



# San Gabriel Valley Council of Governments

FY 2008-2009 Adopted Work Plan  
May 15, 2008



# San Gabriel Valley Council of Governments

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May 15, 2008

The Governing Board  
San Gabriel Valley Council of Governments  
3452 E. Foothill Blvd., Suite 810  
Pasadena, CA 91107

**RE: 2008-2009 Work Plan**

Mr. President and Governing Board Members:

Transmitted herewith is the San Gabriel Valley Council of Governments' (SGVCOG) work program for the fiscal year 2008-2009. This last year saw many significant accomplishments for the COG including:

- Admission of the Valley's Water Agencies into the COG's membership;
- Receipt of \$350 million for the ACE Project, which was the largest single allocation under the Proposition 1B Transportation Corridor Improvement Fund (TCIF) program; and
- Creation of a new Housing Policy Committee, an Ad Hoc Emergency Preparedness Committee, and several environmental working groups, including the Solid Waste Working Group.

Most important, our financial position is strong and growing more robust every year.

These accomplishments are directly attributable to the Governing Board's new leadership and strategic decision making. At our Spring 2007 strategic planning session, the Agency's stakeholders, including both elected and appointed officials from throughout the Valley, identified the need for a structural change and a bold expansion in the COG's depth and breadth of services. That consensus enabled this Agency to achieve and exceed those desired outcomes. Everyone should be most proud of these accomplishments!

On behalf of your staff, I would like to express our appreciation and gratitude to the Governing Board, our policy committees, and the City Managers', Public Works, and Planning Directors' TACs whose support and assistance is inextricably linked to our success.

I look forward to discussing this work plan in concert with our Spring Strategic Planning session in the weeks to come.

Sincerely,

Nicholas T. Conway

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## I. EXECUTIVE SUMMARY

As shown in Figure 1, the COG's estimated revenues FY 2008-09 will be \$1,166,856 while ongoing operating expenses are estimated to be \$1,060,585. This projected financial position represents a dramatic turnaround from the circumstances our organization faced just a few years ago. Two years ago, the proposed budget had a projected operating deficit of \$90,000 and the Agency's reserves had been depleted due to legal expenses related to the SCAG audit and Caltrans investigation. The deficit was in large part due to the recurring structural deficit that had been present in the Agency since 2004.

### Strategic Planning

In response to these challenges, the Governing Board, upon recommendation of the City Managers' TAC, took two important steps. First, the Board approved a restructuring of member agency dues that corrected our ongoing structural deficit. Second, the Board approved expanding the COG membership and broadening our revenue base. This included increasing the COG's staffing resources to pursue grant funding opportunities that support the COG's mission and committee initiatives. Both of these strategic initiatives were successfully implemented, and the benefits are now illustrated in the Agency's funding for the coming year.

### FY 2008-2009 Budget

Included in the estimated income for this next year is the increase in revenue attributable to the addition of the Valley's water agencies to the COG's membership (\$30,000) and grant funding (\$438,819) for three projects: a Homeless Services Needs Assessment, an energy-efficiency partnership with

