



San Gabriel Valley Council of Governments

NOTICE OF THE REGULAR MEETING OF THE CITY MANAGERS' STEERING COMMITTEE

Date: Wednesday, January 4, 2017 – 12 noon

**Location: Foothill Transit Office
(100 S. Vincent Ave., Suite #200, West Covina, CA 91790)**

Chair
Chris Jeffers
Glendora

Vice-Chair
Dominic Lazzaretto
Arcadia

Immediate Past-Chair
Mark Alexander
La Canada Flintridge

*Northeast
Representatives*
Tony Ramos
Claremont
Bob Russi
La Verne

*Southeast
Representatives*
Jim DeStefano
Diamond Bar
Linda Lowry
Pomona

Central Representatives
Shannon Yauchzee
Baldwin Park
Chris Freeland
West Covina

*Southwest
Representatives*
Sergio Gonzalez
South Pasadena
Bryan Cook
Temple City

*Northwest
Representatives*
Darrell George
Duarte
Oliver Chi
Monrovia

Thank you for participating in the City Managers' Steering Committee meeting. The City Managers' Steering Committee encourages public participation and invites you to share your views on agenda items.

MEETINGS: *Regular Meetings of the City Managers' Steering Committee are held on the first Wednesday of each month at 12:00 noon at the Foothill Transit Office (100 S. Vincent Ave., Suite 200 West Covina, CA 91790.* The City Managers' Steering Committee agenda packet is available at the San Gabriel Valley Council of Government's (SGVCOG) Office, 1000 South Fremont Avenue, Suite 10210, Alhambra, CA, and on the website, www.sgvkog.org. Copies are available via email upon request (sgv@sgvcog.org). Documents distributed to a majority of the Committee after the posting will be available for review in the SGVCOG office and on the SGVCOG website. Your attendance at this public meeting may result in the recording of your voice.

CITIZEN PARTICIPATION: Your participation is welcomed and invited at all City Managers' Steering Committee meetings. Time is reserved at each regular meeting for those who wish to address the Committee. SGVCOG requests that persons addressing the Committee refrain from making personal, slanderous, profane or disruptive remarks.

TO ADDRESS THE CITY MANAGERS' STEERING COMMITTEE: At a regular meeting, the public may comment on any matter within the jurisdiction of the Committee during the public comment period and may also comment on any agenda item at the time it is discussed. At a special meeting, the public may only comment on items that are on the agenda. Members of the public wishing to speak are asked to complete a comment card or simply rise to be recognized when the Chair asks for public comments to speak. We ask that members of the public state their name for the record and keep their remarks brief. If several persons wish to address the Committee on a single item, the Chair may impose a time limit on individual remarks at the beginning of discussion. **The City Managers' Steering Committee may not discuss or vote on items not on the agenda.**

AGENDA ITEMS: The Agenda contains the regular order of business of the City Managers' Steering Committee. Items on the Agenda have generally been reviewed and investigated by the staff in advance of the meeting so that the City Managers' Steering Committee can be fully informed about a matter before making its decision.

CONSENT CALENDAR: Items listed on the Consent Calendar are considered to be routine and will be acted upon by one motion. There will be no separate discussion on these items unless a Committee member or citizen so requests. In this event, the item will be removed from the Consent Calendar and considered after the Consent Calendar. If you would like an item on the Consent Calendar discussed, simply tell Staff or a member of the Committee.



In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the SGVCOG office at (626) 457-1800. Notification 48 hours prior to the meeting will enable the SGVCOG to make reasonable arrangement to ensure accessibility to this meeting.



PRELIMINARY BUSINESS

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Public Comment (*If necessary, the Chair may place reasonable time limits on all comments*)
5. Changes to Agenda Order: Identify emergency items arising after agenda posting and requiring action prior to next regular meeting

CONSENT CALENDAR

6. City Managers' Steering Committee Minutes
Recommended Action: Approve City Managers' Steering Committee Minutes.

ACTION ITEMS

DISCUSSION ITEMS

7. Ad Hoc ACE / Large Capital Project Committee Draft Report
Recommended Action: Discuss and provide direction to staff.
8. SGVCOG Office Lease
Recommended Action: Discuss and provide direction to staff.

UPDATE ITEMS

9. ACE Construction Authority – Oral Report
Recommended Action: For information only.
10. Executive Director's Monthly Report – Oral Report
Recommended Action: For information only.
 - 10.1 Energy Wise Contract Amendment and Staffing
Recommended Action: For information only.
 - 10.2 Redevelopment Tools and Potential Legislation
Recommended Action: For information only.

