlights community members that have gone above and beyond in their respective roles and responsibilities to support the western Riverside County subregion. Each year, officials from WRCOG member agencies provide nominations to the Administration & Finance Committee. Next, the Executive Committee selects the winners to be honored at WRCOG's Annual General Assembly & Leadership Address. For reference, a list of all past award recipients is attached.

The process for award nomination and selection includes the following:

1. Staff notifies member agencies' elected officials and Technical Advisory Committee members of the nominating period.
2. The Administration & Finance Committee discusses and recommends award recipients.
3. The Executive Committee discusses and approves award recipients.
4. Award recipients are honored at the General Assembly & Leadership Address.

Last year's Committee discussion included questions about whether the existing criteria were adequate.

Specifically, clarification was sought about who was eligible to be nominated and who was eligible to provide a nomination. The exclusion of public officials is a relatively new criterion for the award. Some members sought to evaluate how best to apply it to military service or activities by public employees where the nominated activity falls outside the scope of their employment. Additionally, March JPA, which is an active member of several WRCOG Committees but not a member of the Executive Committee, provided a nomination last year but their eligibility was unclear based on restrictive nomination language. Finally, members considered how strictly to enforce limits on the length of applications.

The list below outlines the current Community Service Award selection guidelines:

1. Recipient exhibits exemplary volunteerism.
2. Recipient is not a current public official.
3. Recipient is not currently employed by a WRCOG member agency.
4. There are two award categories: (1) individual and (2) group (company or organization).

In order to promote consistency and fairness throughout the process, the last year's Committee discussion included a desire to make any changes prior to opening the nomination period.

The nominating period is scheduled to begin in early February in order to allow the Administration & Finance Committee to consider nominations at their March meeting so the Executive Committee can finalize the awardee list at their April meeting.

Prior Action(s):

None.

Fiscal Impact:

The selection process has no fiscal impact to WRCOG. Winners receive gifts and video production opportunities whose cost is paid by the WRCOG Supporting Foundation.

Attachment(s):

[Attachment 1 - Past Community Service Award Recipients](#)

Attachment 1

Past Community Service Award
Recipients



WRCOG Award for Outstanding Community Service

Each year, WRCOG awards individuals and/or organizations for outstanding contributions to improving the quality of life in Western Riverside County.

Prior Award Winners

Jim Birckhead **	Dr. Brenda Davis (2011)
Don Blose **	Tom Mullen (2011)
Martin Bowman **	Melba Dunlap (2012)
Burrtec, CR&R, and Waste Management, Inc. **	Ronald O. Loveridge (2013)
Jane Carney **	Larry and Wayne Minor and their families (2014)
CE-CERT **	Pat Kilroy (2014)
County of Riverside Rideshare **	Rose Salgado (2015)
Virginia Field **	Anne Mayer (2015)
Sam Huang **	Kathy Azevedo (2016)
Jurupa Unified School District **	Randy Record (2017)
Southern California Gas Company **	John J. Benoit (2017- Lifetime Achievement)
Barry Wallerstein **	Rose Mayes (2017)
Norton Younglove **	John Tavaglione (2018)
Robert Zweig **	Marion Ashley (2018)
Rita Peters (2000)	Josiah Bruny (2018)
Gary Wanczuk (2001)	Thomas Evans (2019)
Nick Jones (2002)	Social Work Action Group (2019)
Ali Sahabi (2003 & 2007)	City of Lake Elsinore (2019)
Pete Peterson (2003)	Grant Yates (2021)
Linda Mejia (2004)	Gurdwara Sahib Riverside (2021)
Rosalie Moyer (2004)	For the People Taskforce (2021)
Gail Wanczuk Barton (2005)	Riverside Transit Agency (2021)
Randall Lewis (2006)	Dawn Smith (2022)
Robert Wolf (2008)	Karen Alexander (2022)
Roy Wilson (2009)	Kristian Ticas (2022)
Jamil Dada (2009)	Love 4 Life (2022)
Fred Noble (2010)	Sonia Ramos (2022)
Joe Tavaglione (2010)	

** Indicates Award Winner recipient prior to 2000.



Western Riverside Council of Governments WRCOG Executive Committee

Staff Report

Subject: Approval of WRCOG Strategic Plan
Contact: Dr. Kurt Wilson, Executive Director, kwilson@wrcog.us, (951) 405-6701
Date: February 6, 2023

Requested Action(s):

1. Discuss the item and either affirm the current version of the Strategic Plan or approve an amended version of the Plan.

Purpose:

The purpose of this item is to present a final Strategic Plan for approval.

WRCOG 2022-2027 Strategic Plan Goal:

Background:

After convening in late 2021, the WRCOG Executive Committee adopted a new Strategic Plan in early 2022. The Plan includes a set of goals that drive the internal workplans and resource allocation for staff. Several members of the Executive Committee convened late last year for a status report on the WRCOG Strategic Plan. A summary of the discussion is included below. There was no desire among the group to remove any items from the current plan. There was interest in having further discussion about adding one or more items (listed below). That discussion was deferred for this committee.

If no changes are required, the recommended action is for the Committee to affirm the current plan. If amendments are selected, the recommended action is to Adopt the amended plan.

Strategic Planning Discussion

Several members of the Executive Committee were hosted by Western Municipal Water District on Friday, December 9, 2022, to review and evaluate the current Strategic Plan. No action or vote was taken as part of the discussion.

Attendance: Committee members Crystal Ruiz (Chair), Chris Barajas (Vice Chair), Rita Rogers (2nd Vice Chair), Kevin Bash, Jacque Casillas, Ed Delgado, Brenda Dennstedt, Brian Tisdale, and Dale Welty.

Non-committee members: Kurt Wilson, Steve DeBaun, Princess Hester, Janis Leonard, Andrew Ruiz, Chris Gray, and Casey Dailey.

Key Discussion Points

1. Identity, Value, Purpose of WRCOG
2. Overview of Existing Strategic Plan
3. Status of Strategic Plan Workplan items
4. Survey Results (staff and committee members)
5. Plan Amendments

Highlighted Topics

Communications: Make members of the public the target audience for communications and reach them through non-text formats like social media, podcasts, and short videos to better emphasize the accomplishments and benefits of WRCOG. Leverage the demographic-targeting process currently used with WRCOG's used oil program to reach the right audience for other WRCOG programs and activities.

Advocacy: Centralize the bill-tracking function through a partnership with CalCOG that will allow a website portal branded for WRCOG and targeted to our needs. It will be a repository for current information on bills of interest to the region and can include requests from member agencies to track particular bills. This software solution, combined with continued leverage of CalCOG, CalCities and CSAC will form the foundation of the bills. The California Contract Cities Association has also committed to providing legislative updates for our members.

The formation of an Advocacy subcommittee would enable us to revisit our regulatory and legislative platforms. The subcommittee would start by identifying the types of issues in which WRCOG should get involved as well as how to get involved. This would include how to react to existing bills (support/oppose letters, committee testimony, etc.), sponsor new bills, and engage in the regulatory process. Another deliverable from this process would be a legislative platform document that provides the parameters for WRCOG engagement. This would provide the foundation to allow for quick responses at various points in the legislative cycle.

Staff

The general conversation included the benefits of "putting staff first" as a form of investment in which the "return" is greater service and long-term commitment to the organization. The discussion included the importance of ensuring staff has access to the necessary tools to succeed. Specifically, the group discussed the importance of expanding training opportunities. The committee survey responses included a higher-than-last-year ranking of member agencies willing to partner with WRCOG. This can include making existing trainings available to our staff or specifically targeting training topics of regional interest and working together to provide them. It also included the benefits of a new fiscal software system that would enhance transparency, accountability, and accuracy of financial transactions but would also decrease the staff workload for basic functions.

Key Comments

- Increase use of small group dialogue or Ad Hoc committees (Welty)
- Provide Practical Tools for Governing (Casillas)
- Focus on Core Competencies
- Partner with external groups like Contract Cities to leverage greater advocacy (Barajas)

- Serve as an Information Bank
- Take on difficult regional challenges in partnership with others but avoid becoming a dumping ground for intractable problems (Tisdale)
- Work to increase the use of partnerships
- Establish and Maintain Relationships (Delgado)
- Make Employees the Priority (Delgado)
- Create an Employee Development Pipeline (Bash)
- Use Social Media for more targeted communications (Bash)
- Make general public the target audience for communications (i.e. how public money is spent including examples like TUMF) (Barajas)
- Share information about Drought-related status and actions on member agency platforms (Ruiz)
- Convene Strategic Communications staff from member agencies to determine best practices (Dennstedt)
- Reevaluate Committee Structure; consider Government Affairs Committee (Dennstedt)
- Create an Advocacy Ad Hoc Committee to focus on regulatory and legislative needs.
- Define the process for issue selection (how do we stay in our lane) and advocacy methodology (proactive, reactive, support/oppose letters, author request, committee testimony, etc.)
- Embrace role of convener
- Provide GIS assistance to member agencies similar to REAP Planning Services
- Work toward regional water solutions
- Take a more aggressive approach toward communicating WRCOGs accomplishments and benefits

Topics for Further Consideration

1. Truck Parking
2. Regional Water
3. Homelessness
4. GIS services

Attachments

1. Strategic Plan
2. Strategic Goal Work Plan Presentation
3. Committee Survey summary
4. Staff survey summary
5. Contract database sample

Prior Action(s):

December 9, 2022: Several members of the Executive Committee met to receive an update on the Strategic Plan.

January 12, 2022: The Executive Committee adopted the WRCOG 2022-2027 Strategic Plan, including Mission and Vision Statements.

Fiscal Impact:

Current work efforts to implement the 2022-2027 WRCOG Strategic Plan are addressed through the

adopted Fiscal Year 2022/2023 WRCOG Agency Budget. Should the Executive Committee provide direction to implement new initiatives that are not currently included in the adopted Budget, then the Budget would have to be amended to reallocate existing revenues to these new initiatives. Alternatively, the direction to implement new initiatives could be addressed in the forthcoming Fiscal Year 2023/2024 WRCOG Agency Budget.

Attachment(s):

[Attachment 1 - Strategic Plan](#)

[Attachment 2 - Strategic Goal Work Plan Presentation](#)

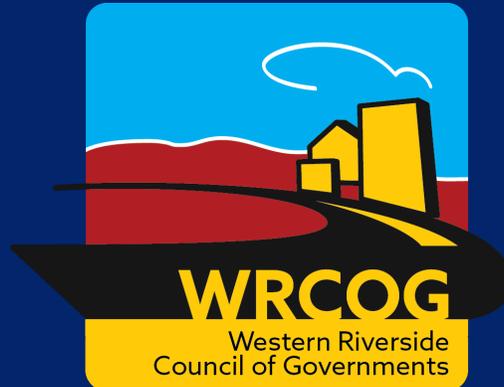
[Attachment 3 - Committee member survey](#)

[Attachment 4 - Staff survey](#)

[Attachment 5 - Contract database sample](#)

Attachment

Strategic Plan



WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS STRATEGIC PLAN

2022-2027

DKS

Prepared by DKS Associates
Anaheim, CA

EXECUTIVE SUMMARY

This document will serve as the Western Riverside Council of Government's 2022-2027 Strategic Plan. Its purpose is to help WRCOG prioritize its efforts, allocating both fiscal and human resources to achieve a shared Vision and Goals that also reflect community priorities and needs. The Plan is the result of a comprehensive review by DKS Associates of the following:

- The WRCOG annual budget;
- Executive Committee meetings (agendas, minutes);
- News articles;
- Demographic data; and
- Incorporation documents.

DKS staff held virtual meetings with members of the Executive Committee during November and December prior to the Strategic Plan Workshop. Participants discussed their views on the opportunities and challenges ahead for the agency. This includes discussions regarding the areas which WRCOG should and should not become involved in terms of local governance and regional planning.

Interviews were also held via conference calls with the management team and key staff members from all WRCOG departments.

In addition, the team held brief interviews with City Managers from member agencies and also received email comments describing their views on the best role for WRCOG to play as it relates to their particular agency.

This information helped guide a Strategic Planning Workshop for the Committee held Friday, December 3, 2021. The meeting, which was open to the public, was used to define the agency's Mission Statement, Vision Statement, Core Values and Goals to guide WRCOG's future operations.



WRCOG GOALS

1

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

2

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

3

Ensure fiscal solvency and stability of the Western Riverside Council of Governments.

4

Communicate proactively about the role and activities of the Council of Governments.

5

Develop projects and programs that improve infrastructure and sustainable development in our subregion.

6

Develop and implement programs that support resilience for our region.

7

Provide a safe, inclusive environment that values employees.

Each Goal is intended to focus the agency's fiscal and human resources on areas of highest priority.



MISSION, VISION AND VALUES

The purpose of establishing WRCOG's Mission, Vision and Core Values is to clearly define why the agency was created; how the Executive Committee envisions its future and what principles members and staff will adhere to as part of conducting its business.

Mission

The Mission of the Western Riverside Council of Governments is to facilitate, plan and identify funding opportunities for critical infrastructure projects and programs that benefit its member agencies and the communities they serve.

Vision

The Western Riverside Council of Governments provides a strong regional voice representing the interests of its member agencies, securing funding, and facilitating investments in transportation and infrastructure to ensure a sustainable, safe and economically strong region.

Core Values

Integrity
Transparency
Collaboration
Innovation

Diversity
Accountability
Sustainability
Inclusion



Goal 1:

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



The Executive Committee's strongest support was for a goal to re-establish WRCOG as a vocal and recognized advocate for the Western Riverside subregion. Strategies to support this goal include:

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

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



Many of the WRCOG member agencies lack the capacity to track and apply for grant opportunities to fund projects and programs with both local and regional benefits. The Executive Committee established a goal to prioritize WRCOG's role in tracking funding opportunities and assisting in the application process to secure funds. Strategies include:

- **2.1 Track and provide updates on regional, state and federal grant opportunities of interest to WRCOG and its member agencies.**
- **2.2 Provide staff support and/or access to consultants for grant research and application preparation.**
- **2.3 Consider providing training opportunities for grant writing and management to member agencies.**

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



	Service	Class A/B	Office	Retail		
	\$545,835	\$276,030	\$-	\$-	\$335,625	\$1,927,410
	\$1,506,770	\$1,389,159	\$353,631	\$-	\$397,654	\$973,207
	\$272,196	\$601,132	\$-	\$-	\$-	\$222,634
	\$18,292	\$-	\$-	\$-	\$279,698	\$-
PA	\$-	\$-	\$379,219	\$-	\$317,703	\$2,593,740
Valle	\$374,986	\$1,232,934	\$-	\$-	\$-	\$185,743
Desa Valley	\$1,957,244	\$477,112	\$-	\$-	\$186,008	\$1,175,095
SOUTHWEST						
County	\$2,881,431	\$198,134	\$-	\$-	\$30,846	\$3,110,411
Armeducula	\$1,039,438	\$435,514	\$-	\$-	\$-	\$4,549
Murrieta	\$344,545	\$496,854	\$515,895	\$13,443	\$-	\$89,694
Lake Elsinore	\$1,725,864	\$30,670	\$-	\$-	\$1,598,498	\$121,608
Canyon Lake	\$91,792	\$-	\$-	\$-	\$-	\$91,792
Wildomar	\$511,903	\$-	\$-	\$-	\$128,115	\$53,416
CENTRAL						
County	\$402,424	\$-	\$-	\$-	\$-	\$11,328
Moreno Valley	\$2,020,174	\$601,112	\$556,617	\$28,594	\$239,262	\$527,796
Tris	\$1,225,564	\$18,402	\$119,507	\$-	\$227,324	\$-
Fee	\$4,161,150	\$809,443	\$5,472	\$-	\$208,313	\$-
	\$82,314	\$-	\$-	\$-	\$-	\$82,314
	\$325,434	\$13,004	\$-	\$-	\$443,903	\$-
	\$36,584	\$-	\$-	\$-	\$-	\$-
	\$1,344,462	\$-	\$16,813	\$-	\$87,060	\$-
SOUTH						
County	\$1,028	\$-	\$-	\$-	\$-	\$-
	\$-	\$-	\$-	\$-	\$-	\$-
	\$1,028	\$-	\$-	\$-	\$189,180	\$-



The Executive Committee and management team acknowledge and value WRCOG’s commitment to maintaining adequate reserves and working within a balanced budget. Strategies to support this Goal include:

- **3.1 Maintain sound, responsible fiscal policies.**
- **3.2 Develop a process to vet fiscal impact(s) and potential risk(s) for all new programs and projects.**
- **3.3 Provide detailed financial statements for public review online.**

Goal 4: Communicate proactively about the role and activities of the Council of Governments.



The Executive Committee believes communication with local and regional agencies is essential to the long-range viability of WRCOG. Staff has already begun work on several strategies including the following:

- **4.1 Develop a Communications Strategic Plan.**
- **4.2 Use social media to disseminate positive news, milestones and accomplishments throughout the region.**
- **4.3 Promote regional interaction and coordination with surrounding communities and service providers including schools, economic development interests, transportation and non-profit agencies.**

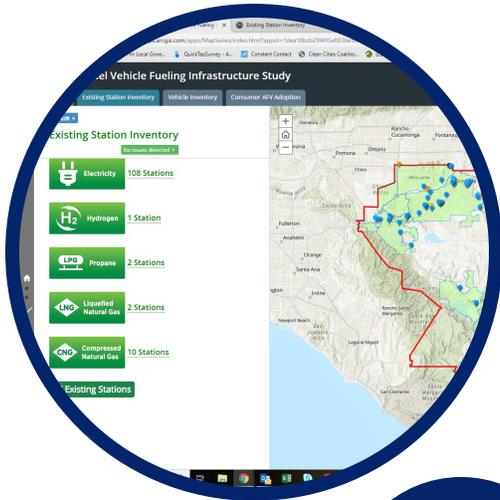
Goal 5: Develop projects and programs that improve infrastructure and sustainable development in our region.



The Executive Committee remains committed to prioritizing investments in Western Riverside County that contributes to its future economic development and overall quality of life for its residents. By providing a regional forum to address, define and deliver solutions to regional problems, WRCOG can serve a critical role in contributing to the overall health of the region. Strategies include:

- **5.1 Support investment in projects, infrastructure and programs in the region including:**
 - 5.1.1 Transportation infrastructure,
 - 5.1.2 Water and wastewater infrastructure, and
 - 5.1.3 Broadband/Smart Cities infrastructure.
- **5.2 Support the Resilient IE Grants in conjunction with the San Bernardino County Transportation Authority.**
- **5.3 Continue collaboration with regional agencies to address pollution control, stormwater runoff and other environmental concerns.**

Goal 6: Develop and implement programs that support resilience for our region.



WRCOG has delivered several successful programs which have supported resilience throughout the Western Riverside County subregion. The Executive Committee supports these efforts by establishing a specific goal to address efficiency. Strategies include the following:

- **6.1 Incentivize programs for saving electricity, water and other essential resources through the Inland Regional Energy Network.**
- **6.2 Supporting efforts to promote the Clean Cities Coalition.**
- **6.3 Continuing to support the Solid Water & Recycling Program.**

Goal 7: Provide a safe, inclusive environment that values employees.