Revenues/Expenditures	Adopted Budget FY 2007-2008	Revised Budget FY 2007-2008	Recommended Budget FY 2008-2009
<b>General Operating Income</b>			
Member Dues	\$667,441	\$697,441	\$698,037
Other Dues - Water Agencies	50,000	30,000	-
Interest	5,000	10,000	10,000
<b>Grants</b>			
CalTrans Grant Administration	32,000	36,769	-
CalTrans Grant Consultant Services	-	208,231	-
LA County Homeless Services Grant Administration	-	-	50,000
LA County Homeless Services Grant	-	-	150,000
SCE Local Government Partnership Administration	-	-	25,000
Watershed Grant Coordinator Grant Administration	-	-	29,193
Watershed Grant Coordinator Grant	-	-	194,626
Miscellaneous (Reimbursed Expenses)	10,000	10,000	10,000
<b>Total Income</b>	<b>\$764,441</b>	<b>\$992,441</b>	<b>\$1,166,856</b>
<b>General Operating Expenses</b>			
Management Services Contract (MSC)	\$394,192	\$394,192	\$409,959
MSC - Amendment #1	-	-	75,000
MTA Board Support	50,000	50,000	50,000
Interns/Policy Committee Support	50,000	50,000	35,000
Legal Services	25,000	25,000	25,000
Board Stipends	11,000	11,000	11,000
Financial Audit Services	15,000	15,000	15,000
Bookkeeping / Accounting	9,500	9,500	9,500
Insurance	5,500	5,500	6,000
<b>Consultant Services</b>			
Strategic Planning	16,000	16,000	16,000
Media/Public Relations	25,000	25,000	10,000
Executive Director Evaluation	4,000	3,800	4,000
<b>Special Events</b>			
Washington D.C. Reception	10,000	10,000	10,000
Sacramento Reception	5,000	5,000	5,000
Local Receptions	2,000	2,000	2,000
Governing Board and Committee Meetings	-	-	7,500
<b>Grants</b>			
CalTrans Grant Consultant Services	-	208,231	-
LA County Homeless Services Grant Expenses	-	-	5,000
LA County Homeless Services Grant	-	-	150,000
Watershed Coordinator Grant	-	-	194,626
Miscellaneous	20,000	30,000	20,000
<b>Total Expenditures</b>	<b>\$642,192</b>	<b>\$860,223</b>	<b>\$1,060,585</b>
<b>Surplus</b>	<b>\$122,249</b>	<b>\$132,218</b>	<b>\$106,271</b>

**Figure 1**  
**SGVCOG Recommended 2008-2009 Budget**

Southern California Edison (SCE), and a watershed coordinator funded by the California Department of Conservation. This includes \$99,193 in additional funding for costs associated with grant administration.

This additional revenue, along with the new resources from the expanded membership base, will enable the Agency to cover its ongoing operating expenses. More important, it will enable the Agency to make the necessary investments required to meet the needs and expectations of its member agencies while also providing long-term financial sustainability. Finally, the proposed budget will provide sufficient income to continue the replenishment of the Agency's reserves to a level equal to one year of operating expenses, which is the Board's adopted policy.

With respect to the Agency expenditures, this next year, I am proposing an amendment to the management services contract (MSC) that would provide for one additional staff member that would have multiple job duties including: providing needed staff support for the COG's expanded policy committee structure (EENR and Housing); managing the Homeless Services Needs Assessment study; and assisting in identifying and submitting grants for coming years. The additional cost of this staff position, which should be reviewed and renewed annually, is covered by the additional administrative revenues provided by the COG's grant funding as discussed in Chapter 3.

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## **II. 2007-2008 GOALS, OBJECTIVES, AND ACHIEVEMENTS**

Beginning two years ago and in response to recommendations from the City Managers' TAC, the SGVCOG engaged in a formal strategic planning process. An outside consultant was hired to facilitate a Strategic Planning Retreat, the first of which was held on June 3<sup>rd</sup>, 2006. Since that time, we have held three additional strategic workshops in six month intervals. This process has had numerous benefits including:

- Developing consensus among COG member cities regarding the long and short-term goals of the organization
- Identifying a specific timeline in order to achieve long-term goals
- Creating accountability to ensure that all objectives are achieved

More broadly, this exercise has helped our stakeholders establish a clear vision for the Agency and has heightened our sense of accountability within the COG. Below are highlights of the COG's major accomplishments this past year. This is by no means an exhaustive list and is only meant to serve as a snapshot.

- ✓ **Securing Funding for the ACE Project:** In January, ACE submitted a \$350 million grant application from Transportation Corridor Improvement Fund (TCIF), which made approximately \$2 billion in Proposition 1B funding available for goods movement projects. The ACE application was for the San Gabriel Trench project. In April, the California Transportation Commission (CTC) recommended \$336 million in funding for this project. This is the largest allocation of funds for this type of project in the State.
- ✓ **Metro's Call for Projects:** In 2007, Metro held a Call for Projects to accolade \$442 million to seven categories of transportation improvement projects. Our member agencies submitted 46 applications, 26 of which were recommended to receive \$73 million in funding. This represents a success rate of 48% for the Valley's submitted projects and an overall share of 17% of the total Call for Project monies allocated County-wide.