COMMITTEE MEMBER ITEMS

ANNOUNCEMENTS

ADJOURN



SGVCOG
City Managers' Steering Committee Unapproved Minutes
December 7, 2016
12:00 Noon
Foothill Transit Office

1. Call to order. The meeting was called to order at 12:03 PM.
2. Pledge of Allegiance
3. Roll Call

Members Present:

Arcadia	D. Lazzaretto
Baldwin Park	S. Yauchzee
Diamond Bar	J. DeStefano
Glendora	C. Jeffers
La Canada Flintridge	M. Alexander
La Verne	B. Russi
Pomona	L. Lowry
South Pasadena	S. Gonzalez
Temple City	B. Cook
West Covina	C. Freeland

Members Absent:

Claremont
 Duarte
 Monrovia

SGVCOG Staff:

Phil Hawkey, Executive Director
 M. Creter, Assistant Executive Director
 E. Wolf, Staff
 C. Cruz, Staff
 M. Christoffels, ACE Staff

4. Public Comment.
 There was no public comment.
5. Changes to Agenda Order.
 There were no changes.

CONSENT CALENDAR

6. City Managers' Steering Committee Minutes
There was a motion to approve the consent calendar (M/S: B. Russi/S. Yauchzee).

[Motion Passes]

AYES:	Baldwin Park, Diamond Bar, Glendora, La Canada Flintridge, La Verne, Pomona, South Pasadena
NOES:	
ABSTAIN:	
ABSENT:	Temple City, Claremont, West Covina, Arcadia, Monrovia

PRESENTATIONS

7. Metro Regional Bike Share Expansion Feasibility Study
Laura Cornejo, Metro, and Miguel Nunez, Fehr and Peers, gave a presentation on Metro's Bike Share program, inviting the city managers to consider implementing the program in their cities.
8. Performance Benchmarks Study
Michael Flad, City Manager of South Gate, and Andrew Belknap, Management Partners, gave a presentation on the experience of performance benchmarking in seven Gateway cities. Ten service areas were reviewed.

ACTION ITEMS

DISCUSSION ITEMS

9. Ad Hoc ACE / Large Capital Project Committee Preliminary Recommendations
L. Lowry discussed the organizational and governance structures the Ad Hoc committee has considered including, maintaining the ACE as a separate organization under the SGVCOG, and repositioning ACE so that it can undertake a larger set of capital projects.
10. Regional Quiet Zone Development Efforts
E. Wolf reviewed the agenda for the upcoming workshop.

UPDATE ITEMS

11. ACE Construction Authority – Oral Report
12. Executive Director's Monthly Report – Oral Report
P. Hawkey discussed the proposed Watermaster rate increases. The Watermaster Board of Directors met on December 7th to consider the increase. Hawkey suggested readdressing the issue when the city managers meet in February in order to consider what action the Board of Directors may have taken.
M. Creter identified cities that are signed up for the Metro Complete Streets training and encouraged cities to participate.

COMMITTEE MEMBER ITEMS

ANNOUNCEMENTS

ADJOURN

The meeting adjourned at 1:52 P.M.

REPORT

DATE: January 4, 2016

TO: City Managers' Steering Committee

FROM: Phil Hawkey, Executive Director

RE: **ACE/ LARGE CAPITAL PROJECTS AD HOC COMMITTEE DRAFT FINAL REPORT**

RECOMMENDED ACTION:

For information only.

BACKGROUND:

Attached is the draft final report of the ACE/ Large Capital Projects Ad Hoc Committee. This draft report reflects what appear to be the consensus recommendations of the Ad Hoc Committee. Committee members are currently in the process of reviewing and commenting on the draft report. An updated draft report will be distributed on January 5th. The Ad Hoc Committee is expected to finalize this report on January 9th, for an initial review by the Governing Board at its January 19th meeting.

ATTACHMENT A:

Attachment A – Draft Final Report

Report of the ACE/ Large Capital Projects Ad Hoc Committee

EXECUTIVE SUMMARY:

The ACE/Large Capital Projects Ad Hoc Committee was appointed in June, 2016 by SGVCOG President Gene Murabito to study the future role of the SGVCOG as a planning agency and possibly modifying the role of ACE (Alameda Corridor East Construction Authority) in order to give the SGVCOG the ability to implement and construct capital projects. The Ad Hoc Committee undertook the following activities:

- Studied the history of the SGVCOG and ACE;
- Evaluated the issues of risks and liability involved with construction;
- Examined the liabilities of PERS for both ACE and SGVCOG;
- Explored four case studies of major projects that might benefit from a more active role by the SGVCOG in construction;
- Compared how other COGs operate; and
- Developed guiding principles to identify core issues that should influence any decision about the future of the SGVCOG.

With the passage of Measure M in November 2016, the San Gabriel Valley region is now guaranteed to receive over \$3.3 billion in funding over the next 40 years, including hundreds of millions of dollars for transportation programs to be administered through the SGVCOG.

The Ad Hoc Committee is recommending to the Governing Board that the SGVCOG expand its organizational capacity by creating a transportation planning division and hire a transportation planner to manage the implementation of Measure M in the San Gabriel Valley. In addition, the Ad Hoc Committee recommends that ACE be restructured to expand its jurisdiction to include all of the San Gabriel Valley. The Ad Hoc Committee recommends that this be done by modifying the ACE Board of Directors to have the following eight representatives:

- Five regional representatives from the SGVCOG Governing Board representing geographically dispersed districts;
- SGVCOG President;
- SGV Metropolitan Transportation Authority (Metro) Representative; and
- Member of LA County Board of Supervisors.