WRCOG employees are fundamental to carrying out the Strategic Plan and ensuring that each goal is achieved. The purpose of this goal is to ensure that the COG continues to provide a positive work environment and can retain and attract high quality employees. Strategies include the following:

- **7.1 Develop and implement organization-wide staff succession planning.**
- **7.2 Support employee training, enrichment and recognition, including team building opportunities.**
- **7.3 Establish clear performance standards for the workforce and provide annual employee reviews.**
- **7.4 Promote diversity, equity and inclusion in all hiring practices.**

Attachment

Strategic Goal Work Plan Presentation

WRCOG 2022-2027 Strategic Plan

- Adopted on January 12, 2022, at a joint meeting of the Technical Advisory Committee and Executive Committee
- Organized around seven goals
 - #1- Serve as an advocate for the subregion
 - #2- Identify and help secure grants
 - #3- Ensure fiscal solvency and stability of WRCOG
 - #4- Communicate proactively
 - #5- Develop projects and programs that improve infrastructure
 - #6- Develop and implement programs that support resilience
 - #7- Provide a safe and inclusive environment that values employees



1

1

Goal #1: Serve as an advocate at the regional, state, and federal level for the Western Riverside region

1.1. Provide consistent updates regarding legislative actions that impact WRCOG member agencies to Committee members and member agency staff members.

1.2 Update the legislative platform detailing WRCOG's position(s) on issues that affect member agencies and actively promote that platform.

1.3 Explore options for the creation of a legislative action committee.

1.4 Provide opportunities for WRCOG members to actively participate in efforts in Sacramento to shape policy and effectively communicate regional successes.



2

2

Goal 1 (Advocacy)

Key Accomplishments:

- Outside groups such as Cal Cities provided regular updates on legislation to the WRCOG Executive Committee and Technical Advisory Committee
- WRCOG Staff and consultants provided monthly updates on housing-related legislation to Executive Committee and Planning Directors Committee
 - 9 updates to PDC, 8 updates to EC
 - Provided detailed updates to PDC on implementation of key legislation (SB 9, SB 330)

Work in Progress:

- Transitioning to CalCOG legislative tracking tool which comprehensive updates on legislation of interest to WRCOG members



3

3

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

2.1 Track and provide updates on regional, state, and federal grant opportunities of interest to WRCOG and its member agencies.

2.2 Provide staff support and/or access to consultants for grant research and application preparation.

2.3 Consider providing training opportunities for grant writing and management to member agencies.



4

4

Goal 2 (Grants)

Key Accomplishments:

- Prepared and distributed summary of all available grants to WRCOG member agency staff and key stakeholders on a bi-weekly basis
- Prepared and distributed a tailored summary of housing-related grants to WRCOG member agencies and key stakeholders on a bi-weekly basis
- Submitted 4 successful Active Transportation Program (ATP) grant applications for WRCOG member agencies
- Completed update of the Grant Writing guidelines
- Implemented SCAG REAP grant including:
 - Direct contract planning assistance to 5 WRCOG member agencies with 3 pending agreements
 - Completed Objective Design Standards toolkit and distributed to member agencies for their use



5

5

Goal 2 (Grants)-continued

Work in progress:

- Preparing an application for additional REAP funding (\$1.6M) to provide additional assistance for member agency planning activities
- Evaluating potential grant opportunities in the following areas:
 - Broadband
 - Climate adaptation
 - Energy resilience
 - Electric vehicle charging
 - SB 1383 implementation



6

6

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

3.1 Maintain sound, responsible fiscal policies.

3.2 Develop a process to vet fiscal impact(s) and potential risk(s) for all new programs and projects.

3.3 Provide detailed financial statements for public review online.



7

7

Goal 3 (Fiscal)

Key Accomplishments:

- WRCOG has revamped the entire budget process and document
 - Budget reports income and expenses at the fund level
 - Budget resolution was updated
 - Budget amendment process has been revamped
 - Budget was reviewed and approved by Finance Directors, Technical Advisory Committee, Admin & Finance, Executive Committee, and General Assembly
- Implemented the recommendations outlined in the Fiscal Review conducted by Citygate
- Staff has compiled list of existing contracts and distributed a contract database within WRCOG
 - Updated the review and approval process to tie expenditures to contract database



8

8

Goal 3 (Fiscal)-continued

Key accomplishments:

- Financial documents have been posted to the WRCOG website
- LTF invoice (\$1M) has been submitted to RCTC and approved
 - Payment received in September
- 2021/2022 audit
 - RFP distributed
 - Firm selected (VLF)
 - Audit nearly completed as of December 2022



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9

Goal 3 (Fiscal)-continued

Work in progress:

- Management Partners is currently working on the Fiscal Sustainability Model
 - Long-term forecasts for WRCOG expenditures and revenues
 - Partially complete, expected date of completion is Q2 2023
- Accounting software implementation
 - Need for an updated accounting and payroll system
 - Staff conducting review of potential systems
 - RFP expected in Q1 2023
 - Implementation throughout 2023



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Goal #4: Communicate proactively about the role and activities of the Council of Governments

4.1 Develop a Communications Strategic Plan

4.2 Use social media to disseminate positive news, milestones, and accomplishments throughout the region.

4.3 Promote regional interaction and coordination with surrounding communities and service providers including schools, economic development interests, transportation and non-profit agencies.



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Goal 4 (Communications)

Key Accomplishments:

- WRCOG regularly participates in regional gatherings including:
 - Chamber of Commerce events
 - State of the City/County
 - Events facilitated by other agencies such as SCAG
 - Groundbreaking/ribbon cutting events
- Implemented the 2022 General Assembly and Leadership Address
- Facilitate outside speakers for WRCOG Committees
 - Riverside County Flood Control
- Co-hosts of the Regional Water Task Force



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Goal 4 (Communications)-continued

Work in progress:

- Update of the WRCOG Website
- 2023 General Assembly & Leadership Address
- Preparing a member briefing binder



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Goal #5: Develop projects and programs that improve infrastructure in our subregion

5.1 Support investment in projects, infrastructure and programs in the region including:

- 5.1.1 Transportation infrastructure
- 5.1.2 Water and wastewater infrastructure, and
- 5.1.3 Broadband/Smart Cities infrastructure

5.2 Support the Resilient IE Grants in conduction with the San Bernardino County Transportation Authority

5.3 Continue collaboration with regional agencies to address pollution control, stormwater runoff, and other environmental concerns



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Goal 5 (Infrastructure)

Key Accomplishments:

- Collected \$76M in TUMF funding for FY 2021/2022 and \$30M to date in FY 2022/2023
- Provided monthly updates on TUMF revenues
- Reviewed and processed TUMF reimbursements (48 invoices- \$12.5M)
- Completed technical work in support of the TUMF Nexus Study including network review and project cost estimates
 - Updated project list reviewed by PWC and approved by Executive Committee
 - Updated project & right-of-way costs
- Completed residential trip generation study
- Completed development impact fee comparison study
- Completed regional travel survey



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Goal 5 (Infrastructure)-continued

Key Accomplishments:

- Completed Smart Streetlight Study
 - Presented to TAC and Executive Committee
- Completed Draft Resilient IE Report
 - Submitted to Caltrans
 - Caltrans approved report
- Finalizing agreement for Love Your Neighborhood Program
 - Trash program tied to water quality
 - Funded by Riverside County Flood Control



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Goal 5 (Infrastructure)-continued

Work in progress:

- TUMF Nexus Study
 - Finalize traffic modeling
 - Recalculate the fee
 - Develop potential implementation scenarios
 - Review Draft Nexus Study with member agencies and key stakeholders
- Regional study on VMT mitigation
 - Partnership with RTA and RCTC
- Updating our logistics trip generation study and Good Neighbor Guidelines for industrial projects



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Goal #6: Develop and implement programs that support resilience for our region.

6.1 Incentivize programs for saving electricity, water, and other essential resources through the Regional Energy Network

6.2 Support efforts to promote the Clean Cities Coalition

6.3 Support Solid Waste and Used Oil Recycling Programs



18

18

Goal 6 (Resilience)

Key Accomplishments:

- Completed the Energy Resilience Plan
 - Detailed evaluation of three sites
 - Presented to TAC and Executive Committee
- Completed PACE administrative tasks
 - Annual PACE levies
 - PACE delinquency purchase and sale agreement
 - Annual deferment of PACE judicial foreclosures
- IREN governance documents completed
 - Approved by Admin & Finance and Executive Committee
 - Agreements executed by WRCOG, CVAG, and SANBAG
- Implemented the C-PACE program



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Goal 6 (Resilience)-continued

Key Accomplishments:

- Hired a Clean Cities Program Manager
- Facilitated Annual Alt Car event
- Secured additional Clean Cities funding from West Virginia University
- Hired a Used Oil/Solid Waste Program Manager
- Secured annual Used Oil Program grant from the State of California
- Held virtual Used Oil events throughout the region
- Completed an evaluation of SB 1383 implementation for the WRCOG region



20

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Goal 6 (Resilience)-continued

Work in progress:

- I-REN implementation
 - Hiring additional staff to assist with program oversight/implementation
 - RFP's for I-REN consultant services
 - Public sector program development
 - I-REN Executive Committee meeting
 - I-REN website
- Securing additional funding to assist with SB 1383 implementation



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Goal #7: Provide a safe, inclusive environment that values employees.

7.1 Develop and implement organization wide staff succession planning

7.2 Support employee training, enrichment, and recognition including team building opportunities

7.3 Establish clear performance standards for the workforce and provide annual employee reviews.

7.4 Promote diversity, equity, and inclusion in all hiring practices.



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Goal 7 (Employees)

Key Accomplishments:

- Completed updated Classification & Compensation Study
 - Results shared with the Executive Committee on 12/5/2022
 - Implementation will occur in Q1 2023
- Develop and implemented employee training program
 - WRCOG internal training portal
- Quarterly employee recognition and team-building events
- Updated performance evaluations
 - All employee evaluations completed using new template

Work in progress:

- Employee specific training and leadership development curriculum
- Updated personnel policies and procedures



Attachment

Committee member survey

WRCOG Committee Member Survey 2022

Tuesday, December 06, 2022

Powered by  SurveyMonkey

1

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Total Responses

Date Created: Wednesday, September 28, 2022

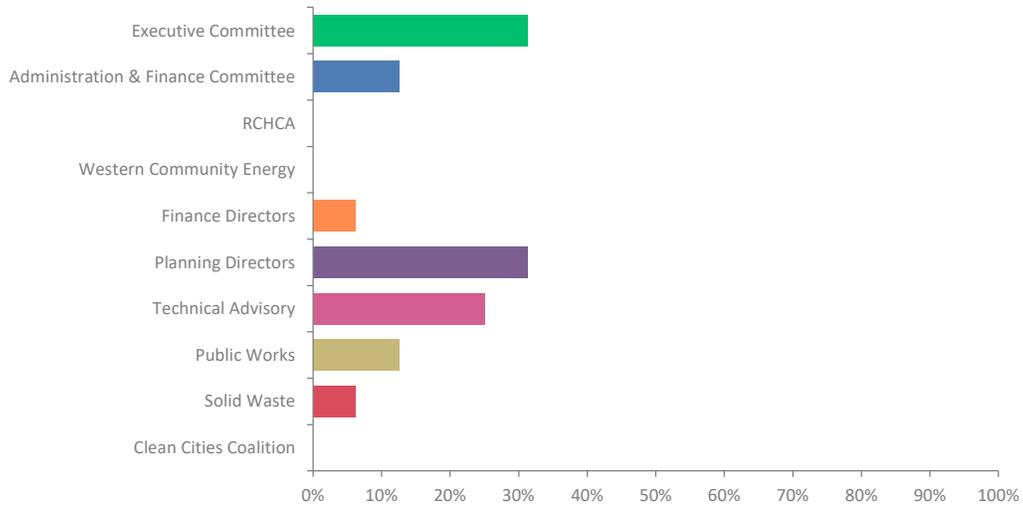
Complete Responses: 16

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2

Q1: What is your current role with WRCOG (check all that apply)

Answered: 16 Skipped: 0



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3

Q1: What is your current role with WRCOG (check all that apply)

Answered: 16 Skipped: 0

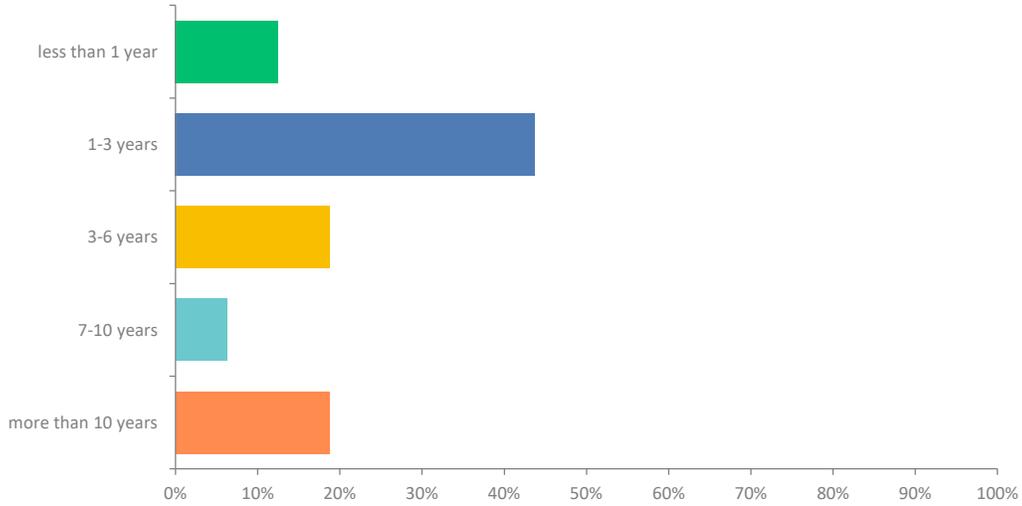
ANSWER CHOICES	RESPONSES	
Executive Committee	31.25%	5
Administration & Finance Committee	12.50%	2
RCHCA	0%	0
Western Community Energy	0%	0
Finance Directors	6.25%	1
Planning Directors	31.25%	5
Technical Advisory	25.00%	4
Public Works	12.50%	2
Solid Waste	6.25%	1

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4

Q2: How long have you been affiliated with WRCOG?

Answered: 16 Skipped: 0



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5

Q2: How long have you been affiliated with WRCOG?

Answered: 16 Skipped: 0

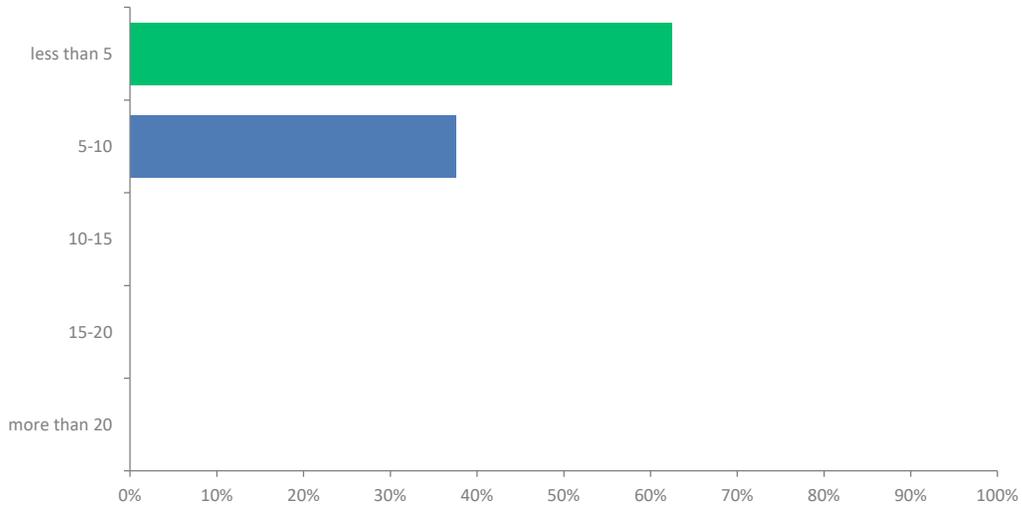
ANSWER CHOICES	RESPONSES	
less than 1 year	12.50%	2
1-3 years	43.75%	7
3-6 years	18.75%	3
7-10 years	6.25%	1
more than 10 years	18.75%	3
TOTAL		16

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6

Q3: How many hours per MONTH do you devote to WRCOG activities?

Answered: 16 Skipped: 0



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7

Q3: How many hours per MONTH do you devote to WRCOG activities?

Answered: 16 Skipped: 0

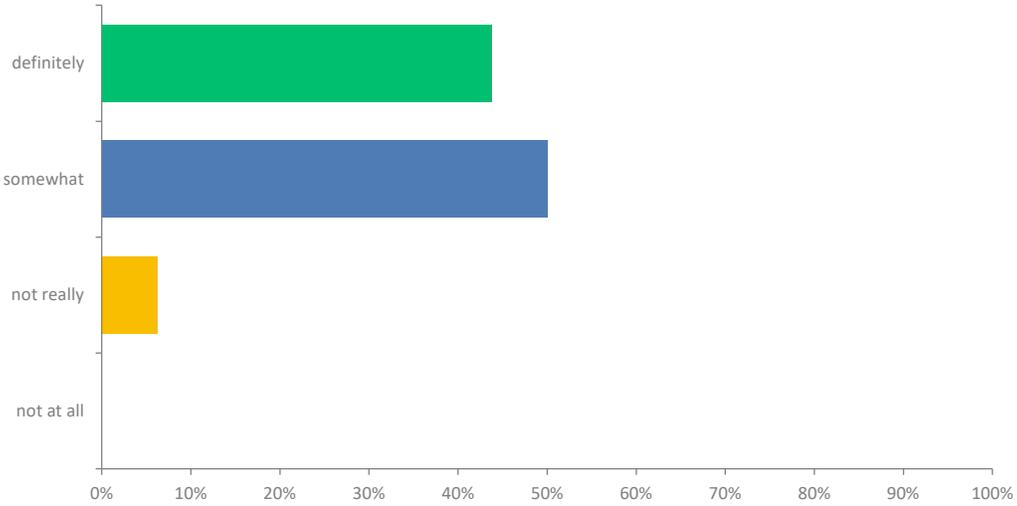
ANSWER CHOICES	RESPONSES	
less than 5	62.50%	10
5-10	37.50%	6
10-15	0%	0
15-20	0%	0
more than 20	0%	0
TOTAL		16

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8

Q4: Are you happy with the amount of time you spend on WRCOG activities?

Answered: 16 Skipped: 0



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9

Q4: Are you happy with the amount of time you spend on WRCOG activities?

Answered: 16 Skipped: 0

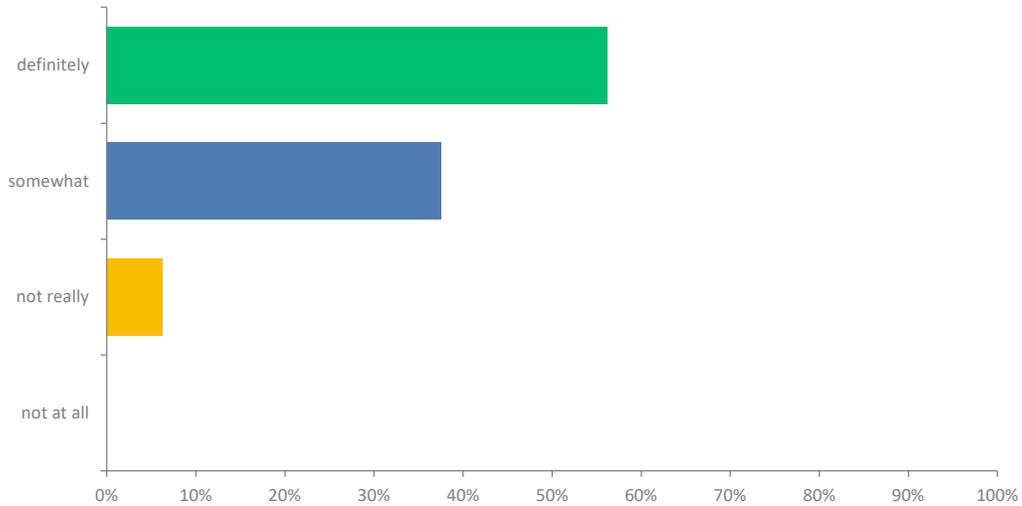
ANSWER CHOICES	RESPONSES	
definitely	43.75%	7
somewhat	50.0%	8
not really	6.25%	1
not at all	0%	0
TOTAL		16

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10

Q5: Are you proud to be associated with WRCOG?