The Valley's success rate continues to improve over the previous Calls for Projects, the most recent of which occurred in 2001. In 2001, Valley cities received \$80 million in funding, representing 11.6% of the total available funding. As noted previously, this year the Valley's cities are scheduled to receive \$73 million, or 17% of the funds. According to Metro staff, this success is attributable to the high quality of the applications as well as the focus on projects that would provide regional benefits. This funding was certified by the MTA Board of Directors at its September meeting.

- ✓ **Caltrans' Community Based Transportation Planning Grant:** In June of 2005, we received notice that the SGVCOG's grant application for community-based transportation planning along the planned Gold Line Foothill Extension was selected by Caltrans as one of the nine state-wide grants awardees. Three cities, La Verne, Duarte and Irwindale, were selected to participate in these planning activities based on the fit between the grant parameters and the needs of these cities. These cities were given a portion of these funds to support their on-going planning efforts to increase housing and other development opportunities along transportation corridors in their cities. This work was intended to complement and enhance the region-wide Foothill Extension Corridor planning that is already being conducted. The total grant award was for \$245,000, fifteen percent of which (\$37,000) was allocated to the COG for administrative expenses.

Due to the need to clarify a number of contract issues that existed by having multiple cities and the COG involved in this project with Caltrans, the contract could not be finalized until October 2007, more than two years into the three year grant program cycle. However, because of the funding cycle, Caltrans required that all work associated still be completed by March 2008. Despite this truncated timeline, COG and city staff were able to complete all work associated with the grant and submitted all invoices and reports in a timely fashion. Caltrans staff has reported that they were extremely pleased to work with COG staff on this project. The final closeout of this project is expected to occur at the end of May 2008.

✓ **Transportation Mitigation Fees:** As part of its 2003 Short Range Transportation Plan, the Metro Board authorized work on a nexus study to explore the feasibility of working with local jurisdictions to implement a congestion mitigation fee. This fee would be a charge levied against residential, commercial, and industrial development projects and be used to support the construction of current and future transportation projects. After reviewing this proposal, the Transportation Committee and the COG's TACs agreed that the best strategy for addressing the various concerns raised by SGVCOG member agencies was to submit a proposal to Metro to fund a pilot study in the San Gabriel Valley. This study effort would focus on addressing potential implementation issues associated with such a fee program. Staff is working with a project steering committee comprised of City Managers, Planning Directors, and Public Works Directors to develop a scope of work for this study.

✓ **California Public Utilities Commissions (CPUC) Local Government Partnership Program:** In February, the California Public Utilities Commission (CPUC) issued a Call for Abstracts for its Local Government Partnerships program. This is a three year program beginning in 2009 that provides funding for direct energy savings through the installation of energy efficiency measures and program services. In addition, the Program provides resources for long-term, sustainable actions that will promote energy efficiency.

At the February Governing Board meeting, board members directed staff to develop and submit an application under this program. Staff submitted the abstract and SCE staff indicated that the COG's proposal was one of the highest scoring applications. Staff is now working with SCE staff to complete a more detailed application to submit to the CPUC for review in mid-May. It is anticipated that the COG will be awarded this funding, which will include a significant amount of annual funding to cover associated administrative costs.

✓ **Grants:** One of the strategies identified in the SGVCOG Long-Term Financial Plan was to diversify sources of income by applying for grant funding. This past year, staff has submitted several grant applications to various state agencies. This includes three grant applications in excess of \$1 million to Caltrans for corridor wide planning efforts. Additionally, SGVCOG staff has submitted an application to fund a Watershed Corridor position for the San Gabriel River. This application was submitted to the Department of Conservation, and was recently awarded to the SGVCOG. It will provide over \$300,000 for these watershed planning activities.