There would be a transition period from the existing ACE Board to this new structure with existing ACE Board seats be gradually reduced as ACE grade separation projects are completed in each city. In addition, the Ad Hoc Committee recommends that the ACE organization and its employees transition to become employees of the SGVCOG and create a unified organization that reports to a single Executive Director (see attached recommended organizational structure). The role of ACE in managing future construction projects will be determined by the approval of the SGVCOG Governing Board.

RECOMMENDED ACTION:

1. Approve the report of the ACE/Major Capital Projects Ad Hoc Committee.
2. Direct staff to undertake the necessary actions to develop and staff new Transportation Planner position (i.e. develop near-term funding plan for position, prepare revisions to SGVCOG salary resolution, develop job description, and initiate recruitment)

3. Modify ACE's governance to include broader regional representation and allow for potential future capacity to construct capital projects in the San Gabriel Valley, pending specific future direction the Governing Board;
4. Develop a multi-year plan to transition ACE employees to become SGVCOG employees with a uniform human resources structure.
5. Direct ACE and SGVCOG staff to further integrate administrative functions into SGVCOG.
6. Consult with legal counsel of ACE and SGVCOG to identify necessary changes to SGVCOG JPA and Bylaws;

BACKGROUND:

ACE was created by the SGVCOG in 1998 as a subsidiary of the SGVCOG. It was created with a specific narrow mission to address the traffic congestion caused by the expansion of freight rail traffic from the Ports of Los Angeles and Long Beach. For the past 18 years ACE, has had great success in securing more than \$1.6 billion in funding to construct grade separations to facilitate freight railroad movement through the southern portion of the San Gabriel Valley.

The mission of the ACE project is approaching completion in the next few years, and the SGVCOG must determine next steps. The expertise and excellent reputation of the ACE organization presents an opportunity to address an expanded and new scope of projects, but there are inherent risks and costs with this type of new endeavor.

In addition, with the passage of Measure M in Los Angeles County in November 2016, the SGVCOG will be responsible for guiding the allocation and implementation of over \$3.3 billion in capital projects and programs. The SGVCOG will either need to expand its capacity to handle these funds, or allow Metro to manage the funds in a manner guided by the advice of the SGVCOG.

As part of its Strategic Planning process in early 2016, the SGVCOG Governing Board identified the need to conduct an assessment about the future of ACE and the role of the SGVCOG in planning, funding, and constructing major capital projects. As a result, the SGVCOG president, Gene Murabito, formed an ad-hoc committee with the purpose of studying and fully exploring these issues.

Existing Structure

Currently, ACE operates as a subsidiary unit of the SGVCOG, but as a quasi-independent agency reporting to the ACE Board of Directors. ACE has a separate Chief Executive Officer that reports to the ACE Board, and all ACE employees report to the Chief Executive Officer. As specified in the SGVCOG JPA and bylaws, the SGVCOG Governing Board is responsible for approving ACE's scope of projects and annual budget. All other functions, including approving contracts, property acquisition, and hiring of staff, are delegated to the ACE Board of Directors. The ACE Board of Directors is comprised of the following members (all of which have or did have, at least one ACE project within their jurisdiction):

- LA County
- El Monte
- Industry
- Montebello

- Pomona
- San Gabriel

Additionally, the SGVCOG President or his/her designee serves on the Board as a voting member.

In February 2015, the SGVCOG Governing Board approved a memorandum of understanding (MOU) with ACE to have ACE staff provide technical assistance related to transportation planning. Under this MOU, the CEO of ACE is compensated by SGVCOG to periodically perform the functions of the Transportation Director for the SGVCOG. This role was most active in the development of the mobility matrix, as well in the communications with Metro and Caltrans on behalf of the SGVCOG. This work by the CEO of ACE as the Transportation Director of ACE entails only a few hours a month and compensation from the SGVCOG is paid to ACE, which offsets the compensation that the CEO receives from ACE.

In February 2016, the SGVCOG Governing Board approved two additional MOUs to allow ACE staff to provide administrative/HR, IT and financial management support services. ACE is fully reimbursed for these labor costs.

Committee Purpose, Members, and Process

The ACE/ Large Capital Projects Ad Hoc Committee was tasked with assessing the future of the SGVCOG and whether it should be primarily a planning agency or should it also have the internal capacity to implement and build large capital projects.¹ A key issue relates to the future of ACE and whether it should close operations and dissolve upon completion of its mission or should ACE be reformed and restructured into a large capital project implementation element of the SGVCOG that would be responsible for the construction of large capital projects in the San Gabriel Valley.

Two alternative future roles considered were as follows:

1. The SGVCOG should focus on being a planning agency that concentrates on assessing the needs of the San Gabriel Valley, developing proposals and plans that address those needs, pursuing grants and funding sources to pay for programs and capital projects, including transportation and capital improvements, and collaborating with appropriate agencies to construct the large capital improvements; OR
2. The SGVCOG should expand its organizational capacity from strictly a policy and planning agency, to become a construction agency as well. In addition to planning for transportation and large capital projects, the SGVCOG might take responsibility for managing the implementation of these projects, with the option that the SGVCOG would directly be responsible for building large capital projects. These projects might include new highway construction, bridges, freeway interchanges, and bicycle paths, as well as non-transportation projects (e.g. storm water facilities).

The Committee considered several variations of each alternative.