Answered: 16 Skipped: 0



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11

Q5: Are you proud to be associated with WRCOG?

Answered: 16 Skipped: 0

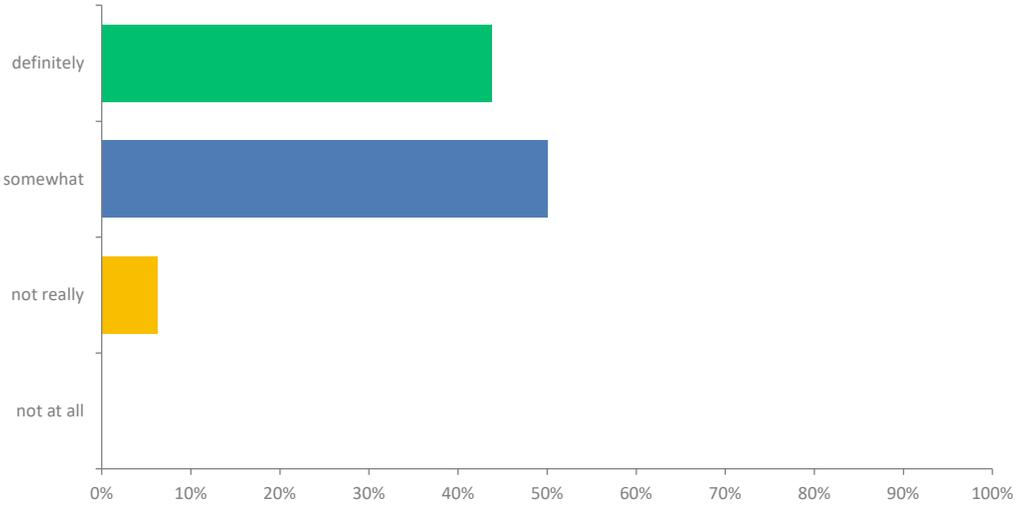
ANSWER CHOICES	RESPONSES	
definitely	56.25%	9
somewhat	37.50%	6
not really	6.25%	1
not at all	0%	0
TOTAL		16

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12

Q7: Do you have a clear understanding of WRCOG's purpose and benefit?

Answered: 16 Skipped: 0



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13

Q7: Do you have a clear understanding of WRCOG's purpose and benefit?

Answered: 16 Skipped: 0

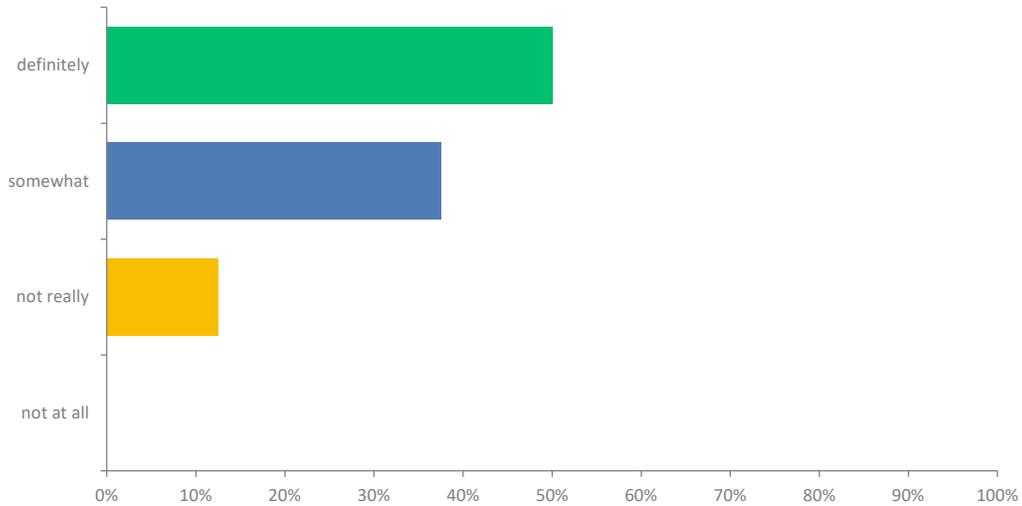
ANSWER CHOICES	RESPONSES	
definitely	43.75%	7
somewhat	50.0%	8
not really	6.25%	1
not at all	0%	0
TOTAL		16

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14

Q8: Does WRCOG currently have a good reputation?

Answered: 16 Skipped: 0



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15

Q8: Does WRCOG currently have a good reputation?

Answered: 16 Skipped: 0

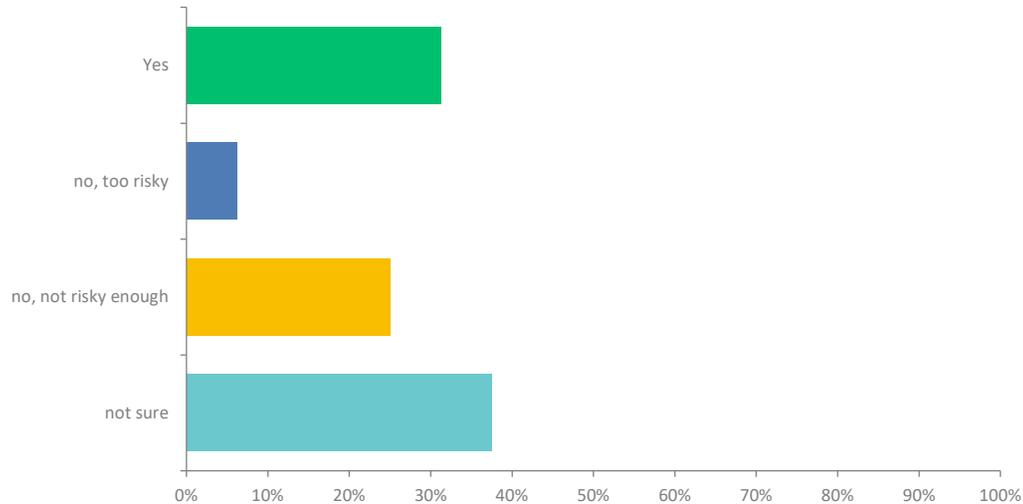
ANSWER CHOICES	RESPONSES	
definitely	50.0%	8
somewhat	37.50%	6
not really	12.50%	2
not at all	0%	0
TOTAL		16

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16

Q11: Does WRCOG take on the right amount of risks with its programs?

Answered: 16 Skipped: 0



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17

Q11: Does WRCOG take on the right amount of risks with its programs?

Answered: 16 Skipped: 0

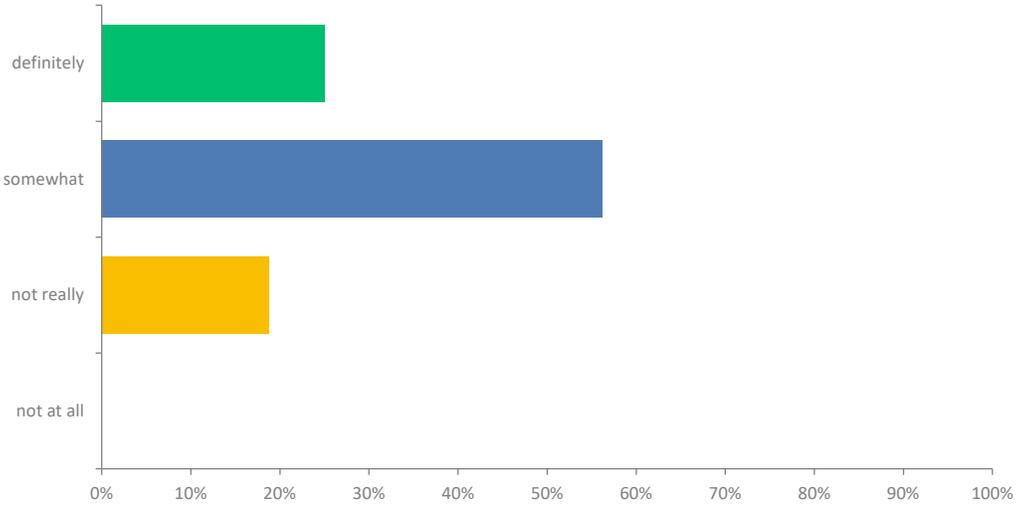
ANSWER CHOICES	RESPONSES	
Yes	31.25%	5
no, too risky	6.25%	1
no, not risky enough	25.00%	4
not sure	37.50%	6
TOTAL		16

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18

Q12: Are you well-informed on the full range of WRCOG activities and programs?

Answered: 16 Skipped: 0



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19

Q12: Are you well-informed on the full range of WRCOG activities and programs?

Answered: 16 Skipped: 0

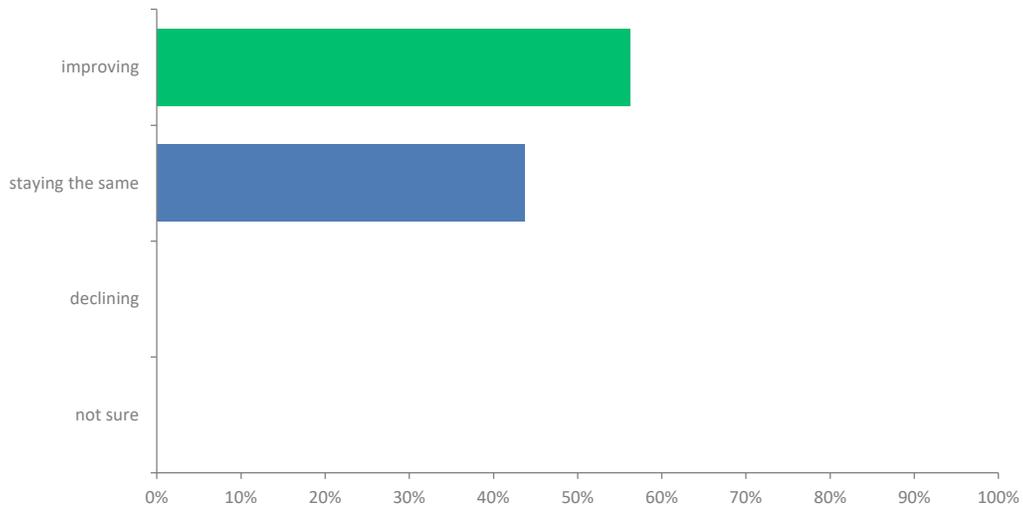
ANSWER CHOICES	RESPONSES	
definitely	25.00%	4
somewhat	56.25%	9
not really	18.75%	3
not at all	0%	0
TOTAL		16

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20

Q13: What's WRCOG's current trend or trajectory?

Answered: 16 Skipped: 0



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21

Q13: What's WRCOG's current trend or trajectory?

Answered: 16 Skipped: 0

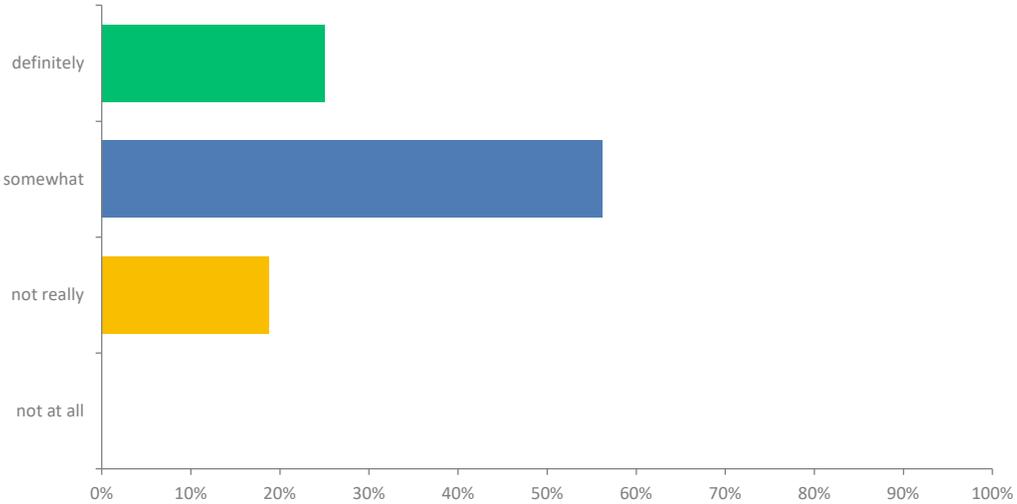
ANSWER CHOICES	RESPONSES	
improving	56.25%	9
staying the same	43.75%	7
declining	0%	0
not sure	0%	0
TOTAL		16

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22

Q14: Does WRCOG do enough to fully vet new programs prior to implementation?

Answered: 16 Skipped: 0



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23

Q14: Does WRCOG do enough to fully vet new programs prior to implementation?

Answered: 16 Skipped: 0

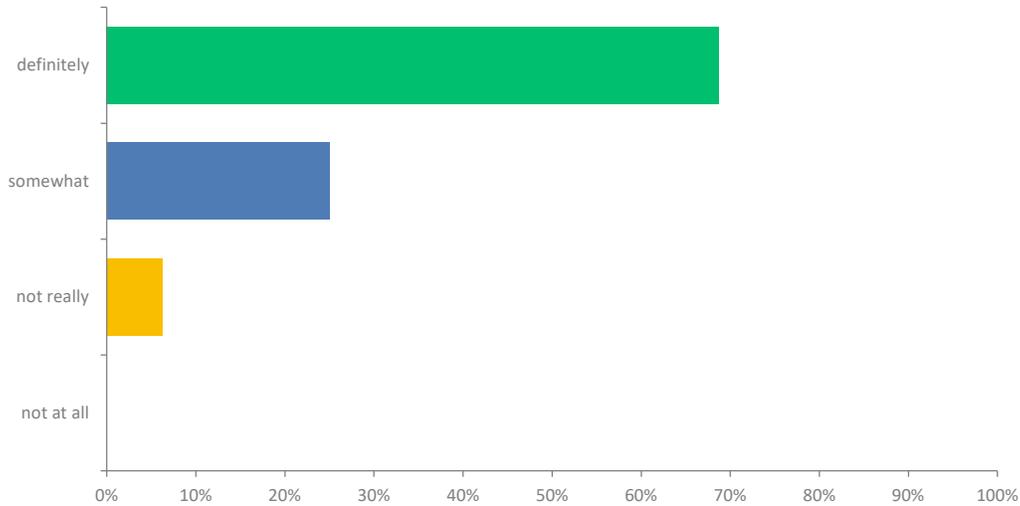
ANSWER CHOICES	RESPONSES	
definitely	25.00%	4
somewhat	56.25%	9
not really	18.75%	3
not at all	0%	0
TOTAL		16

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24

Q15: Do meeting agendas provide enough information to make decisions?

Answered: 16 Skipped: 0



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25

Q15: Do meeting agendas provide enough information to make decisions?

Answered: 16 Skipped: 0

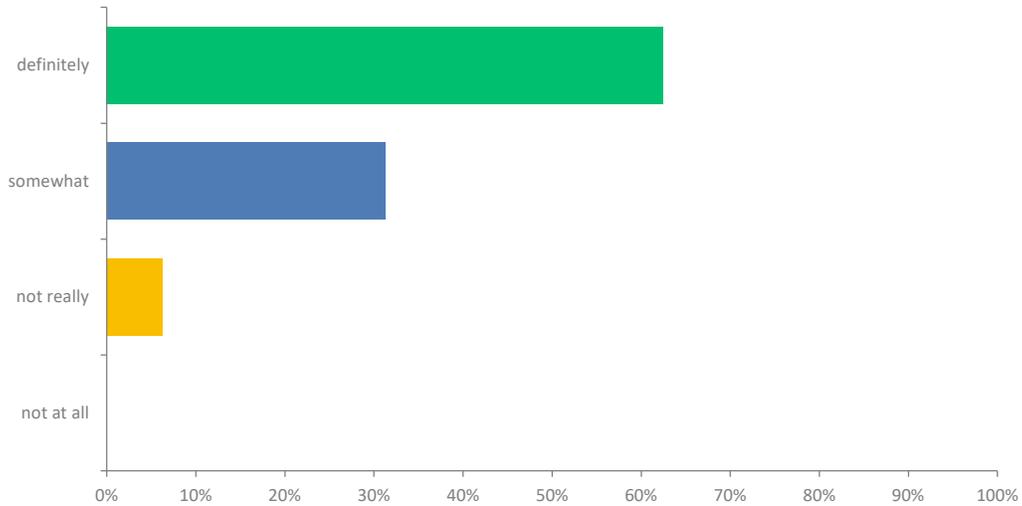
ANSWER CHOICES	RESPONSES	
definitely	68.75%	11
somewhat	25.00%	4
not really	6.25%	1
not at all	0%	0
TOTAL		16

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26

Q16: Are meeting agendas succinct enough to make the best use of your time?

Answered: 16 Skipped: 0



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27

Q16: Are meeting agendas succinct enough to make the best use of your time?

Answered: 16 Skipped: 0

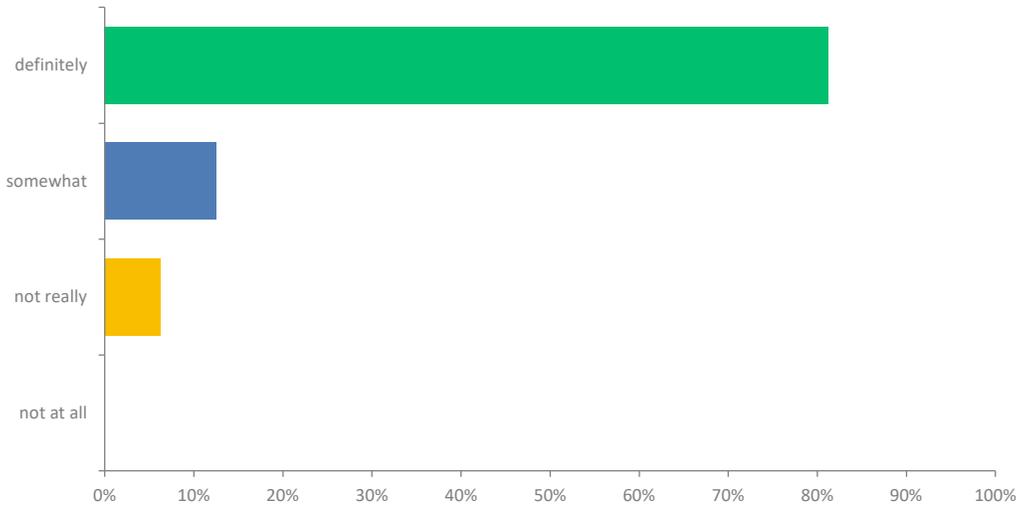
ANSWER CHOICES	RESPONSES	
definitely	62.50%	10
somewhat	31.25%	5
not really	6.25%	1
not at all	0%	0
TOTAL		16

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28

Q17: Do you have adequate support when reading through agendas?