✓ **Homeless Services and Needs Assessment:** One of the objectives of COG's FY 2007-08 Strategic Plan is to engage in a needs assessment and the development of a plan to coordinate service delivery to homeless populations here in the San Gabriel Valley. This effort is undertaken in partnership with Los Angeles County. To accomplish this objective, SGVCOG is seeking the involvement of important stakeholder groups including county, city, community and faith-based organizations. An additional COG staff resources were hired this year to oversee this project, including developing a Request for Proposals (RFP), organizing an interview panel to select a consultant team, and coordinating a project steering committee. The County appropriated \$150,000 in funding to the COG to pay consultant services to conduct this study and an additional \$50,000 to cover the COG's associated administrative expenses.

✓ **Housing Committee:** One of the objectives in the COG's Strategic Plan was the establishment of a standing Housing Policy Committee. The purpose of this committee is to address the recommendations of the SGVCOG Housing Strategic Plan. In April, the Housing Committee held its first meeting, elected a Chair, and developed a six-month work plan. The Executive Director and members of the COG Governing

Board also met staff from the California Stated Department of Housing and Community Development and the SGV Legislative Caucus to discuss Proposition 1C (Affordable Housing) allocation guidelines.

The COG has been involved in numerous activities related to housing. This September, the COG sponsored a workshop with Congresswoman Grace Napolitano to assist our member agencies and not-for-profit organizations in securing the Valley's "fair share" of federal and state funds needed to support various housing projects. That workshop was attended by the more than 100 participants from non-profits, city staff, and other community-based organizations. The feedback provided by the participants indicated a desire for the COG to provide more public education on and assistance with housing funding opportunities. In October, staff assisted in the planning of workshop by the Los Angeles County Community Development Commission aimed at providing information to cities about how to access the City of Industry set-aside funds.

- ✓ **Media Outreach:** One of the long-term goals identified in the COG's Strategic Plan is to strengthen the COG's relationship with media outlets in the Valley. To this end, the Governing Board approved a contract with the Lee Andrews Group to initiate a Media Outreach program. This program has two primary goals: 1.) to increase the awareness among the media and the public of the SGVCOG and its role in planning for the future of the San Gabriel Valley, and 2.) to increase outreach to the growing population of non-English speakers in the San Gabriel Valley, including Spanish, Mandarin, and Cantonese speakers. To date, this firm has developed numerous press releases and assisted with an editorial from SGVCOG President Dave Spence which outlined the COG's major goals and objectives for the coming year. Additionally, the firm planned an Asian Media outreach luncheon for April, which included participation from members of the Governing Board and City Managers.
- ✓ **Model Environmental Ordinances:** One of the goals identified in the SGVCOG Strategic Plan was to develop a legislative clearinghouse for all environmental ordinances adopted by SGV cities. Staff has completed its initial collection of ordinances from our member agencies that relate to a number of important environmental issues including energy efficiency, green buildings, and water conservation among other issues. To date, staff has collected over ninety ordinances and other resources, all of which are now available on the COG website.
- ✓ **RMC Call for Projects:** Securing funding for open space projects has been identified as one of the COG's long-term goals. In fall 2007, the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy (RMC) released a Call for Projects. This program, which is being funded by Proposition 84, will make a total of \$51 million available over the next four years for open space acquisition, development, rehabilitation, restoration, and protection projects. RMC received a total of 239 applications, 54% (129) of which were from cities in the San Gabriel Valley. A total of fifteen projects met the Tier 1 criteria, meaning that they are being prioritized for funding. Eight of the fifteen Tier 1 projects are located in the Valley, and in total they represent \$37,434,809 or 83% of the funding.
- ✓ **Social Events:** One of the objectives identified in the current SGVCOG Strategic Plan is to organize at least one social event every six months for the Governing Board members. The purpose of these events is to provide a forum for our large and diverse board to get to know one another, given that the Governing Board only meets once a month and comes from a 350 square mile area. As such, SGVCOG staff, in partnership with ACE staff, hosted a tour of ACE construction projects followed by a barbeque prior to the September Governing Board meeting. This Spring, the Board Officers planned a second social events—"San Gabriel Valley Night with the Pasadena Pops." This event is scheduled for June at the Descanso Gardens.
- ✓ **Solid Waste Working Group:** This February, the Solid Waste Working Group was reactivated. This group is comprised of elected officials and staff from a number of SGVCOG member agencies. Since it began meeting, the group has made policy recommendations to the Governing Board on a number of issues, including legislation related to plastic bags, green waste, and producer responsibility. In addition,

this group is planning a “Trash 101” event aimed at elected officials in the Valley. This event will provide participants with information about solid waste issues that affect their jurisdictions including waste by rail and conversion technologies.