¹ For the purposes of this report, the terms “planning”, “programs” and “projects” are used as follows:

- Planning: studies to determine current infrastructure assessments, future infrastructure needs, feasibility studies, preliminary environmental reports, preliminary cost estimates, and potential funding sources.
- Programs: a group of projects intended to implement a specific subregional goal or need.
- Projects: individual infrastructure improvements that can be constructed as stand-alone projects with independent merit.

The Ad Hoc Committee was comprised of the following members:

- John Fasana, Councilmember, City of Duarte Chair
- Gene Murabito, Mayor of Glendora and President SGVCOG
- Terry Tornek, Mayor, City of Pasadena
- Victoria Martinez, Vice Mayor, City of El Monte
- Jack Hadjinian, Councilmember, City of Montebello
- Cynthia Sternquist, Councilmember, City of Temple City
- Sam Pedroza, Mayor, City of Claremont
- Cruz Baca, Councilmember, City of Baldwin Park
- Javier Hernandez, Transportation Deputy, LA County District #1
- Dave Perry, Transportation Deputy, LA County District #5
- Linda Lowry, City Manager, City of Pomona
- David Liu, Public Works Director, City of Diamond Bar

Phil Hawkey, Executive Director of SGVCOG and Mark Christoffels, CEO of ACE, were advisory to the Ad Hoc Committee. SGVCOG staff Marisa Creter and Eric Wolf also assisted the work of the Ad Hoc Committee.

Throughout September and October, the committee discussed four case studies (57/60, Greenway Network, 71 Completion, and 605 Hot Spots) as a means of considering the role the SGVCOG and the ACE could play in construction planning and management. Considerable attention was paid to the issues of liability and risk management that is involved with construction. The experience of ACE demonstrated that prudent management with comprehensive insurance can protect the organization. The legal structure of the Joint Powers Authority makes it a stand-alone legal entity for which the members cities of the JPA are protected from legal liability.

The issue of CalPERS liability for the ACE organization was studied by the Ad Hoc Committee, especially recognizing that the agency may terminate in a few years. Audit reports were reviewed to identify that more than adequate funds have been set aside at ACE to adequately cover its CalPERS obligations.

Next, the committee reviewed other COG organizational and governance models and determined that there are a wide variety of different Council of Government structures in California, and that each one established an organizational structure to meet local needs and opportunities.

The Ad Hoc Committee gave time to establish some overriding principles that should guide any future actions of the SGVCOG in addressing the needs of the San Gabriel Valley. Guiding Principles were created and approved by the Ad Hoc Committee, against which the committee's recommended future SGVCOG structure could be evaluated.

Context: Opportunities and Challenges

Measure M funding

With the passage of Measure M, San Gabriel Valley transportation projects and programs identified and prioritized by the San Gabriel Valley Council of Governments will receive more than \$3 billion in local sales tax funds over the coming decades. Significant Measure M funding

will be passed through eight programs established by the SGVCOG expressly for San Gabriel Valley projects:

- (1) Active Transportation (\$231 million)
- (2) Bus System Improvement (\$55 million)
- (3) First/Last Mile and Complete Streets (\$198 million)
- (4) Highway Demand Management (\$231 million)
- (5) Goods Movement (\$33 million)
- (6) Highway Efficiency (\$534 million)
- (7) ITS/Technology (\$66 million)
- (8) Subregional Equity (\$199 million)

Over the course of the ad hoc committee's work, it became apparent that whatever organizational form emerges from the effort, it must include added capacity for the SGVCOG to manage the Measure M funding assigned to the San Gabriel Valley.

Partner Agencies

Representatives from the Ad Hoc Committee met with key staff from Metro, including CEO Phil Washington, on November 29th. During, that meeting, Metro staff referenced the Measure M Program Management Plan (PMP) that was presented to the Metro Board in October 2016. That report can be accessed here:

http://theplan.metro.net/wp-content/uploads/2016/11/report_prgm_mgmt_2016_11.pdf.

They indicated that the SGVCOG's proposal to take a more active role in planning, programming, and constructing projects and programs was consistent with PMP, and they were supportive of subregional efforts that would facilitate projects being completed on-time and within budget.

A separate meeting occurred with the Director of Caltrans Region 7 for the purpose of identifying the relationship that might occur between Caltrans and the SGVCOG that is involved with constructing transportation projects. The result of that meeting indicated (THIS SECTION TO BE COMPLETED AFTER MEETING IS HELD).

GUIDING PRINCIPLES

The Ad Hoc Committee developed Guiding Principles intended to define the core elements of the organizational structure and operating requirements of any new agency or division within the SGVCOG that would take on planning, programming, and construction projects. The following guiding principles were approved by the Committee:

Threshold Criteria & Member Benefit

- SGVCOG action will result in a measurable benefit to the region and member cities and/or non-action will result in a measurable disadvantage or loss to the SGV region.
- Collaborative relationships with impacted communities, LA Metro, Caltrans, LA County and/or other entities are explored before SGVCOG acts to plan or implement a program or project.
- Majority support from SGVCOG members is secured before planning or proceeding with a program or project.