Answered: 16 Skipped: 0



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29

Q17: Do you have adequate support when reading through agendas?

Answered: 16 Skipped: 0

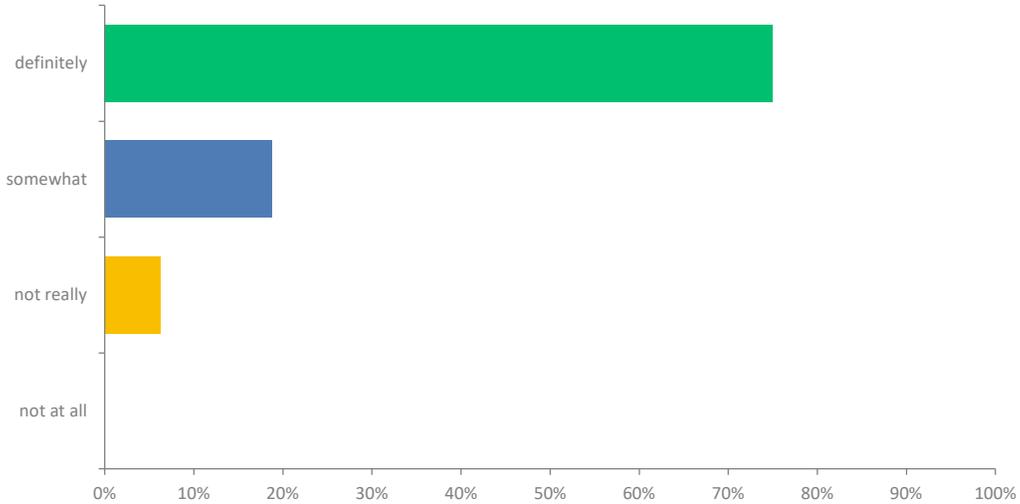
ANSWER CHOICES	RESPONSES	
definitely	81.25%	13
somewhat	12.50%	2
not really	6.25%	1
not at all	0%	0
TOTAL		16

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30

Q18: Are meeting agendas published early enough for you to prepare for the meetings?

Answered: 16 Skipped: 0



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31

Q18: Are meeting agendas published early enough for you to prepare for the meetings?

Answered: 16 Skipped: 0

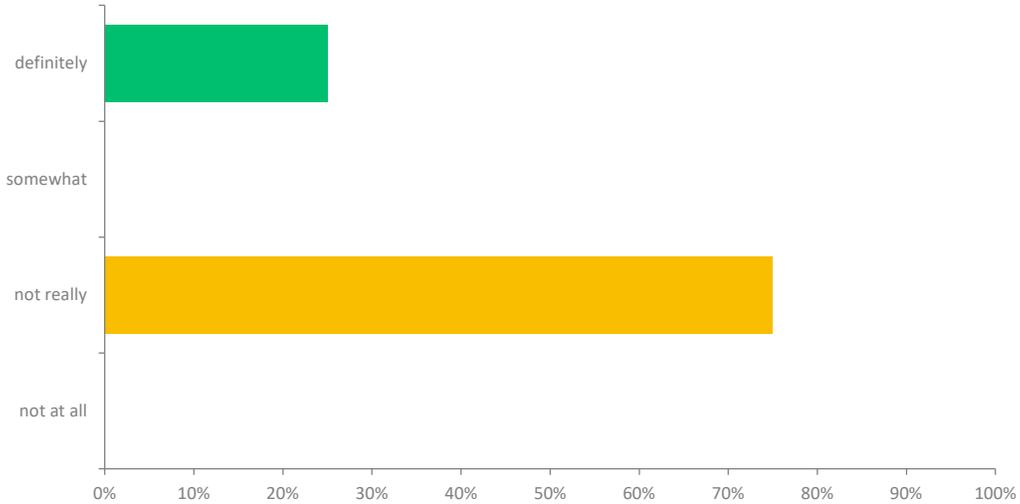
ANSWER CHOICES	RESPONSES	
definitely	75.00%	12
somewhat	18.75%	3
not really	6.25%	1
not at all	0%	0
TOTAL		16

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32

Q19: Have you observed any recent trends or patterns at WRCOG?

Answered: 16 Skipped: 0



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33

Q19: Have you observed any recent trends or patterns at WRCOG?

Answered: 16 Skipped: 0

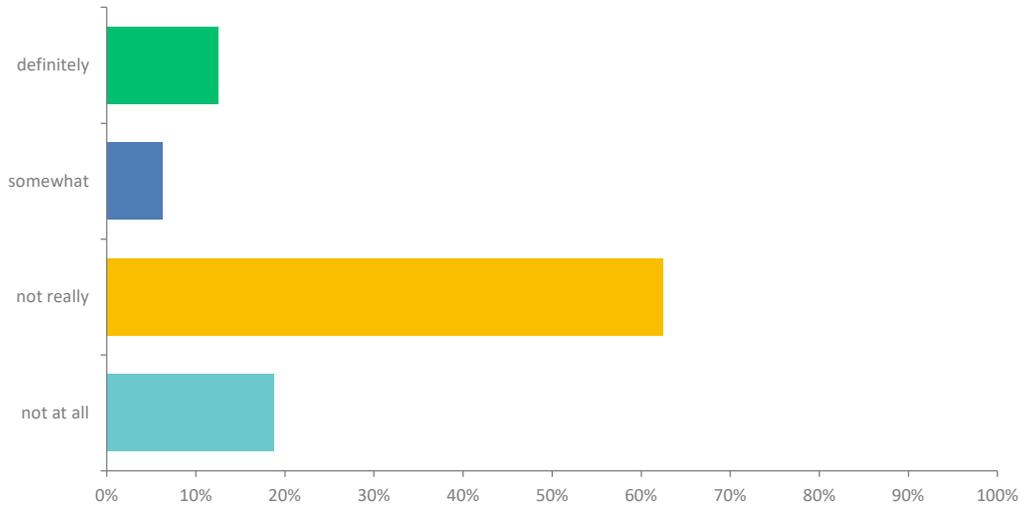
ANSWER CHOICES	RESPONSES	
definitely	25.00%	4
somewhat	0%	0
not really	75.00%	12
not at all	0%	0
TOTAL		16

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34

Q21: Do you have concerns about WRCOG's financial position or financial reporting practices?

Answered: 16 Skipped: 0



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35

Q21: Do you have concerns about WRCOG's financial position or financial reporting practices?

Answered: 16 Skipped: 0

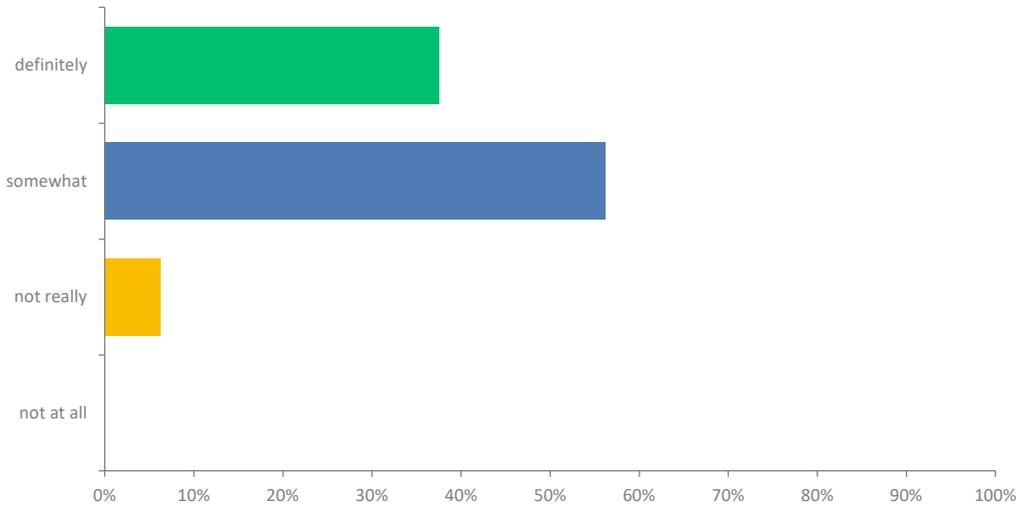
ANSWER CHOICES	RESPONSES	
definitely	12.50%	2
somewhat	6.25%	1
not really	62.50%	10
not at all	18.75%	3
TOTAL		16

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36

Q22: Do you receive the right TYPES of information about WRCOG activities?

Answered: 16 Skipped: 0



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37

Q22: Do you receive the right TYPES of information about WRCOG activities?

Answered: 16 Skipped: 0

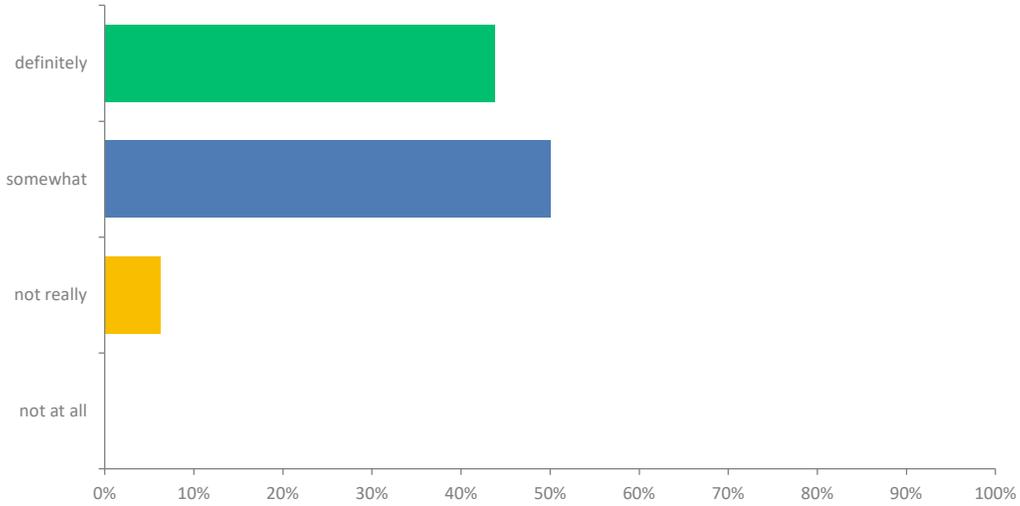
ANSWER CHOICES	RESPONSES	
definitely	37.50%	6
somewhat	56.25%	9
not really	6.25%	1
not at all	0%	0
TOTAL		16

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38

Q23: Do you receive the right AMOUNT of information about WRCOG activities?

Answered: 16 Skipped: 0



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39

Q23: Do you receive the right AMOUNT of information about WRCOG activities?

Answered: 16 Skipped: 0

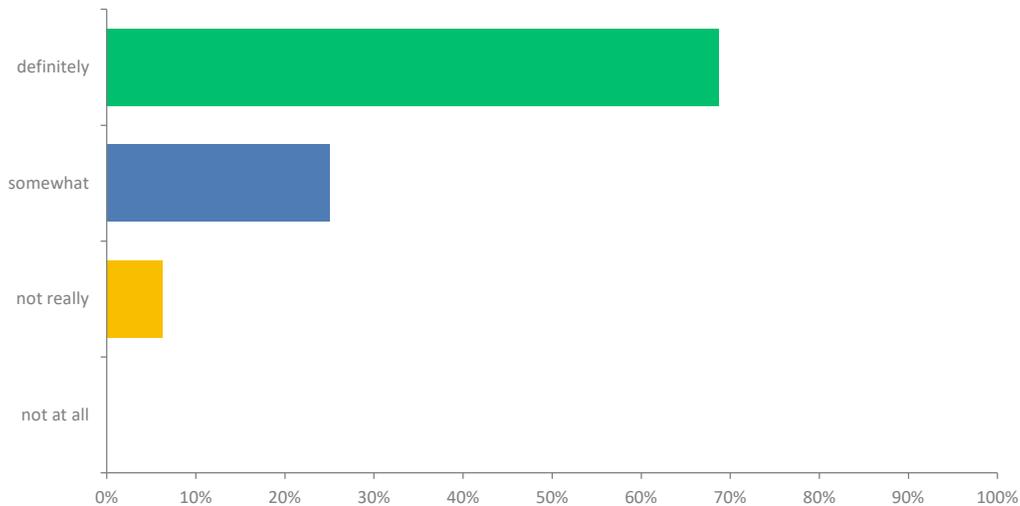
ANSWER CHOICES	RESPONSES	
definitely	43.75%	7
somewhat	50.0%	8
not really	6.25%	1
not at all	0%	0
TOTAL		16

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40

Q24: Do you receive timely communications on time sensitive issues?

Answered: 16 Skipped: 0



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41

Q24: Do you receive timely communications on time sensitive issues?

Answered: 16 Skipped: 0

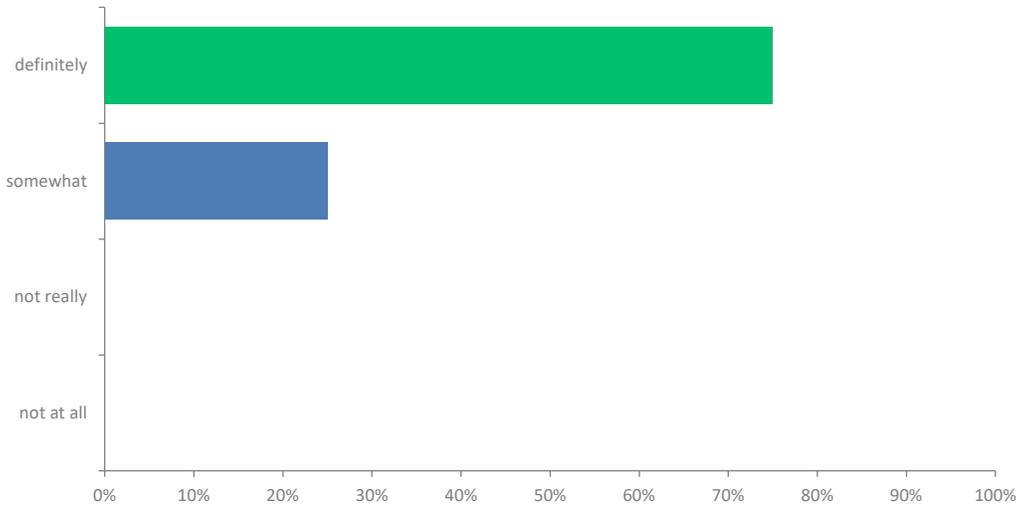
ANSWER CHOICES	RESPONSES	
definitely	68.75%	11
somewhat	25.00%	4
not really	6.25%	1
not at all	0%	0
TOTAL		16

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42

Q30: Do you have confidence in WRCOG's senior staff?

Answered: 16 Skipped: 0



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43

Q30: Do you have confidence in WRCOG's senior staff?

Answered: 16 Skipped: 0

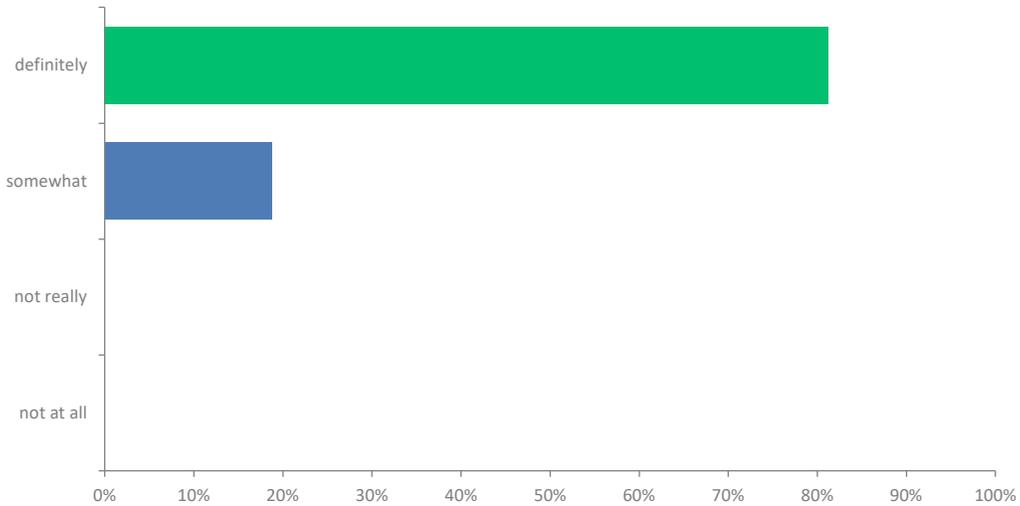
ANSWER CHOICES	RESPONSES	
definitely	75.00%	12
somewhat	25.00%	4
not really	0%	0
not at all	0%	0
TOTAL		16

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44

Q31: Do you have confidence in WRCOG's support staff?

Answered: 16 Skipped: 0



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45

Q31: Do you have confidence in WRCOG's support staff?

Answered: 16 Skipped: 0

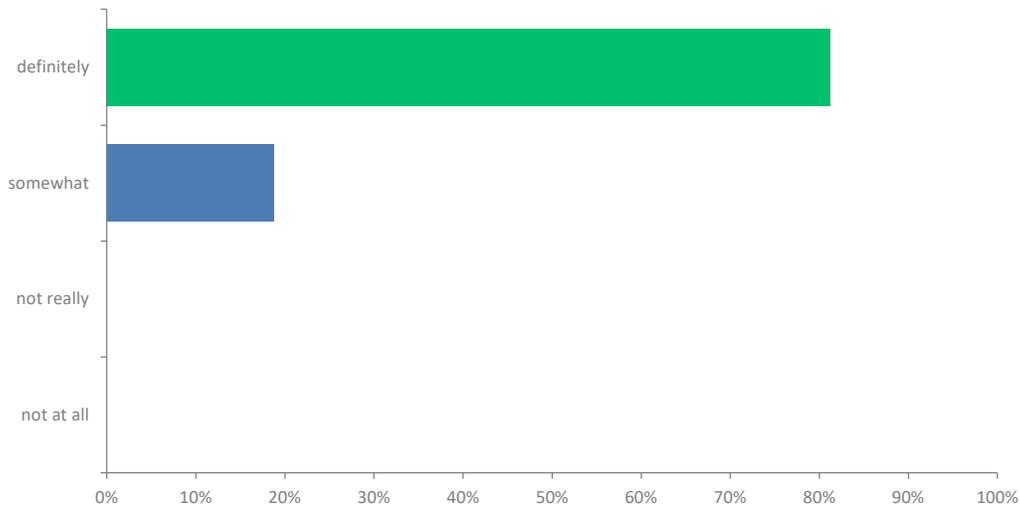
ANSWER CHOICES	RESPONSES	
definitely	81.25%	13
somewhat	18.75%	3
not really	0%	0
not at all	0%	0
TOTAL		16

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46

Q32: Do you have confidence in WRCOG's technical staff?

Answered: 16 Skipped: 0



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47

Q32: Do you have confidence in WRCOG's technical staff?