- ✓ **Staff:** One of the goals identified in the COG’s Long-Term Strategic Plan was to hire additional staff to assist with COG’s policy committees, including EENR and Housing, as well as identify and submit additional grant applications. In Fall 2007, two interns were hired to serve in this capacity. Since that time, COG staff has submitted numerous grant applications totaling approximately \$6.5 million. As discussed elsewhere in this report, the COG has been successful in obtaining at least three of these grants, providing over \$400,000 in funding.
- ✓ **Water Agencies:** One of the primary goals identified in the COG’s Long-Term Financial Plan was to secure the addition of the Valley’s water agencies to the COG’s membership. Through this membership, the COG has been able to expand the organizational base of the SGVCOG into a true Council of Governments, serving as an umbrella agency for our Valley’s governments, while at the same time expanding our agency’s revenue base to lessen the burden on the Valley’s cities. Last September, three of the San Gabriel Valley’s water agencies (Three Valleys MWD, San Gabriel Valley MWD, and Upper San Gabriel Valley MWD) requested admission to the SGVCOG under a single membership, and this was approved unanimously by the COG Governing Board. Staff worked to develop an amendment to the Joint Powers Authority (JPA) that would allow for the water agencies’ admission, and submitted it to all member agencies for review and adoption.
- ✓ **Website:** Last October, the Governing Board approved a contract with the firm of Ewing & Beland to redesign and update the COG’s website. One of the major goals of this project is to build-in interactive features to the website, including discussion boards, multimedia features such as videos, and multi-lingual abilities. This effort is an important component of the SGVCOG’s media and public outreach campaign. The new website was launched in March.

### **III: FY 2008-09 GENERAL OPERATING INCOME**

Figure 2 provides a summary of current and anticipated revenue for FY 2008-2009.

#### **Dues (\$698,037)**

The revenue from dues is the primary source of income to support COG's day-to-day operations and services. This money is also used to support our efforts in seeking other categorical funds. Membership and dues monies should provide sufficient working capital to ensure stability, but must be leveraged in achieving other specific program and desired outcomes (i.e. Homeless Services Study, watershed management, Leadership 21, etc.).

Revenues	Adopted Budget FY 2007-2008	Revised Budget FY 2007-2008	Recommended Budget FY 2008-2009
<b>General Operating Income</b>			
Member Dues	\$667,441	\$697,441	\$698,037
Other Dues - Water Agencies	50,000	30,000	-
Interest	5,000	10,000	10,000
Grants			
CalTrans Grant Administration	32,000	36,769	-
CalTrans Grant Consultant Services	-	208,231	-
LA County Homeless Services Grant Administration	-	-	50,000
LA County Homeless Services Grant	-	-	150,000
SCE Local Government Partnership Administration	-	-	25,000
Watershed Grant Coordinator Grant Administration			29,193
Watershed Grant Coordinator Grant			194,626
Miscellaneous (Reimbursed Expenses)	10,000	10,000	10,000
<b>Total Income</b>	<b>\$764,441</b>	<b>\$992,441</b>	<b>\$1,166,856</b>

**Figure 2  
COG Revenue Summary**

In 2007, the Governing Board revised and approved a simplified dues structure as follows:

$$\text{\$5,000 flat fee} + \text{\$.30 per capita} = \text{Member Dues}$$

Furthermore, the Governing Board approved a recommendation by the City Managers' Steering Committee that the Governing Board would annually review the need for an adjustment of dues proportionate to increases in the Consumer Price Index (CPI). There is a \$30,000 cap on member agencies dues. With the addition of the Valley's three water agencies, they agreed to pay this dues maximum under a single membership. Exhibit 1 provides a listing of the projected member agency dues per jurisdiction.