Liability & Risk

- Structures are in place, including proper insurance and indemnification, to ensure there is no financial exposure or increased legal liability to member cities as a result of SGVCOG taking action.
- Agreements have been defined for long term ownership and maintenance by a responsible entity of the completed project.

Financial Impact

- SGVCOG may pursue funding for planning activities that may, or may not, result in programs or projects, but could fund staff costs.
- SGVCOG will not proceed with a program or project without securing all funding sources necessary to complete the phase.
- Member agencies may volunteer to fund a program, project, or study through an assessment in which only the participating members benefit from the work.
- SGVCOG may secure short term financing to fund start-up costs or accelerate a program or project with approval of a majority of SGVCOG members.

Legal Authority & Project Oversight

- Action will conform to SGVCOG's existing legal authority. If it does not, all legal risks and changes to authority will be identified before taking action.
- Oversight may be performed by a new organization created by SGVCOG that could plan, program, or implement projects in the San Gabriel Valley, and the SGVCOG might enter into agreements with this organization for the completion of those programs or projects.

COMMITTEE RECOMMENDATIONS:

The Ad Hoc Committee considered various roles the SGVCOG could assume with respect to transportation planning, programming and construction, and the organizational and governance model necessary to support these new roles. In terms of potential roles, the Ad Hoc Committee considered a spectrum of possible activities the SGVCOG could assume. Example activities the SGVCOG could undertake (from least to most resource intensive) are listed below:

- Participate on selected consultation panels (with Metro as lead);
- Prioritize projects;
- Program funding, including managing a subregional call for projects;
- Lead the effort to advocate for additional funding for projects;
- Serve as lead for design; and
- Serve as lead for construction.

The key recommendations of the Ad Hoc Committee are:

- 1) With the passage of Measure M, there developed strong consensus that, at a minimum, the SGVCOG should expanded its transportation planning and programming capacity. Specifically, it was identified that the SGVCOG should hire a Transportation Planner who can coordinate all Measure M program management activities. This Transportation Planner, and potential future support staff, will be funded from Measure M revenues.
- 2) The other major question then is what role should ACE have within the SGVCOG organization and its role in constructing new projects throughout the San Gabriel Valley.

The Ad Hoc Committee recommendation is that ACE continue in its focus to complete its existing mission in the Alameda Corridor East while expanding its purview and jurisdiction to the full San Gabriel Valley. ACE will not act to construct any projects within the San Gabriel Valley beyond its current mission without approval of a majority of the total membership of the SGVCOG.

The Board of ACE will be expanded to a total of eight members (five representatives from the SGVCOG Governing Board, representing five distinct geographical districts in the San Gabriel Valley; SGVCOG President; SGV Metro Representative, and one LA County Supervisor). The ACE Board would continue to include representatives from each city where an ACE grade separation project is being planned or is under construction. Those cities on the ACE Board that have completed their ACE projects would no longer serve on the ACE Board. Organizationally, the ACE organization and staff will report to the Executive Director, with continuing operational oversight by the ACE Board. ACE staff will transition over a period of three years to become employees of the SGVCOG, creating a uniform personnel system within SGVCOG. During this transition, administrative functions of ACE and SGVCOG will continue to operate and coordinate through a MOU, but will move as soon as practicable to become integrated into a single administrative operation within SGVCOG.

With the guidance of the SGVCOG Governing Board, implementation of these recommendations will be presented in the form of Governing Board actions to amend the SGVCOG by laws and Joint Powers Authority Agreement.

It is anticipated that this report from the Ad hoc Committee will be considered and discussed at the January 19 Governing Board meeting, and that at the February 16 Governing Board meeting a vote will be taken to approve, amend or disapprove these recommendations. If these recommendations, or amended recommendations, are approved by the Governing Board on February 16, then implementation actions will be presented at the March 16 Governing Board meeting. Actions that have budget impact will be incorporated into the April 20 presentation on the proposed budget for the new 2017/2018 fiscal year, which will be scheduled for adoption by the Governing Board on May 18.

Following is a chart illustrating the various steps needed to implement the Ad Hoc Committee recommendations.

PROPOSED ORGANIZATIONAL CHART

IMPLEMENTATION

Table 1, below, provides a high-level schedule of key action items.

Task	Mar	Apr	May	Jun
<i>Bylaws & JPA Revisions</i>				
Present first reading of bylaws Governing Board	♦			
Present second reading of bylaws for approval		♦		
Present draft JPA revisions Governing Board (if needed)	♦			