Answered: 16 Skipped: 0

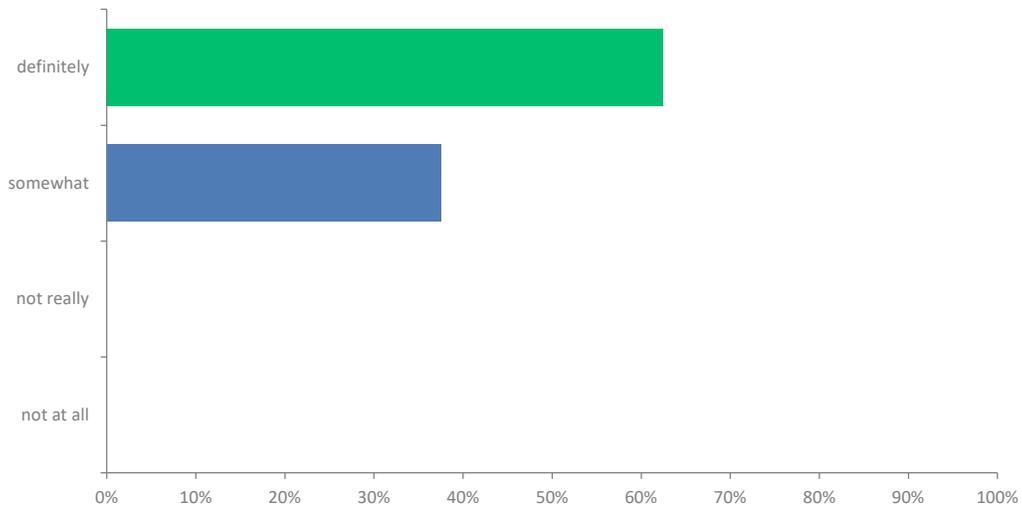
ANSWER CHOICES	RESPONSES	
definitely	81.25%	13
somewhat	18.75%	3
not really	0%	0
not at all	0%	0
TOTAL		16

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48

Q35: Do you feel your input is accepted by your peers?

Answered: 16 Skipped: 0



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49

Q35: Do you feel your input is accepted by your peers?

Answered: 16 Skipped: 0

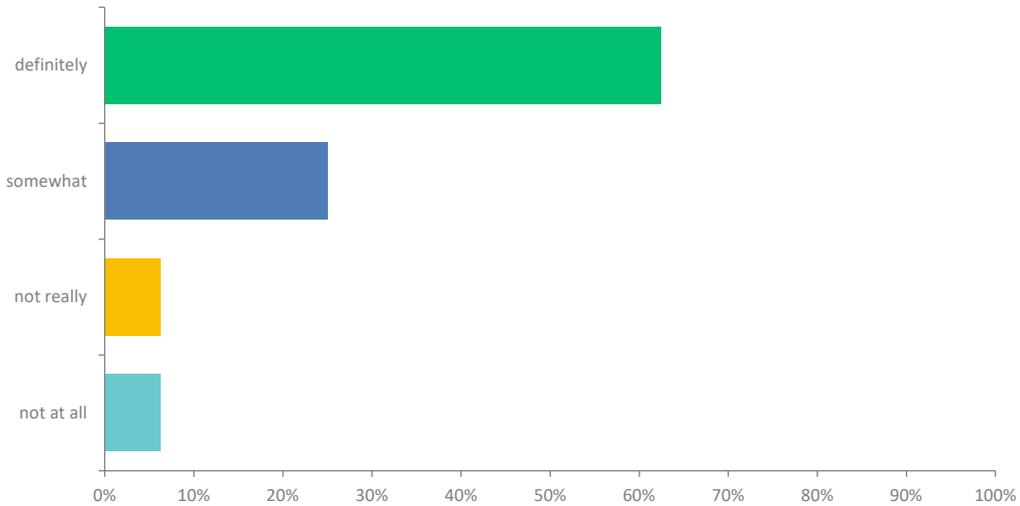
ANSWER CHOICES	RESPONSES	
definitely	62.50%	10
somewhat	37.50%	6
not really	0%	0
not at all	0%	0
TOTAL		16

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50

Q37: Should WRCOG take a more active advocacy role with state and local policymakers?

Answered: 16 Skipped: 0



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51

Q37: Should WRCOG take a more active advocacy role with state and local policymakers?

Answered: 16 Skipped: 0

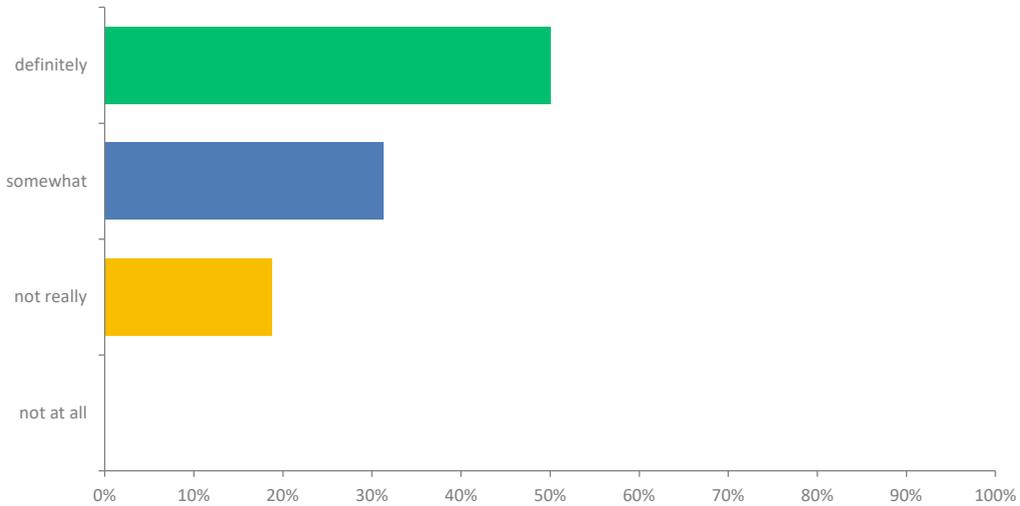
ANSWER CHOICES	RESPONSES	
definitely	62.50%	10
somewhat	25.00%	4
not really	6.25%	1
not at all	6.25%	1
TOTAL		16

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52

Q40: Does WRCOG add value to your organization?

Answered: 16 Skipped: 0



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53

Q40: Does WRCOG add value to your organization?

Answered: 16 Skipped: 0

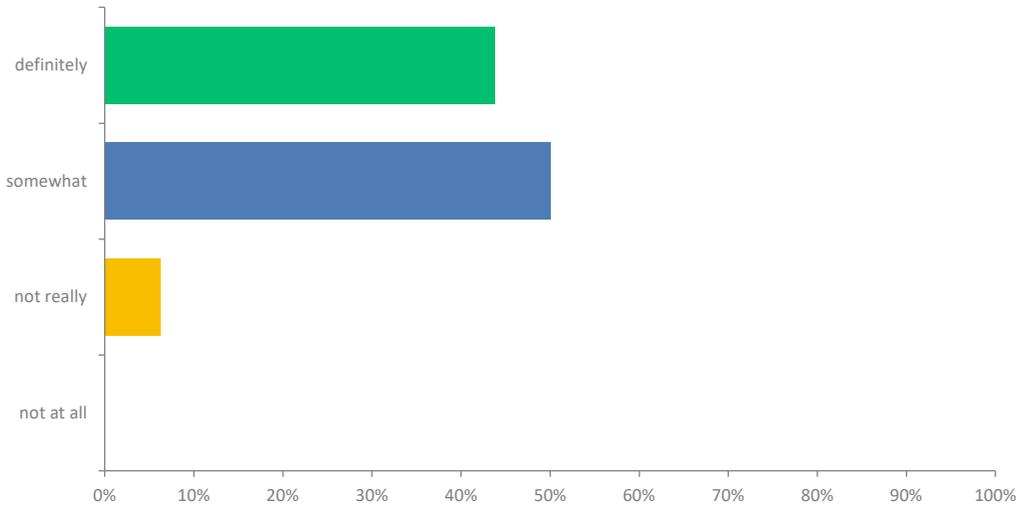
ANSWER CHOICES	RESPONSES	
definitely	50.0%	8
somewhat	31.25%	5
not really	18.75%	3
not at all	0%	0
TOTAL		16

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54

Q42: Is your agency willing to partner with WRCOG on training, procurement, or other areas?

Answered: 16 Skipped: 0



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55

Q42: Is your agency willing to partner with WRCOG on training, procurement, or other areas?

Answered: 16 Skipped: 0

ANSWER CHOICES	RESPONSES	
definitely	43.75%	7
somewhat	50.0%	8
not really	6.25%	1
not at all	0%	0
TOTAL		16

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56

Attachment

Staff survey

WRCOG Staff Survey 2022

Tuesday, December 06, 2022

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1

21

Total Responses

Date Created: Wednesday, September 28, 2022

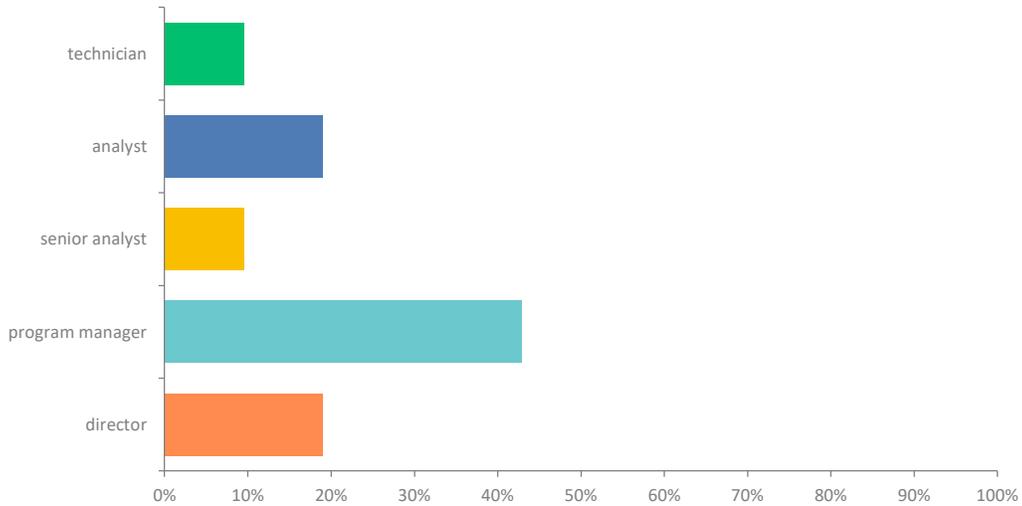
Complete Responses: 21

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2

Q1: What is your role at WRCOG?

Answered: 21 Skipped: 0



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3

Q1: What is your role at WRCOG?

Answered: 21 Skipped: 0

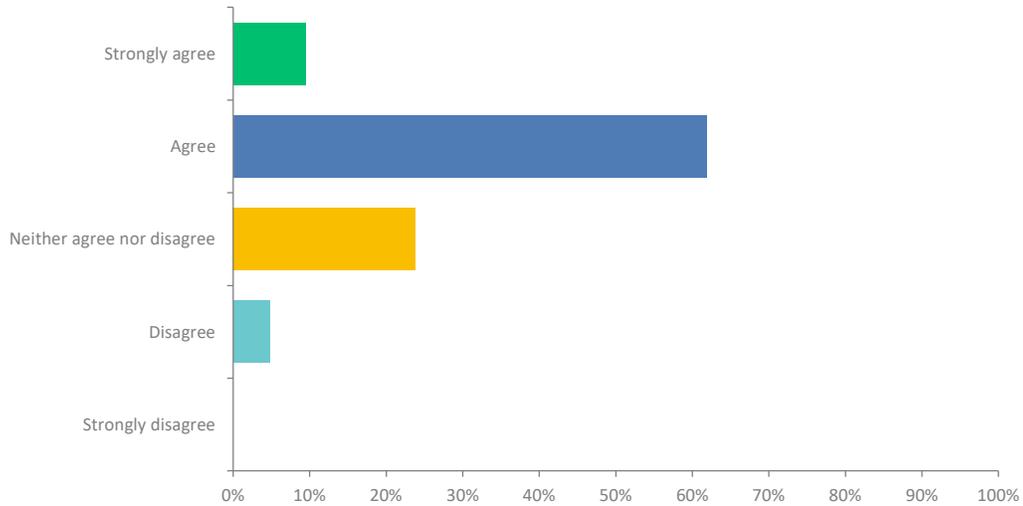
ANSWER CHOICES	RESPONSES	
technician	9.52%	2
analyst	19.05%	4
senior analyst	9.52%	2
program manager	42.86%	9
director	19.05%	4
TOTAL		21

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4

Q2: I am concerned about COVID.

Answered: 21 Skipped: 0



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5

Q2: I am concerned about COVID.

Answered: 21 Skipped: 0

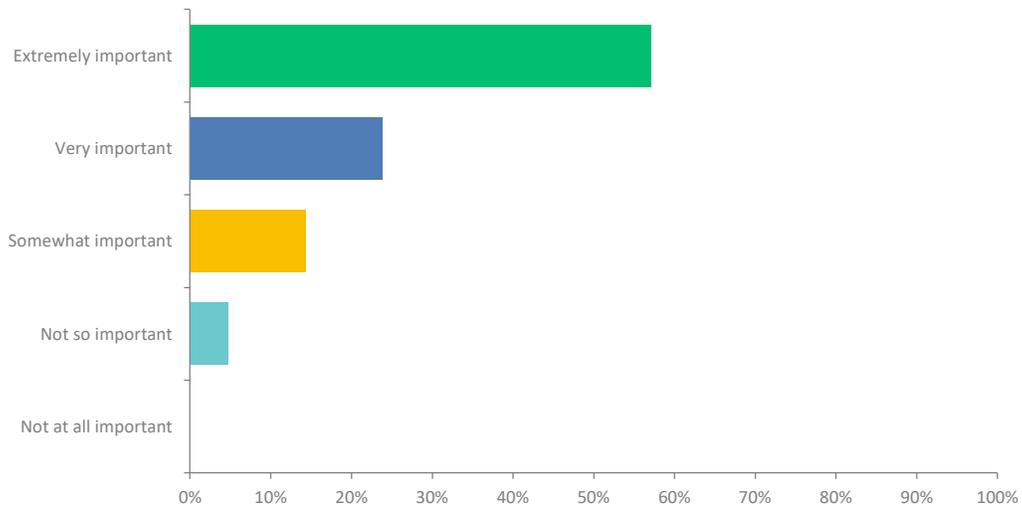
ANSWER CHOICES	RESPONSES	
Strongly agree	9.52%	2
Agree	61.90%	13
Neither agree nor disagree	23.81%	5
Disagree	4.76%	1
Strongly disagree	0%	0
TOTAL		21

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6

Q3: How important is a remote work option?

Answered: 21 Skipped: 0



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7

Q3: How important is a remote work option?

Answered: 21 Skipped: 0

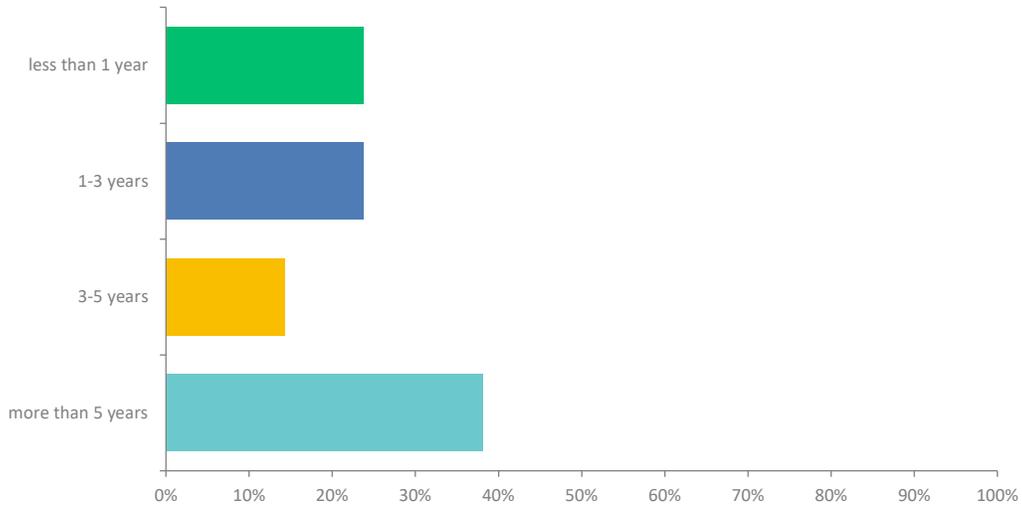
ANSWER CHOICES	RESPONSES	
Extremely important	57.14%	12
Very important	23.81%	5
Somewhat important	14.29%	3
Not so important	4.76%	1
Not at all important	0%	0
TOTAL		21

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8

Q5: How long have you worked for WRCOG?

Answered: 21 Skipped: 0



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9

Q5: How long have you worked for WRCOG?

Answered: 21 Skipped: 0

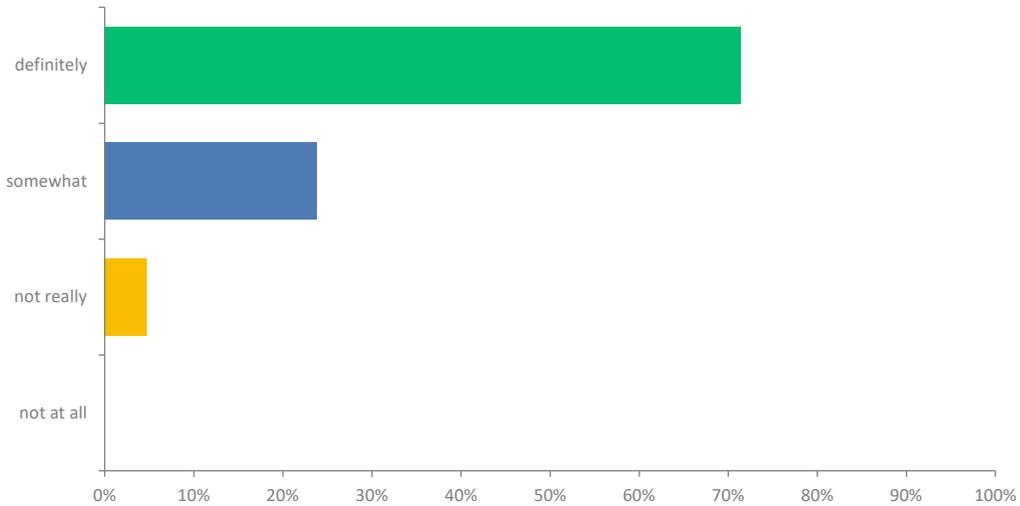
ANSWER CHOICES	RESPONSES
less than 1 year	23.81% 5
1-3 years	23.81% 5
3-5 years	14.29% 3
more than 5 years	38.10% 8
TOTAL	21

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10

Q6: Does WRCOG care about, and support, the needs of you and your family?

Answered: 21 Skipped: 0



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11

Q6: Does WRCOG care about, and support, the needs of you and your family?