#### **Additional Memberships**

Last year, one of the strategies identified in the Long-Term Financial Plan was to continue to expand the organizational base of the COG into a true Council of Governments, beyond a Council of Cities. This began last year by adding the County of Los Angeles into the COG's membership and continued this year by providing representation for the Valley's Water Agencies'. The COG's expanded membership base now provides the additional resources and networks to address the many issues that impact the Valley. It also moves the organization away from its dependence on the cities to shoulder the financial burden for resources that serve much broader regional interests. Our Council of Governments is now the only Agency of its kinds in Southern California, in which representative

stakeholders from all of the Valley’s government agencies work together to provide input and support for Valley-wide programs and projects.

**Grants (\$448,819)**

This past year, one of the goals identified in the SGVCOG Long-Term Financial Plan was to diversify the COG’s revenue stream by pursuing a variety of grant opportunities that would provide funding to support our Agency’s identified goals and objectives. In total, COG staff submitted nine applications requesting over \$5 million in funding. The COG has been very fortunate to have received three of these grants, as discussed below. While the budget for the CPUC Local Partnership is still being finalized, as shown in Figure 3, the total revenue available for programming is anticipated to be at least \$349,626 and the total revenue available to provide for administrative costs is estimated at \$99,193.

Grant	Funding for Administrative Costs	Funding for Programming
Homeless Services Needs Assessment	\$45,000	\$155,000
CPUC Local Government Partnership Program	\$25,000	TBD (\$1 million - \$3 million)
Watershed Coordinator	\$29,193	\$194,626
<b>Total</b>	<b><u>\$99,193</u></b>	<b><u>\$349,626</u></b>

Figure 3  
Grant Funding (FY 2008-09)

***Los Angeles County Homeless Services Need Assessment***

One of the objectives of San Gabriel Valley Council of Governments’ (SGVCOG) FY 2007-08 Strategic Plan was to engage in a needs assessment and the development of a plan to coordinate service delivery to homeless populations here in the San Gabriel Valley. This effort is undertaken in partnership with Los Angeles County. In February 2008, the Los Angeles County Board of Supervisors passed a funding resolution to provide \$200,000 in support of this project. Of this funding, \$150,000 will be used for consultant services to conduct the study and \$50,000 will be provided to cover the COG’s administrative expenses.

***Watershed Coordinator Grant***

In January 2008, staff submitted an application under the California Department of Conservation’s Watershed Grant Coordinator Program. This grant program is being awarded through CALFED Proposition 50 funds and will provide \$9 million for a three-year period, beginning in 2008. The application requested funding to support a staff position to implement the objectives identified in both the Rio Hondo Watershed and the Greater Los Angeles County Integrated Regional Watershed Management Plans. In April 2008, staff received notification that the SGVCOG’s application had scored very highly and was one of only three applications that was selected for funding in the Los Angeles County area. This grant application requests a total of \$223,819 in funding from the Department of Conservation, with \$194,626 of that being used to fund a staff position for three years. The remainder (\$29,193), equal to fifteen percent (15%) of the requested funding, will be given to the SGVCOG for compensate for administrative expenses.

### ***California Public Utilities Commission's Local Government Partnerships Program***

In February 2008, the California Public Utilities Commission (CPUC) issued a Call for Abstracts for its Local Government Partnerships program. This is a three year program beginning in 2009 that provides funding for direct energy savings through the installation of energy efficiency measures and program services. In addition, the Program provides resources for community outreach and long-term, sustainable actions that will promote energy efficiency. The Program objectives include:

- Leveraging local government resources and work with their local communities to maximize program penetration.
- Achieving short and long-term energy savings and demand reduction for Partners and the communities they serve, as well as reduction of greenhouse gas emissions.
- Acting as an outreach portal for energy services (e.g., energy efficiency, demand response, self-generation, etc.). Also, partnerships will provide delivery of energy information to the communities and training and education for local government facility managers, energy managers, and planners for identifying and implementing energy efficiency opportunities.
- Developing energy action plans.
- Implementing energy efficiency projects.