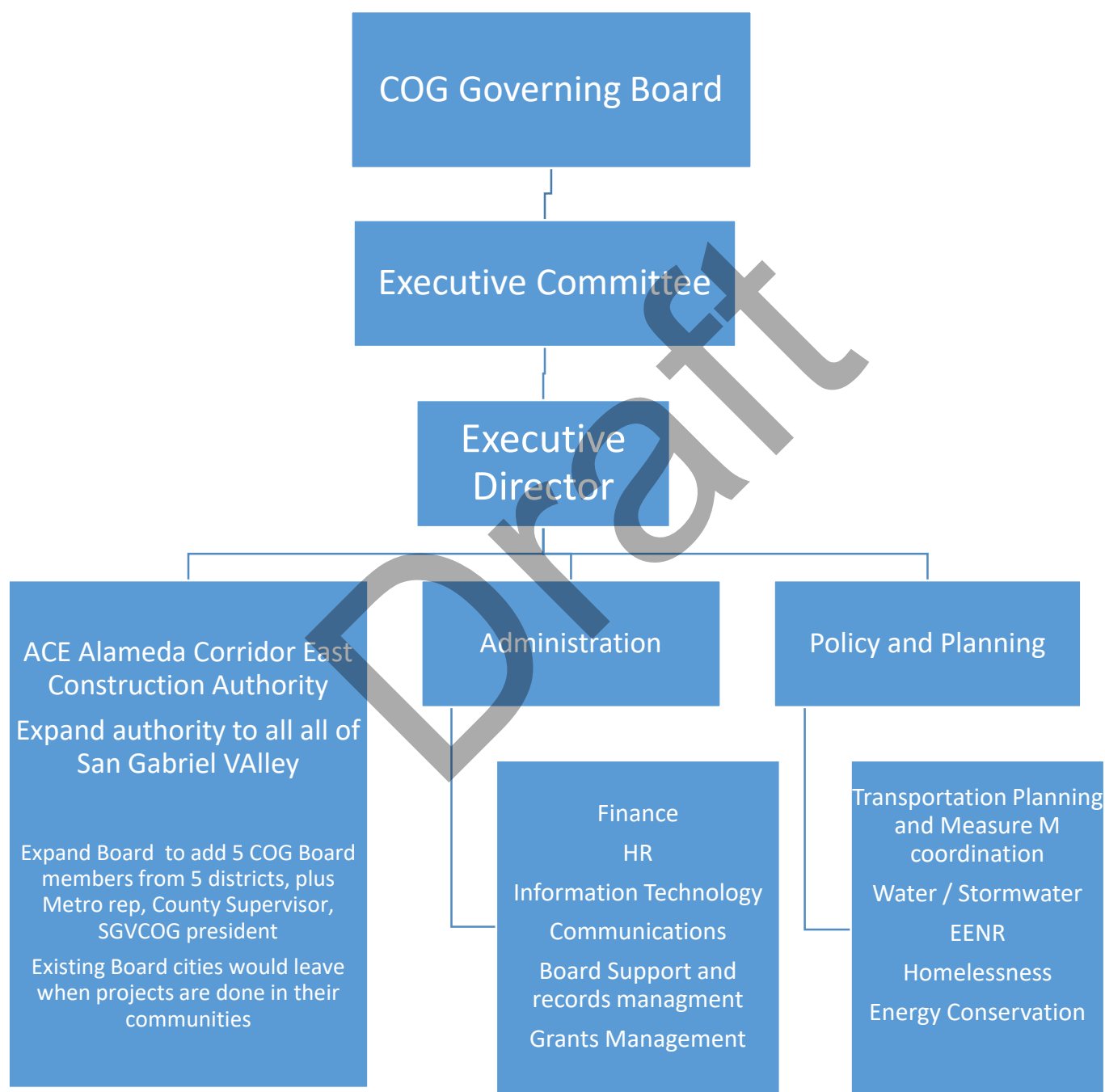
Approve JPA revisions for distribution to member agencies		◆		
Member agencies adopt updated JPA (need 50% to adopt)			◆	◆
<i>Transportation Planner Position</i>				
Develop near-term funding plan and present as part of draft FY 17-18 budget		◆		
Incorporate position into SGVCOG salary resolution for consideration by Governing Board	◆			
Initiate recruitment		◆		
Complete recruitment				◆
<i>Coordination of Administrative Services</i>				
Present options and estimated costs for further coordinating ACE/SGVCOG administrative services		◆		
Incorporate recommendations into FY 17-18 budget for presentation to Governing Board			◆	

Table 1.
Key Implementation Milestones.

This report of the ACE/Major Capital Projects Ad Hoc Committee is submitted to the Governing Board with the endorsement of the Ad Hoc Committee as indicated below:

- John Fasana, Councilmember, City of Duarte Chair
- Gene Murabito, Mayor of Glendora and President SGVCOG
- Terry Tornek, Mayor, City of Pasadena
- Victoria Martinez, Vice Mayor, City of El Monte
- Jack Hadjinian, Councilmember, City of Montebello
- Cynthia Sternquist, Councilmember, City of Temple City
- Sam Pedroza, Mayor, City of Claremont
- Cruz Baca, Councilmember, City of Baldwin Park
- Javier Hernandez, Transportation Deputy, LA County District #1
- Dave Perry, Transportation Deputy, LA County District #5
- Linda Lowry, City Manager, City of Pomona
- David Liu, Public Works Director, City of Diamond Bar

RECOMMENDED OPTION



*another organizational structure option was discussed, but is not being recommended, that showed both the Executive Director and ACE Executive Director separately reporting to the Executive Committee

REPORT

DATE: January 19, 2017

TO: SGVCOG Governing Board

FROM: Phil Hawkey, Executive Director

RE: **SAN GABRIEL VALLEY ENERGY WISE PARTNERSHIP STAFFING**

RECOMMENDED ACTION

Authorize the Executive Director to recruit a full-time Management Analyst to manage the San Gabriel Valley Energy Wise Partnership (SGVEWP). This position would be limited-term position dependent upon grant funding. The full cost of the position would be reimbursed by the SGVEWP.