Answered: 21 Skipped: 0

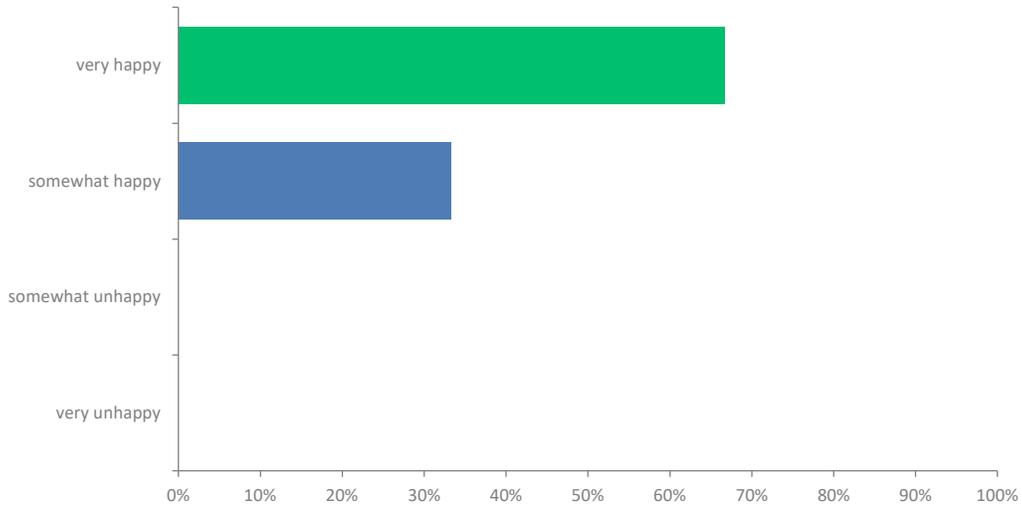
ANSWER CHOICES	RESPONSES	
definitely	71.43%	15
somewhat	23.81%	5
not really	4.76%	1
not at all	0%	0
TOTAL		21

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12

Q7: How happy are you working for WRCOG?

Answered: 21 Skipped: 0



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13

Q7: How happy are you working for WRCOG?

Answered: 21 Skipped: 0

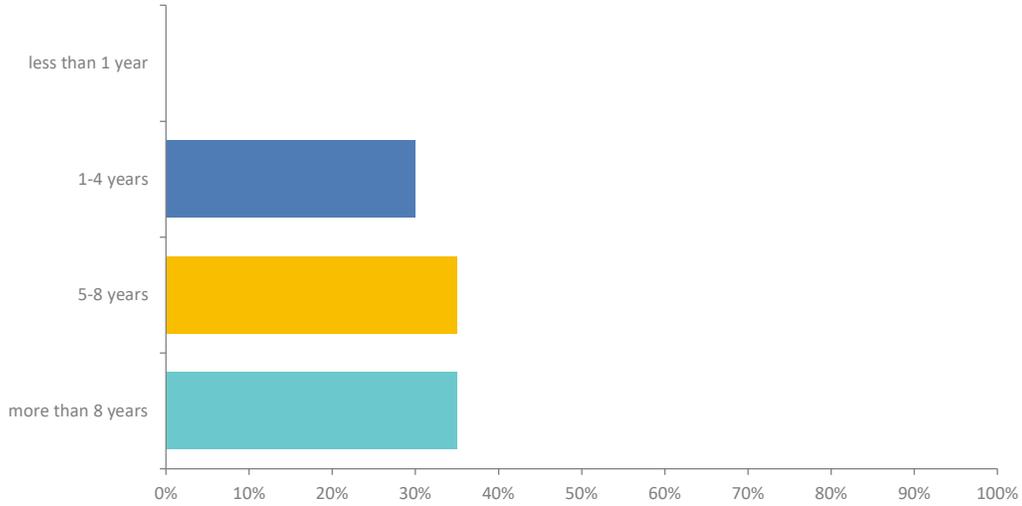
ANSWER CHOICES	RESPONSES	
very happy	66.67%	14
somewhat happy	33.33%	7
somewhat unhappy	0%	0
very unhappy	0%	0
TOTAL		21

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14

Q9: How much longer do you plan to work for WRCOG?

Answered: 20 Skipped: 1



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15

Q9: How much longer do you plan to work for WRCOG?

Answered: 20 Skipped: 1

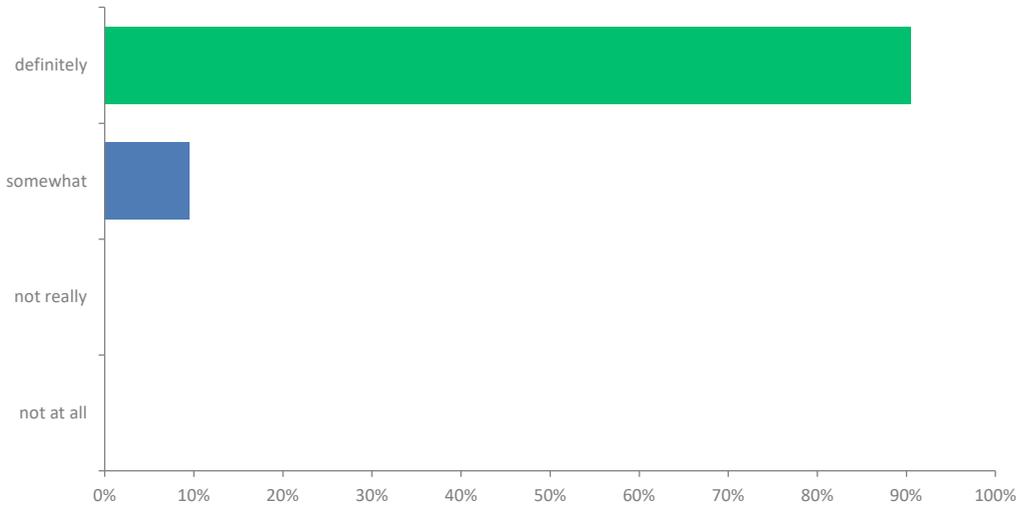
ANSWER CHOICES	RESPONSES	
less than 1 year	0%	0
1-4 years	30.0%	6
5-8 years	35.00%	7
more than 8 years	35.00%	7
TOTAL		20

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16

Q10: Has WRCOG's COVID response protected you or your coworkers?

Answered: 21 Skipped: 0



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17

Q10: Has WRCOG's COVID response protected you or your coworkers?

Answered: 21 Skipped: 0

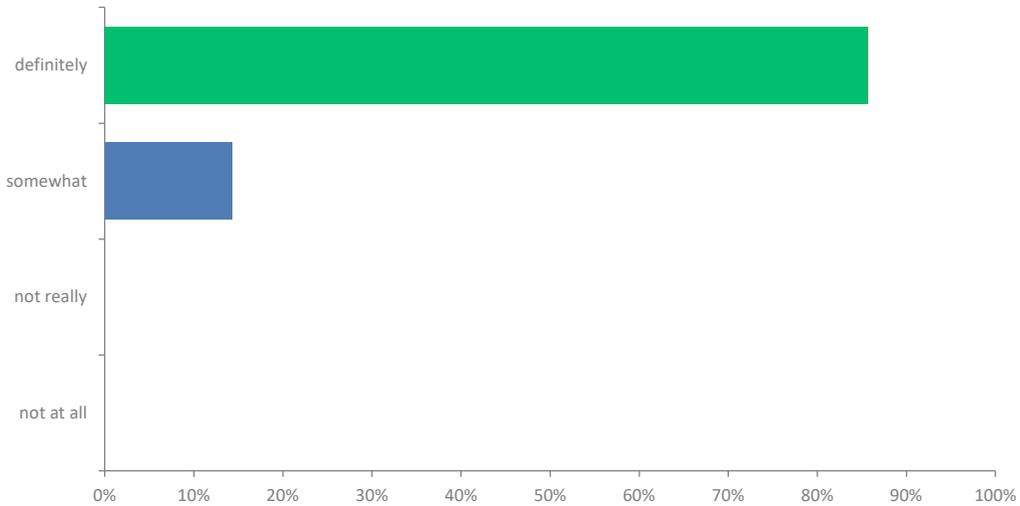
ANSWER CHOICES	RESPONSES	
definitely	90.48%	19
somewhat	9.52%	2
not really	0%	0
not at all	0%	0
TOTAL		21

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18

Q12: Do you add value to WRCOG?

Answered: 21 Skipped: 0



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19

Q12: Do you add value to WRCOG?

Answered: 21 Skipped: 0

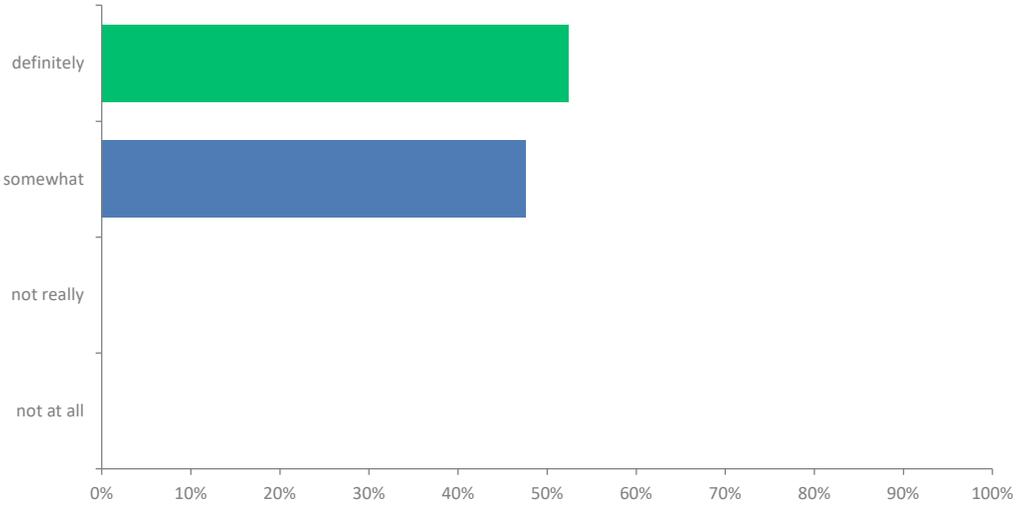
ANSWER CHOICES	RESPONSES	
definitely	85.71%	18
somewhat	14.29%	3
not really	0%	0
not at all	0%	0
TOTAL		21

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20

Q13: Does WRCOG recognize and appreciate the value you bring?

Answered: 21 Skipped: 0



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21

Q13: Does WRCOG recognize and appreciate the value you bring?

Answered: 21 Skipped: 0

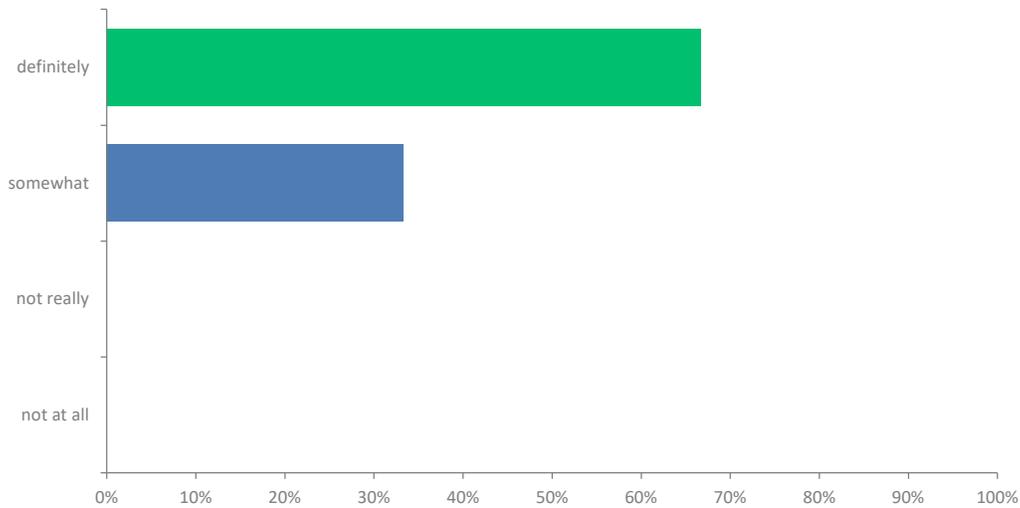
ANSWER CHOICES	RESPONSES	
definitely	52.38%	11
somewhat	47.62%	10
not really	0%	0
not at all	0%	0
TOTAL		21

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22

Q15: Do you feel qualified to perform the duties of your job?

Answered: 21 Skipped: 0



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23

Q15: Do you feel qualified to perform the duties of your job?

Answered: 21 Skipped: 0

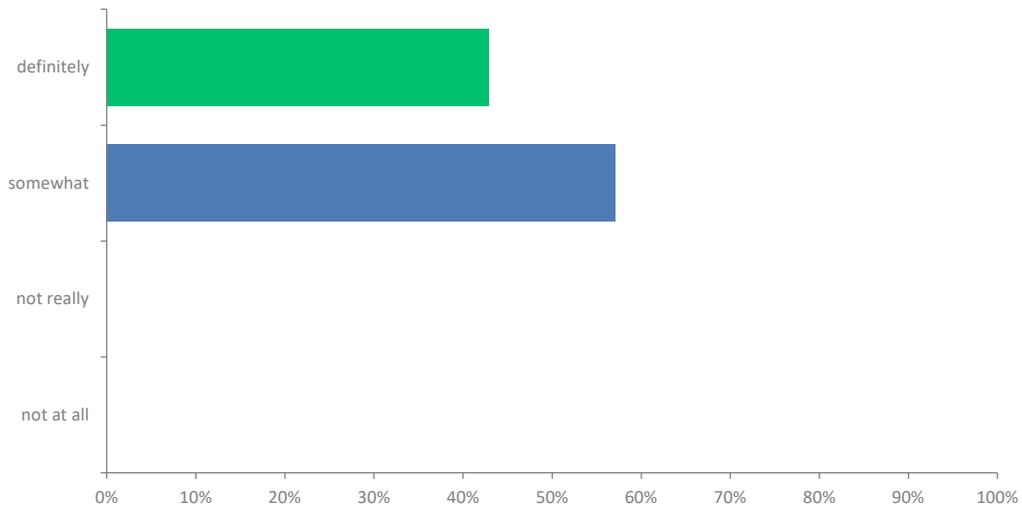
ANSWER CHOICES	RESPONSES	
definitely	66.67%	14
somewhat	33.33%	7
not really	0%	0
not at all	0%	0
TOTAL		21

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24

Q16: Do you receive adequate training to do your job well?

Answered: 21 Skipped: 0



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25

Q16: Do you receive adequate training to do your job well?

Answered: 21 Skipped: 0

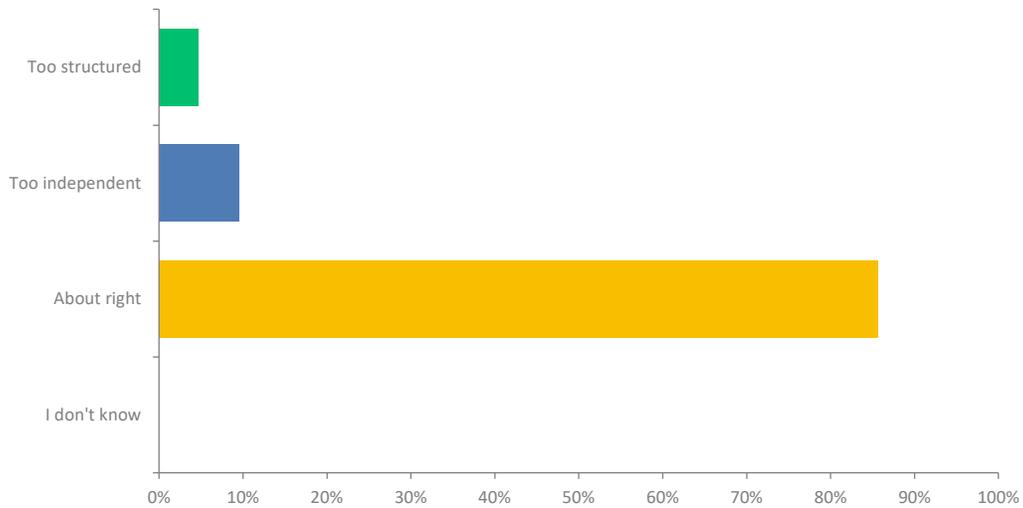
ANSWER CHOICES	RESPONSES	
definitely	42.86%	9
somewhat	57.14%	12
not really	0%	0
not at all	0%	0
TOTAL		21

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26

Q17: Does your work environment offer the right balance of structure and independence?

Answered: 21 Skipped: 0



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27

Q17: Does your work environment offer the right balance of structure and independence?

Answered: 21 Skipped: 0

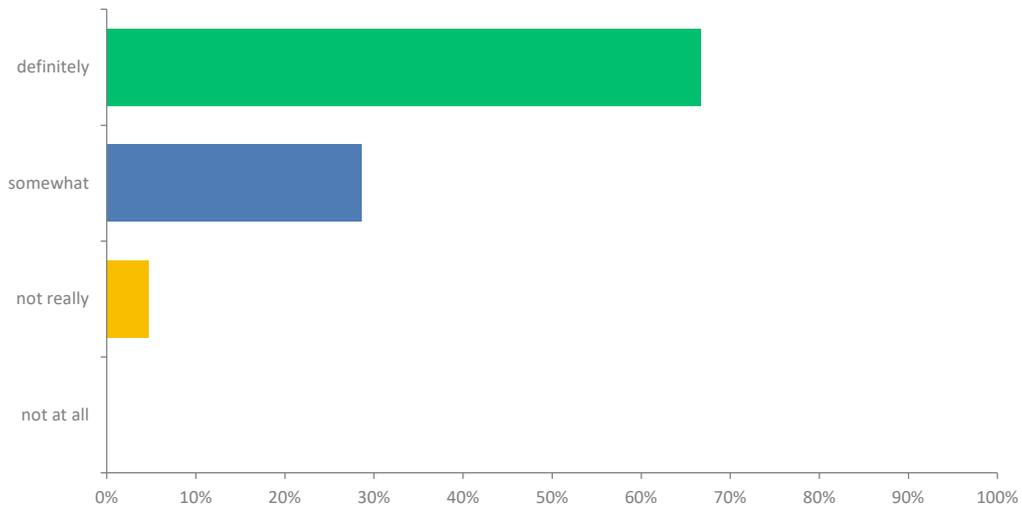
ANSWER CHOICES	RESPONSES	
Too structured	4.76%	1
Too independent	9.52%	2
About right	85.71%	18
I don't know	0%	0
TOTAL		21

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28

Q18: Does WRCOG care about your professional growth?

Answered: 21 Skipped: 0



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29

Q18: Does WRCOG care about your professional growth?

Answered: 21 Skipped: 0

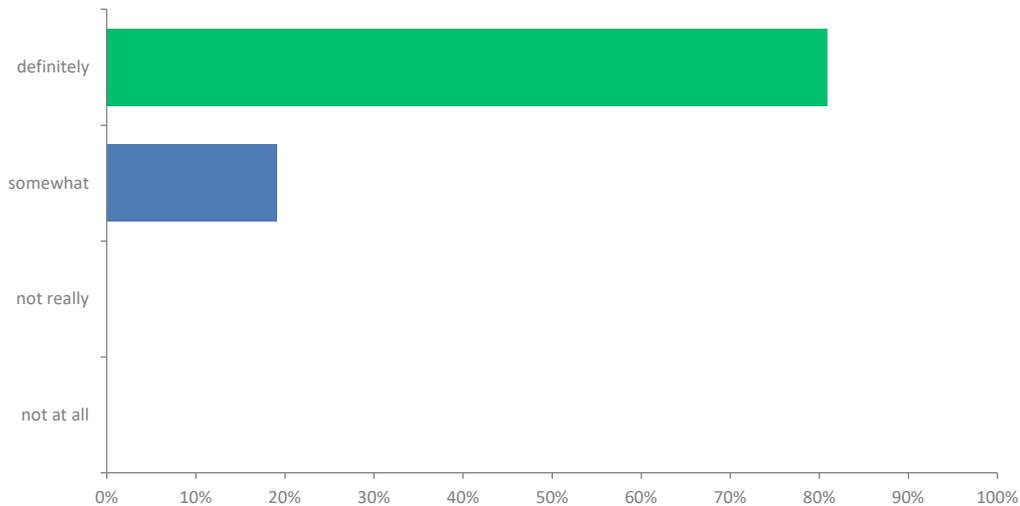
ANSWER CHOICES	RESPONSES	
definitely	66.67%	14
somewhat	28.57%	6
not really	4.76%	1
not at all	0%	0
TOTAL		21

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30

Q19: Are you interested in more professional growth opportunities?