At the February Governing Board meeting, board members directed staff to develop and submit an application under this program. Despite the two week deadline to complete this proposal, staff submitted the abstract in March. SCE staff indicated that the COG's proposal was one of the highest scoring applications. Staff is now working with SCE staff to complete a more detailed application to submit to the CPUC for review in mid-May. It is anticipated that the COG will be awarded this funding, which will include a significant amount of annual funding to cover associated administrative costs, estimated at \$50,000 a year. The program is slated to begin in January 2009. While the project list and full budget are being finalized, COG anticipates an award of approximately \$2 million for programming, which will fund all energy audits, rebates and incentives, and marketing and outreach costs. Because of the large sum of money associated with this grant, once the contract is finalized, it will be brought back to the full Governing Board for review and discussion, and the budget will be amended accordingly.

**Projected SGVCOG Member Agency Dues FY 2008-09**

	2007 Population Dept of Finance	2008 Population Dept. of Finance	2007-08 Dues	Recommended 2008-09 Dues
ALHAMBRA	89,488	89,259	\$ 30,000	\$ 30,000
ARCADIA	56,556	56,491	21,967	21,947
AZUSA	48,640	48,743	19,592	19,623
BALDWIN PARK	81,146	81,281	29,344	29,384
BRADBURY	938	948	N/A	N/A
CLAREMONT	37,141	37,242	16,142	16,173
COVINA	49,720	49,552	19,916	19,866
DIAMOND BAR	60,207	60,360	23,062	23,108
DUARTE	23,121	22,953	11,936	11,886
EL MONTE	126,282	126,053	30,000	30,000
GLENORA	52,557	52,362	20,767	20,709
INDUSTRY	804	798	20,857	21,153
IRWINDALE	1,655	1,724	20,857	21,153
LA CANADA FLINTRIDGE	21,353	21,276	11,406	11,383
LA PUENTE	43,338	43,256	18,001	17,977
LA VERNE	33,449	34,046	15,035	15,214
MONROVIA	39,309	39,327	16,793	16,798
MONTEBELLO	65,686	65,668	24,706	24,700
MONTEREY PARK	64,508	64,434	24,352	24,330
PASADENA	147,262	148,126	30,000	30,000
POMONA	162,140	163,405	30,000	30,000
ROSEMEAD	57,427	57,422	22,228	22,227
SAN DIMAS	37,011	36,874	16,103	16,062
SAN GABRIEL	42,691	42,762	17,807	17,829
SAN MARINO	13,507	13,455	9,052	9,037
SIERRA MADRE	11,039	11,116	8,312	8,335
SOUTH EL MONTE	22,464	22,391	11,739	11,717
SOUTH PASADENA	25,824	25,792	12,747	12,738
TEMPLE CITY	35,702	35,683	N/A	N/A
WALNUT	32,297	32,299	14,689	14,690
WEST COVINA	112,953	112,666	30,000	30,000
LA COUNTY DISTRICT 1	124,568	124,568	30,000	30,000
LA COUNTY DISTRICT 4	107,428	107,428	30,000	30,000
LA COUNTY DISTRICT 5	119,978	119,978	30,000	30,000
SGV Water Agencies	N/A	N/A	30,000	30,000
<b>TOTALS</b>	<b>1,948,189</b>	<b>1,949,738</b>	<b>\$697,411</b>	<b>\$698,037</b>

## IV: FY 2008-2009 GENERAL OPERATING EXPENDITURES

As shown in Figure 4, the COG has five primary contracts to support its management and ongoing operations, and the delivery of its programs and services. These contracts are paid from monies collected from member dues and grants, and are allocated to these support activities. The total expenditures are anticipated to be \$1,060,585.

### Management Services Agreement (\$409,959)

#### Background

One of the founding principles of the COG is that there would be no public employees in this newly created agency. In keeping with that directive, in 1994, the Agency entered into a management services agreement (MSA) with Ken Spiker & Associates (KSA) to provide all services related to the organization and operation of the new fledgling organization.

In 1996, the COG Board hired an executive recruiting firm to conduct a national search which resulted in the unanimous selection of Arroyo Associates, Inc. The initial contract was for a two-year period (1996-98). At its conclusion, a committee composed of Board Delegates and City managers conducted an evaluation, and the Governing Board approved unanimously a new three-year contract with AAI. In 2004, the contract with AAI was renewed and amended, by unanimous consent of the Governing Board, for a five year period with five one-year options to renew.