BACKGROUND

Since 2009, the San Gabriel Valley Council of Governments (COG) has served as the local government partner for the San Gabriel Valley Energy Wise Partnership (SGVEWP). This program is funded by the California Public Utilities Commission (CPUC) Local Government Partnerships Program, and is co-managed by Southern California Edison (SCE) and Southern California Gas Company (SCG).

The three primary objectives of SGVEWP have been as follows:

1. Identify opportunities for municipal building energy efficiency retrofits and assist cities in implementing these projects and accessing SCE and SCG financial incentives and technical resources;
2. Leverage the COG's communication infrastructure to inform member agencies about existing SCE and SCG energy efficiency, conservation and demand response programs and encourage participation; and
3. Develop specialized energy efficiency offerings to local governments as well as residential and business customers.

Over the past five years, through participation in the program, San Gabriel Valley cities have received over \$1.2 million in cash incentive payments.¹

In November 2015, the Governing Board authorized an extension of the SGVEWP contract with SCG through December 2018, and in November 2016, the Governing Board authorized a similar extension with SCE through December 2018. Staff anticipates receiving, at a minimum, an additional one-year extension from SCE later this year that will go through December 2019.

¹ In 2015, the CPUC issued their decision to move to "rolling" portfolios, which are ten-year program cycles. While the program cycles are longer, the utilities are still determining how to structure long-term agreements with local governments partners. In the interim, SCG has opted to develop three year contracts with their partners and SCE has opted to develop one year contracts with their partners.

Additionally, in December 2016, the SGVCOG received additional funding from both SCE and SCG to undertake activities that support the California Long-Term Energy Efficiency Strategic Plan (CEESP). Specifically, the SGVCOG received an additional \$80,000 in funding to assist the cities of South Pasadena, Monrovia, West Covina and Pomona in developing and implementing benchmarking policies. Using the Energy Star Portfolio Manager, benchmarking allows cities to inventory their facilities and compare them to similar facilities across the nation to assess energy usage and building performance and to identify opportunities to reduce energy usage. Work related to this effort must be completed by December 31, 2017. Table 1 provides summary of funding that is currently guaranteed through the SGVEWP.

	2017	2018
SCE	\$168,000	\$168,000
SCG	\$108,000	TBD
CEESP	\$80,000	-
Total	\$356,000	\$168,000

Table 1.
SGVEWP Funding (2017-2018).

STAFFING

The COG currently manages its SGVEWP programs using 5 part-time interns under the direct supervision of the Assistant Executive Director. The full cost of these positions, as well as overhead, are reimbursed through these grant programs. In order to allow for continued focus on all areas in the SGVCOG's Strategic Plan as well as continue the high levels of success for the SGVEWP, staff is recommending that a portion of the SGVEWP funding be used to fund a full-time, limited-term position. A similar model is used by other Councils of Governments that manage Local Government Partnerships, including Western Riverside Council of Governments (WRCOG), San Bernardino Association of Governments (SANBAG) and South Bay Cities Council of Governments (SBCCOG). Typically, these positions are classified as program managers or management analysts. Table 2, below, provides a summary of the position titles and salary ranges from each of these agencies.

Agency	Position	Salary	
		Minimum	Maximum
WRCOG	Program Manager	\$ 65,485	\$ 123,427
SANBAG	Management Analyst I	\$ 50,990	\$ 76,485
SBCCOG	Program Manager	\$ 57,000	\$ 78,000
Average		\$ 59,028	\$ 89,401

Table 2.
Comparative Salary Ranges.

Based on this information, staff is recommending that this new position be filled under the SGVCOG's Management Analyst classification, which has a comparable set of requirements and salary range. The salary range for the SGVCOG's Management Analyst position is \$50,000-\$65,850.² The existing five internships would remain in place, and both the full-time and part-time

² The full cost of the position, including fringe benefits, is \$62,637 - \$79,719.

positions would be fully funded through the SGVEWP grant agreements.

The responsibilities for the position include assisting the Assistant Executive Director with SGVEWP program activities, supervising the part-time SGVEWP staff and managing SGVEWP projects. For a complete list of responsibilities, please see Attachment A.

NEXT STEPS

Pending authorization from the Governing Board, staff would immediately initiate requirement for this position. The intent would be to fill the position by mid-March 2017.

Prepared by: Marisa Creter
Marisa Creter
Assistant Executive Director

Approved by: Philip A. Hawkey
Philip A. Hawkey
Executive Director

ATTACHMENTS

Attachment A – Recruitment Flyer: Management Analyst



**SAN GABRIEL VALLEY
COUNCIL OF GOVERNMENTS**

1000 S. Fremont Ave., Unit #42
Suite 10-210
Alhambra, CA 91803

**INVITES APPLICANTS FOR THE POSITION OF
MANAGEMENT ANALYST – EXEMPT (LIMITED TERM – 24 MONTHS -
DEPENDENT UPON GRANT FUNDING)**

SALARY AND BENEFITS:

\$50,000 - \$65,850

A standard array of benefits, including public employee retirement pension, will also be provided in an employment contract to the successful candidate.