Answered: 21 Skipped: 0



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31

Q19: Are you interested in more professional growth opportunities?

Answered: 21 Skipped: 0

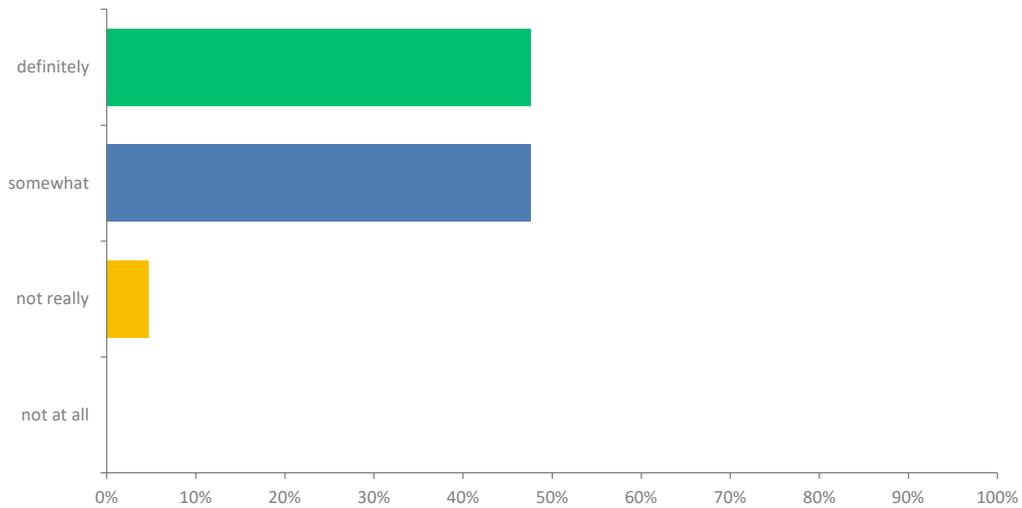
ANSWER CHOICES	RESPONSES	
definitely	80.95%	17
somewhat	19.05%	4
not really	0%	0
not at all	0%	0
TOTAL		21

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32

Q20: Are you offered opportunities for professional growth?

Answered: 21 Skipped: 0



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33

Q20: Are you offered opportunities for professional growth?

Answered: 21 Skipped: 0

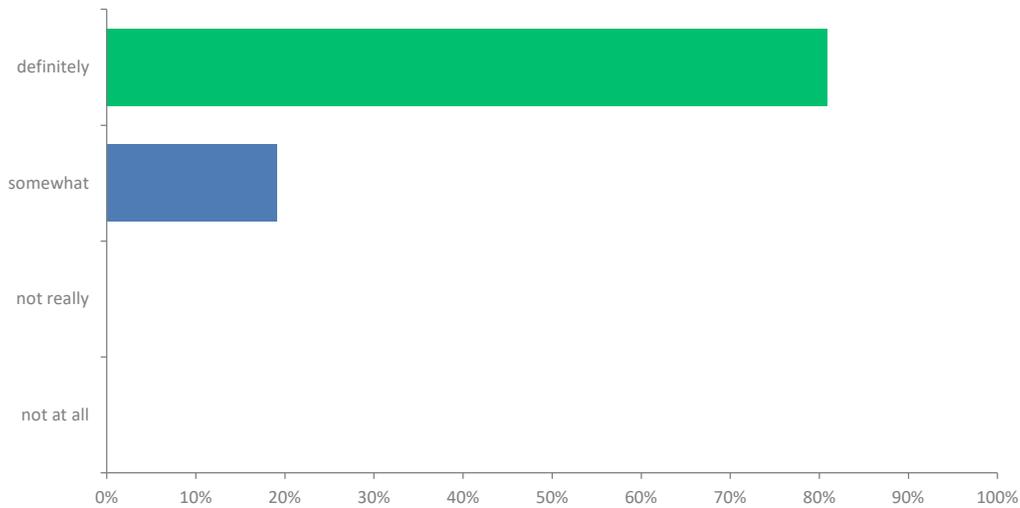
ANSWER CHOICES	RESPONSES	
definitely	47.62%	10
somewhat	47.62%	10
not really	4.76%	1
not at all	0%	0
TOTAL		21

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34

Q21: Do you feel challenged in your job?

Answered: 21 Skipped: 0



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35

Q21: Do you feel challenged in your job?

Answered: 21 Skipped: 0

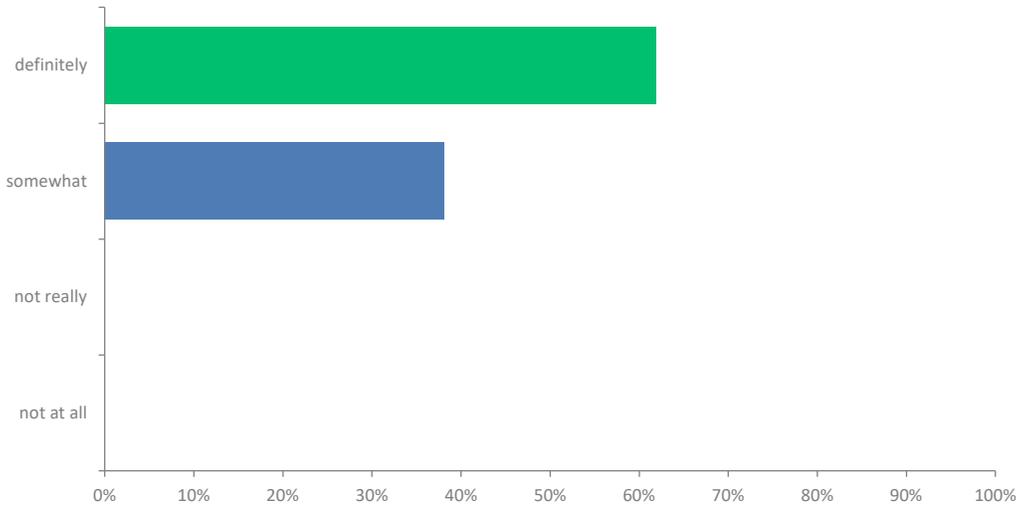
ANSWER CHOICES	RESPONSES	
definitely	80.95%	17
somewhat	19.05%	4
not really	0%	0
not at all	0%	0
TOTAL		21

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36

Q22: Do you feel appreciated at WRCOG?

Answered: 21 Skipped: 0



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37

Q22: Do you feel appreciated at WRCOG?

Answered: 21 Skipped: 0

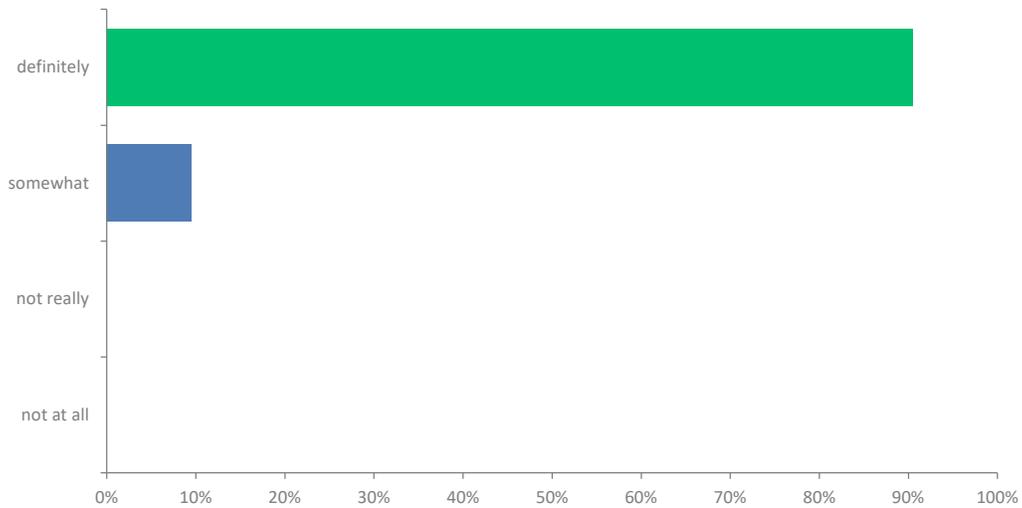
ANSWER CHOICES	RESPONSES	
definitely	61.90%	13
somewhat	38.10%	8
not really	0%	0
not at all	0%	0
TOTAL		21

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38

Q23: Do you clearly understand the expectations of your job?

Answered: 21 Skipped: 0



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39

Q23: Do you clearly understand the expectations of your job?

Answered: 21 Skipped: 0

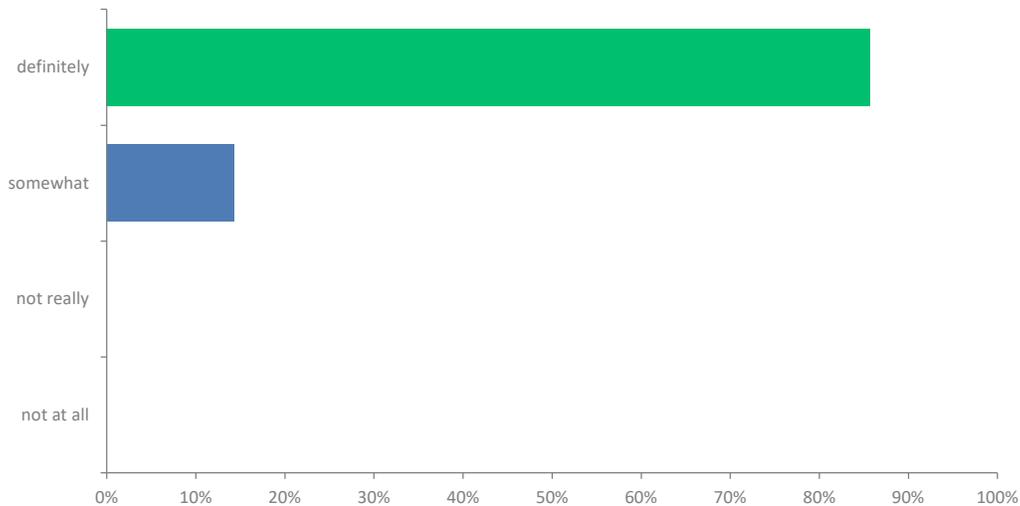
ANSWER CHOICES	RESPONSES	
definitely	90.48%	19
somewhat	9.52%	2
not really	0%	0
not at all	0%	0
TOTAL		21

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40

Q24: Do you have adequate access to senior management if you need to report a concern?

Answered: 21 Skipped: 0



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41

Q24: Do you have adequate access to senior management if you need to report a concern?

Answered: 21 Skipped: 0

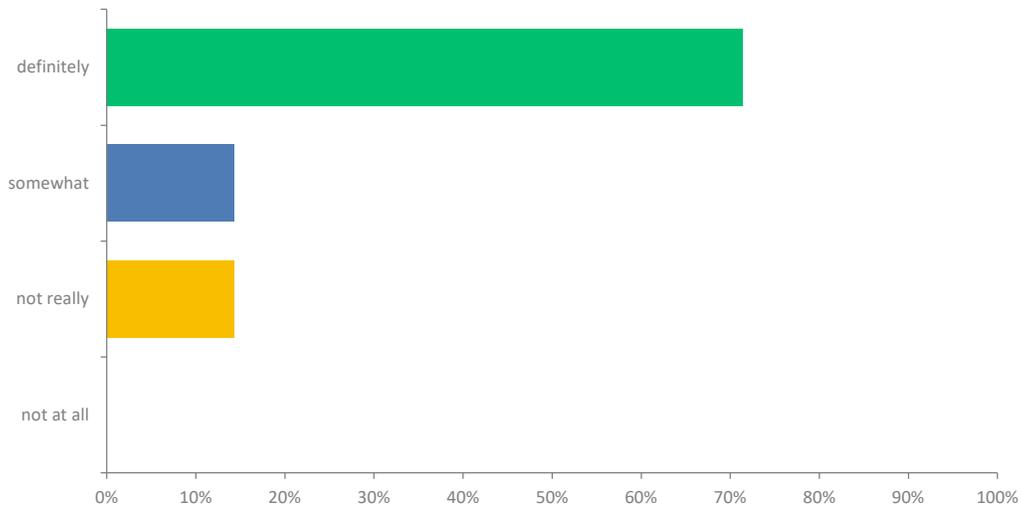
ANSWER CHOICES	RESPONSES	
definitely	85.71%	18
somewhat	14.29%	3
not really	0%	0
not at all	0%	0
TOTAL		21

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42

Q25: Are you interested in having a work coach or mentor?

Answered: 21 Skipped: 0



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43

Q25: Are you interested in having a work coach or mentor?

Answered: 21 Skipped: 0

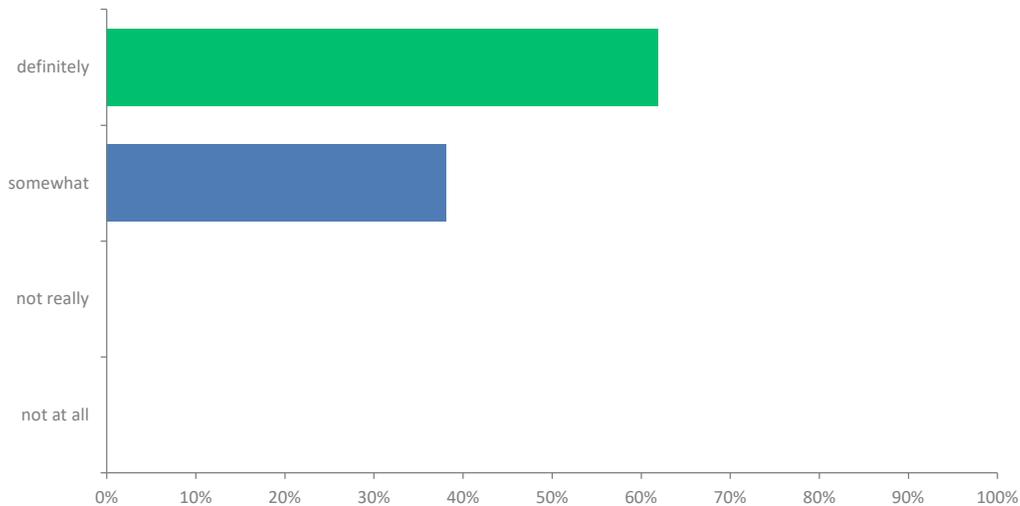
ANSWER CHOICES	RESPONSES	
definitely	71.43%	15
somewhat	14.29%	3
not really	14.29%	3
not at all	0%	0
TOTAL		21

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44

Q27: Do you have access to the tools you need to do your job?

Answered: 21 Skipped: 0



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45

Q27: Do you have access to the tools you need to do your job?

Answered: 21 Skipped: 0

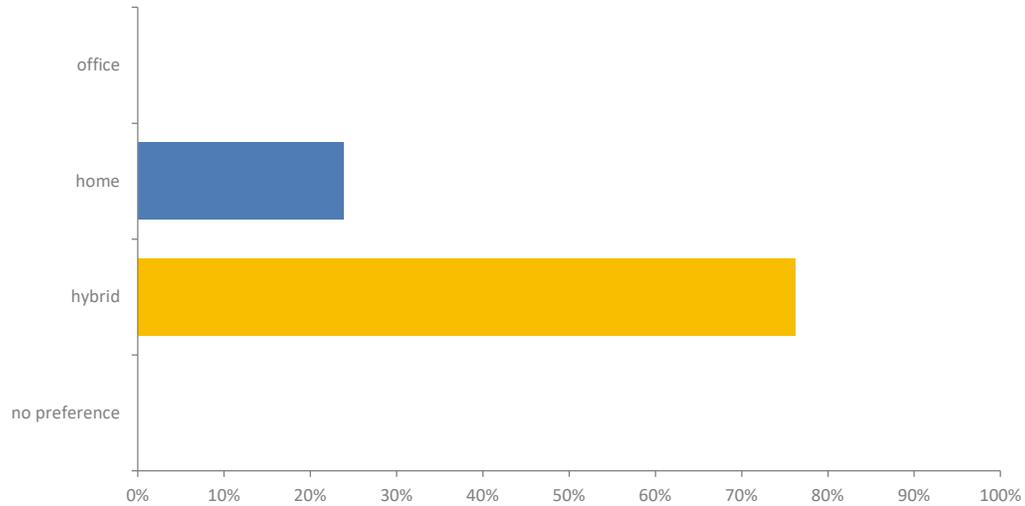
ANSWER CHOICES	RESPONSES	
definitely	61.90%	13
somewhat	38.10%	8
not really	0%	0
not at all	0%	0
TOTAL		21

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46

Q28: Where would you prefer to work?

Answered: 21 Skipped: 0



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47

Q28: Where would you prefer to work?

Answered: 21 Skipped: 0

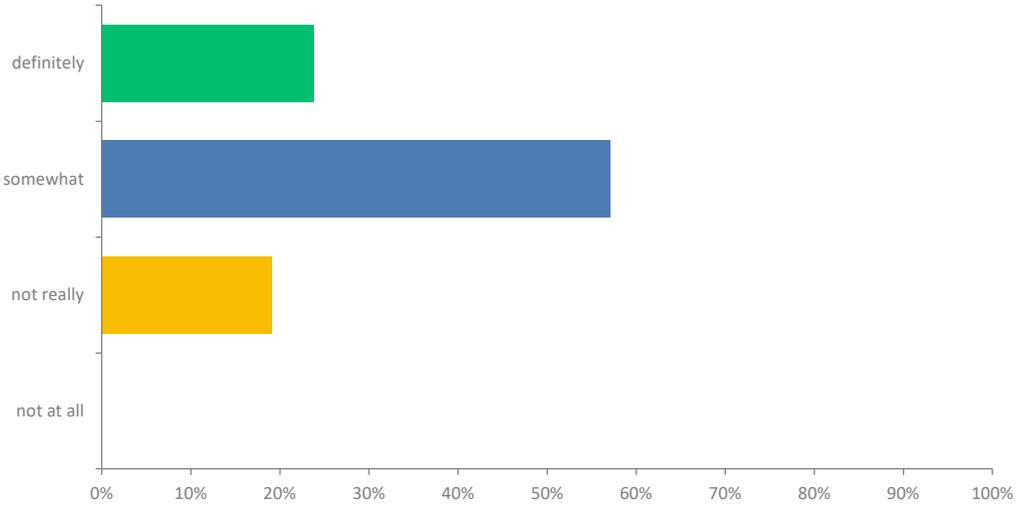
ANSWER CHOICES	RESPONSES	
office	0%	0
home	23.81%	5
hybrid	76.19%	16
no preference	0%	0
TOTAL		21

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48

Q29: Do Committee and Board members understand the full scope of WRCOG activities?

Answered: 21 Skipped: 0



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49

Q29: Do Committee and Board members understand the full scope of WRCOG activities?

Answered: 21 Skipped: 0

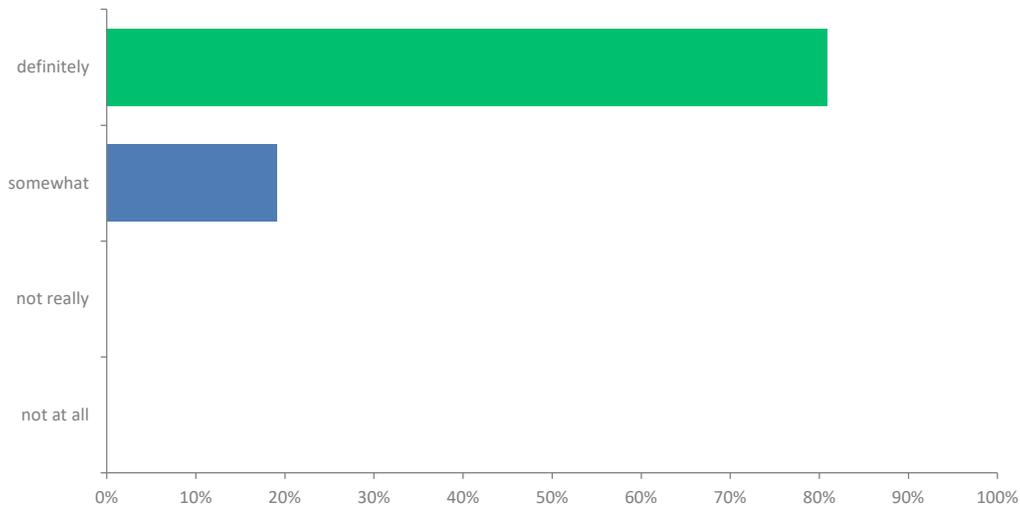
ANSWER CHOICES	RESPONSES	
definitely	23.81%	5
somewhat	57.14%	12
not really	19.05%	4
not at all	0%	0
TOTAL		21

Powered by SurveyMonkey

50

Q30: Are you confident in senior management's ability to lead the organization?

Answered: 21 Skipped: 0



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51

Q30: Are you confident in senior management's ability to lead the organization?

Answered: 21 Skipped: 0

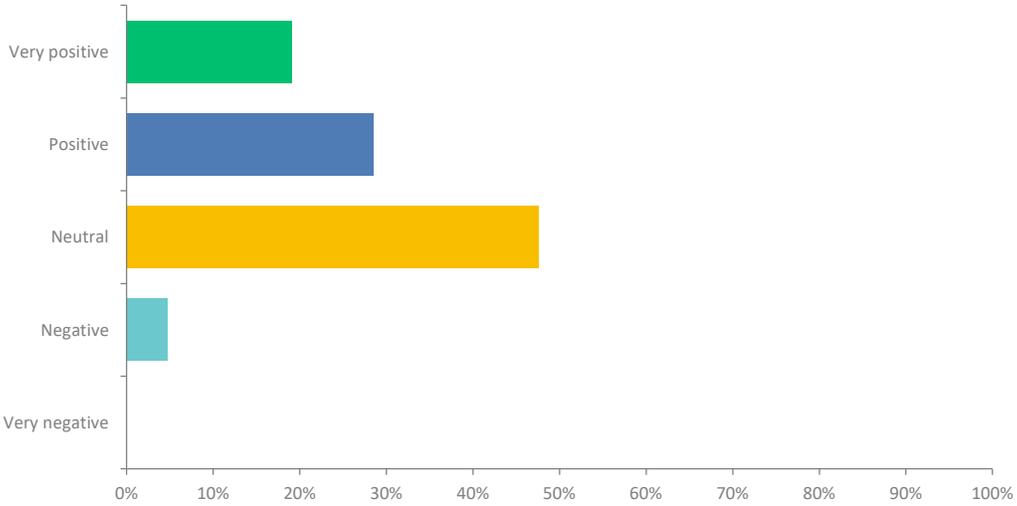
ANSWER CHOICES	RESPONSES	
definitely	80.95%	17
somewhat	19.05%	4
not really	0%	0
not at all	0%	0
TOTAL		21

Powered by SurveyMonkey

52

Q31: How has the reputation of WRCOG changed in the last 2 years?

Answered: 21 Skipped: 0



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53

Q31: How has the reputation of WRCOG changed in the last 2 years?

Answered: 21 Skipped: 0

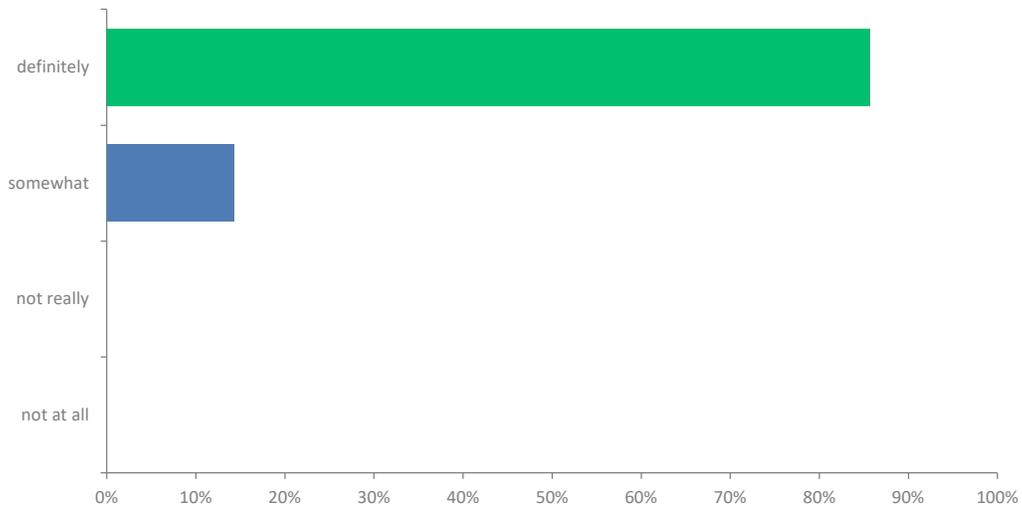
ANSWER CHOICES	RESPONSES	
Very positive	19.05%	4
Positive	28.57%	6
Neutral	47.62%	10
Negative	4.76%	1
Very negative	0%	0
TOTAL		21

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54

Q32: Do you have confidence in your immediate supervisor?

Answered: 21 Skipped: 0



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55

Q32: Do you have confidence in your immediate supervisor?

Answered: 21 Skipped: 0

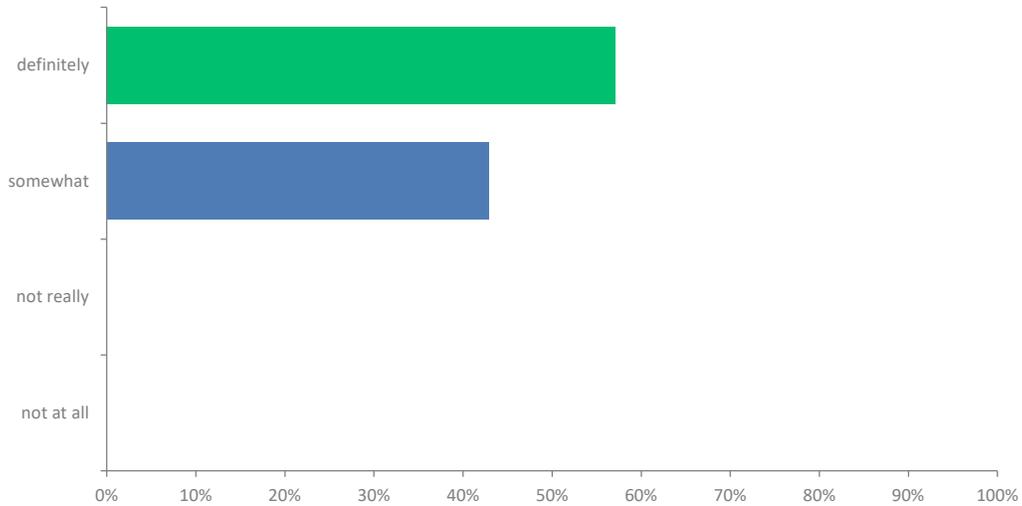
ANSWER CHOICES	RESPONSES	
definitely	85.71%	18
somewhat	14.29%	3
not really	0%	0
not at all	0%	0
TOTAL		21

Powered by  SurveyMonkey

56

Q33: Do you have confidence in your coworkers?

Answered: 21 Skipped: 0



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57

Q33: Do you have confidence in your coworkers?

Answered: 21 Skipped: 0

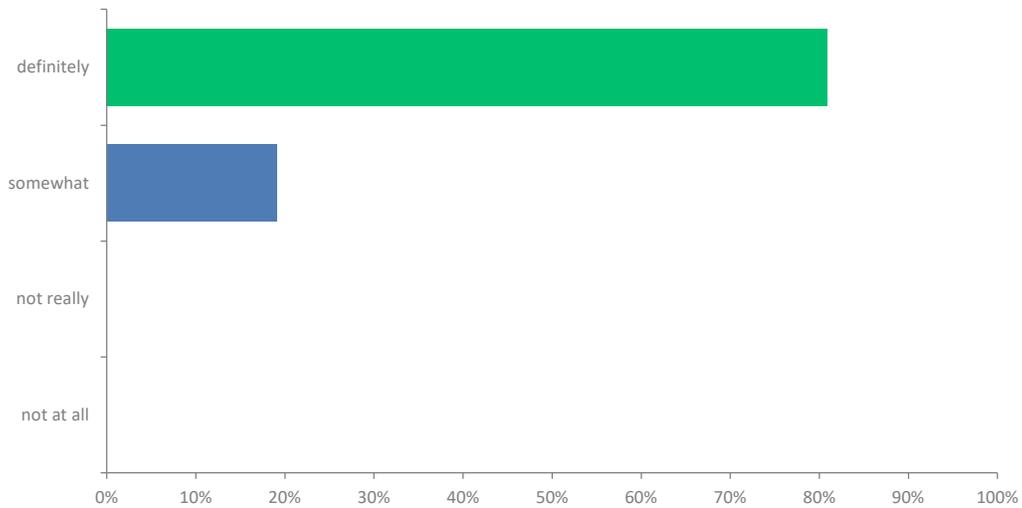
ANSWER CHOICES	RESPONSES	
definitely	57.14%	12
somewhat	42.86%	9
not really	0%	0
not at all	0%	0
TOTAL		21

Powered by  SurveyMonkey

58

Q34: Do you get along well with your coworkers?

Answered: 21 Skipped: 0



Powered by SurveyMonkey

59

Q34: Do you get along well with your coworkers?

Answered: 21 Skipped: 0

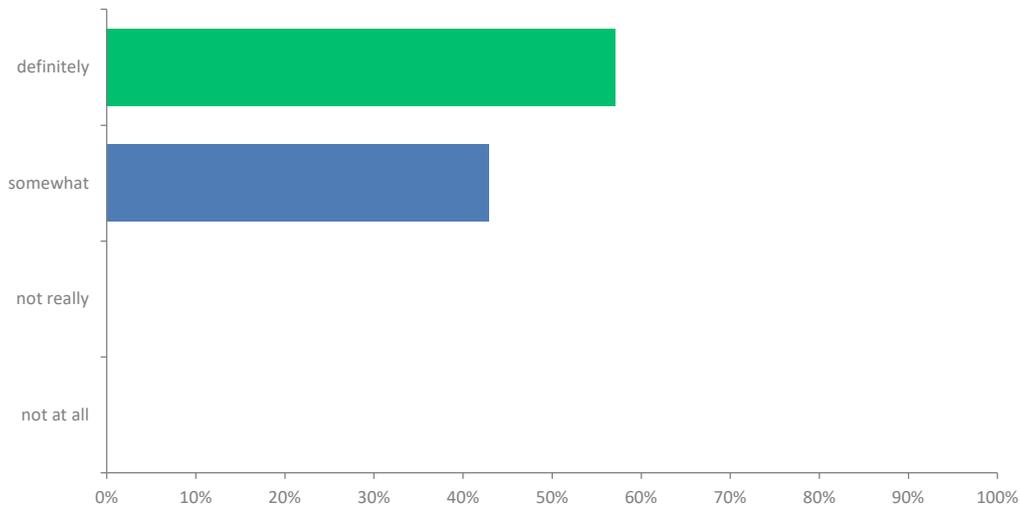
ANSWER CHOICES	RESPONSES	
definitely	80.95%	17
somewhat	19.05%	4
not really	0%	0
not at all	0%	0
TOTAL		21

Powered by SurveyMonkey

60

Q35: Do you feel like those around you work as hard as you do?

Answered: 21 Skipped: 0



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61

Q35: Do you feel like those around you work as hard as you do?

Answered: 21 Skipped: 0

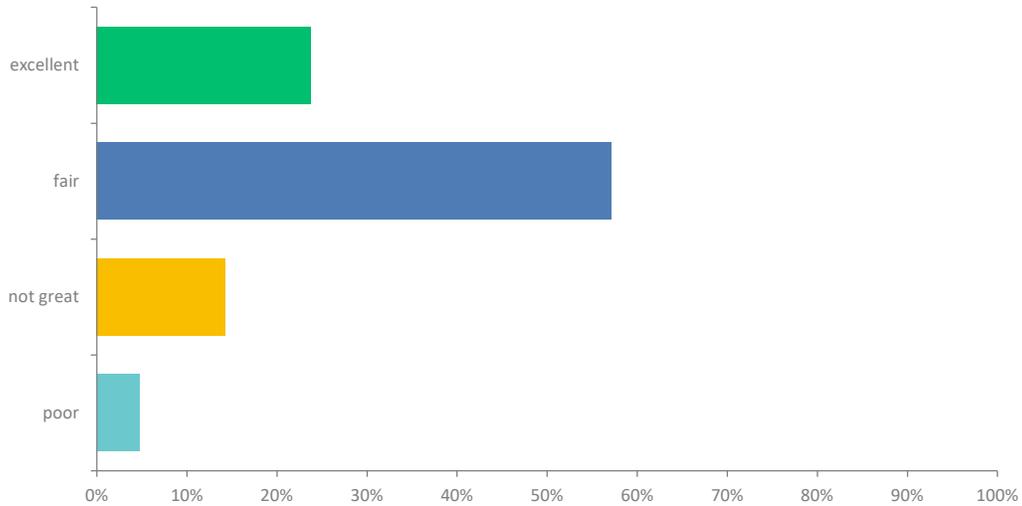
ANSWER CHOICES	RESPONSES	
definitely	57.14%	12
somewhat	42.86%	9
not really	0%	0
not at all	0%	0
TOTAL		21

Powered by SurveyMonkey

62

Q36: How would you rate your compensation package?

Answered: 21 Skipped: 0



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63

Q36: How would you rate your compensation package?

Answered: 21 Skipped: 0

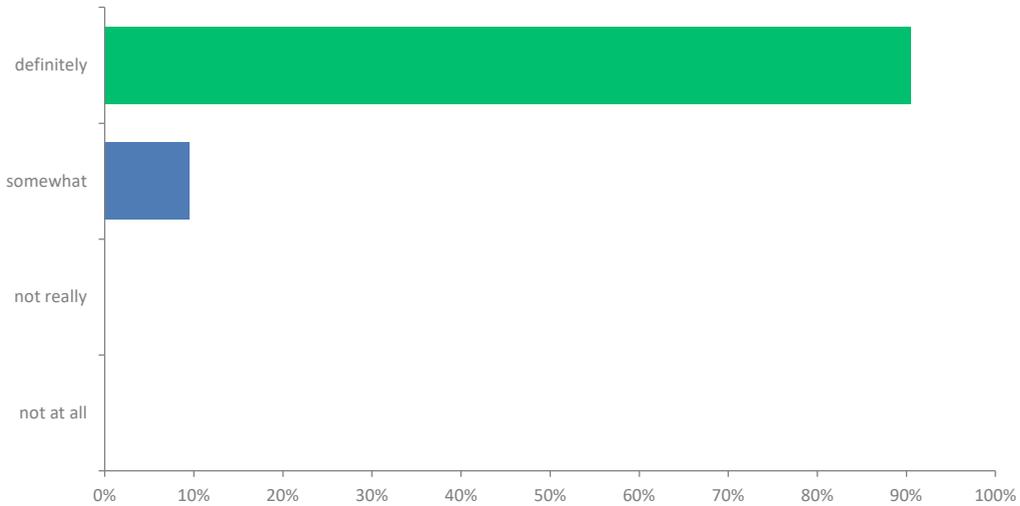
ANSWER CHOICES	RESPONSES	
excellent	23.81%	5
fair	57.14%	12
not great	14.29%	3
poor	4.76%	1
TOTAL		21

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64

Q37: Are you proud to be associated with WRCOG?

Answered: 21 Skipped: 0



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65

Q37: Are you proud to be associated with WRCOG?

Answered: 21 Skipped: 0

ANSWER CHOICES	RESPONSES	
definitely	90.48%	19
somewhat	9.52%	2
not really	0%	0
not at all	0%	0
TOTAL		21

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66

Attachment

Contract database sample



WRCOG CONTRACT BACKGROUND SHEET

CONTRACT #	<i>Fiscal Year End</i>	<i>Department Code</i>	<i>Project #</i>	<i>Contract #</i>	<i>Amendment#</i>	<i>Task Order#</i>
	2021	80	1010	001		
CERTIFICATE OF INSURANCE	<u>Type</u>	<u>Policy #</u>	<u>Policy Effective</u>	<u>Policy Expiration</u>	<u>Notes</u>	
	Commercial					
	Automobile					
	Workers' Compensation					
VENDOR INFORMATION	<i>Company</i>			<i>Address</i>		
	ABC Company			3390 University Avenue Suite 200 Riverside, CA 92501		
	<i>Vendor ID #</i>					
	<i>Contact Name</i>		<i>Title</i>	<i>Phone #</i>	<i>Email</i>	
	Janis Leonard				jleonard@wrcogl.us	
TYPE OF CONTRACT	PROFESSIONAL SERVICES AGREEMENT (PSA)					
SCOPE OF WORK SUMMARY	DOE tasks, AQMD 2766, administrative functions					
Original Dollar Amounts	\$ 60,000.00	Amended Dollar Amount	\$ -	Remaining Balance	#REF!	
				Task Order Balance	#REF!	
Original Contract Date	<u>3/9/2022</u>	Current Period of Performance	<u>3/9/2022</u>	to	<u>6/30/2023</u>	
GLA CODE(S)	<i>Fund</i>	<i>Department</i>	<i>Account Number</i>	<i>Project Number</i>	<i>Location</i>	
	120 - Clean Cities	80 - Energy	85101 - Consulting Labor	1010 - Clean Cities	0000- No Location	
	XXX - None	XX - None	XXXX - None	XXXX - None	XXXX - None	
WRCOG DEPARTMENT CONTACTS	<i>Name</i>		<i>Title</i>	<i>Phone</i>	<i>Email</i>	
	Masters, Tyler		Program Manager	(951) 405-6732	tmasters@wrcog.us	
AMENDMENTS	<i>Date</i>	<i>Amendment #</i>	<i>Action</i>			
		001				
		002				
		003				
COMMITTEE APPROVAL	<i>Date</i>		<i>Committee</i>			
			N/A			
			N/A			
			N/A			
REQUEST FOR PROPOSAL (RFP)	<i>Date</i>	<i>RFP #</i>	<i>Sole Source Justification or No RFP Issued</i>			