OPENING DATE: 01/23/2017

CLOSING DATE: 02/20/2017

BACKGROUND

The San Gabriel Valley Council of Governments (SGVCOG) was founded in 1994 as a Joint Powers Authority (JPA). The current membership includes the 31 incorporated cities in the San Gabriel Valley, three Supervisorial Districts representing the unincorporated areas in the San Gabriel Valley, and the Valley's three water agencies. Collectively, those agencies represent the Valley's two million residents living in 31 cities and numerous unincorporated communities. The primary focus of the SGVCOG is to support activities related to Transportation; Energy, Environment and Natural Resources; and Housing, Community, and Economic Development.

The Mission

"The San Gabriel Valley Council of Governments will be recognized as the leader in advocating and achieving sustainable solutions for transportation, housing, economic growth and the environment."

More information about the SGVCOG can be viewed at www.sgvkog.org.

THE POSITION:

Works independently to performs a wide variety of professional, administrative, fiscal and analytical support within assigned program areas, including budget preparation, financial management, and grant coordination; conducts research; supervises assigned functions with emphasis on professional administrative methods; may serve as a project manager working closely with the Assistant Executive Director, and performs other related duties as required.

Responsible for communicating with all levels of government including regional government agencies; assists in the implementation of the San Gabriel Valley Energy Wise Partnership annual workplan. Position reports to the Assistant Executive Director and will be responsible for assigned functions on behalf of the San Gabriel Valley Region for programs and funds benefiting the 29 cities in the San Gabriel Valley Energy Wise Partnership.

The position is funded through the San Gabriel Valley Energy Wise Partnership and the position will terminate if the funding is discontinued.

MAJOR DUTIES

- Plans, develops and coordinates the implementation of programs and projects of a large scope or complexity.
- Prepares, monitors and oversees the grant budgets.
- Negotiates and administers contracts, agreements, leases and services. Develops agreements and contract terms and monitors compliance.
- Researches grant programs, prepare grant applications and monitors compliance with applicable terms.
- Conducts research and analyzes statistical and related data. Reviews and makes recommendations.
- Prepares comprehensive technical reports, and correspondence, as well as maintains records.
- Prepares and presents reports to the San Gabriel Valley Energy Wise Partnership
- Serves as staff liaison to the San Gabriel Valley Energy Wise Partnership including preparation of agendas, minutes, and reports and coordination of presentations.
- Coordinates and presents at community meetings and events as assigned.
- Responsible for day-to-day management of the San Gabriel Valley Energy Wise Partnership, which has an annual budget of over \$356,000 and includes development and implementation of annual workplan, management of staff and consultants, invoicing, budget tracking, and reporting.
- Serves as key point of contact with local government agency staff at various levels and in numerous departments to implement municipal energy efficiency retrofits as well as energy efficiency marketing and education programs.
- Responsible for the day-to-day management, including training, of San Gabriel Valley Energy Wise Partnership part-time staff members.
- Supervises part-time staff.
- Performs related duties, as assigned.

MINIMUM QUALIFICATIONS

- Bachelor's degree in public administration, business administration, economics, or related field.

- One year of professional experience in administrative analysis and research, policy development, fiscal administration and budget and/or management responsibilities.
- A master's degree is desirable and may be substituted for one year of experience.
- At least one year experience managing a local government energy efficiency partnership is highly desirable.

KNOWLEDGE SKILLS & ABILITIES

Knowledge of:

- Principles and practices of public administration.
- Principles and practices of organization, administration and management.
- Program and project development, implementation and evaluation.
- Fiscal analysis and budget preparation and administration.
- Grant application and monitoring.
- Data collection and analysis.
- Report writing techniques and editing.
- Quantitative and management analysis technique.
- Methods and techniques of effective supervision.
- Principles of energy efficiency, water conservation, and sustainability management.

Ability to:

- Develop, implement, and administer projects and programs.
- Develop and implement goals, objectives, policies and procedures.
- Analyze legislation.
- Prepare analytical and financial reports.
- Prepare and deliver effective public presentations.
- Communicate effectively both orally and in writing.
- Analyze and recommend solutions to problems and issues.
- Plan, develop and manage programs and projects.
- Exercise independent judgment and initiative within established guidelines.
- Establish and maintain effective and cooperative working relationships with officials of public and private agencies, City Council, commissions, community groups, and the general public.
- Supervise, train and evaluate staff.

Skill in:

- The use of computers and related word processing and spreadsheet application software.

APPLICATION PROCESS

Send resume and letter of interest to Marisa Creter, e-mail: (sgv@sgvcog.org) by 5:00 p.m.; PST, Monday, February 20, 2017. Additionally, include responses to the following supplemental questions:

1. Please describe the most complex project you have managed from start to finish as it relates to this position.
2. Describe an experience you have on educating or training others on energy efficiency or environmental programs.

Each answer should be included on a separate page and not exceed one-page single-spaced.

Applicant's name should be included in the top right-hand corner of each page.

Questions, please call 626-457-1800. Your inquiries and application will be handled with the utmost confidentiality.