#### Scope of Work

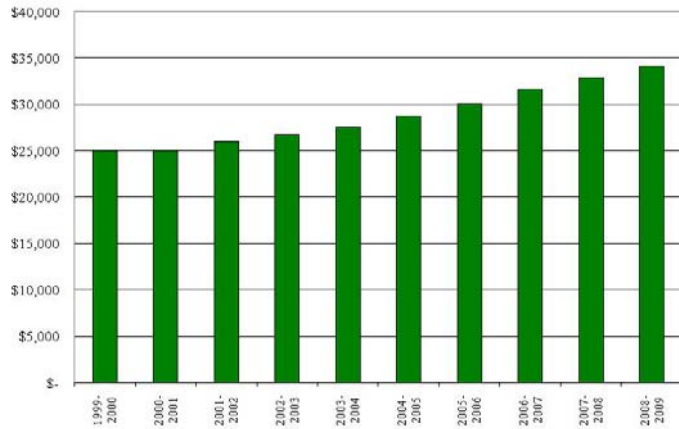
As set forth in the MSA, AAI is responsible for the day-to-day management of COG. The firm provides all ongoing staff support to the Agency's Governing Board, its legislative staff meeting and its committees, including the three standing committees (Transportation, Housing, and Energy, Environment and Natural Resources (EENR)) and three technical advisory committees (City Managers', Planning and Public Works). This year the COG also reactivated its Emergency Preparedness and Trauma Care Ad Hoc Committee. COG committee meeting attendance typically ranges from 10-40 people per meeting. In addition to the COG work, AAI also provides all staff support for SCAG Regional Council members and policy committee members.

Expenditures	Adopted Budget FY 2007-2008	Revised Budget FY 2007-2008	Recommended Budget FY 2008-2009
Management Services Contract (MSC)	\$394,192	\$394,192	\$409,959
MSC - Amendment #1	-	-	75,000
MTA Board Support	50,000	50,000	50,000
Interns/Policy Committee Support	50,000	50,000	35,000
Legal Services	25,000	25,000	25,000
Board Stipends	11,000	11,000	11,000
Financial Audit Services	15,000	15,000	15,000
Bookkeeping / Accounting	9,500	9,500	9,500
Insurance	5,500	5,500	6,000
Consultant Services			
Strategic Planning	16,000	16,000	16,000
Media/Public Relations	25,000	25,000	10,000
Executive Director Evaluation	4,000	3,800	4,000
Special Events			
Washington D.C. Reception	10,000	10,000	10,000
Sacramento Reception	5,000	5,000	5,000
Local Receptions	2,000	2,000	2,000
Governing Board and Committee Meetings	-	-	7,500
Grants			
CalTrans Grant Consultant Services	-	208,231	-
LA County Homeless Services Grant Expenses	-	-	5,000
LA County Homeless Services Grant	-	-	150,000
Watershed Coordinator Grant	-	-	194,626
Miscellaneous	20,000	30,000	20,000
<b>Total Expenditures</b>	<b>\$642,192</b>	<b>\$860,223</b>	<b>\$1,060,585</b>

**Figure 4**  
COG General Expenditures

As defined in the scope of the COG’s management services agreement, this contractual arrangement is intended to be a turnkey operation. AAI arranges for all COG meetings, including coordinating and scheduling all participants, and ordering and delivery of food including cleanup after every event. AAI also prepares and distributes all meeting agendas, minutes and Board actions; conducts

all staff analysis for the Board and all committees; prepares all grant applications and staff reports; prepares, copies and distributes all correspondence and mailings; oversees and manages all contracts and projects; and prepares the budget, oversees and reconciles the Agency’s investments, checking accounts, makes all deposits and issues all payments to Governing Board members and contractors. Also AAI provides all infrastructure related to the administration and operation of the COG, including office space, supplies, furniture, computer equipment, utilities and all ancillary services necessary to run the day-to-day operations of the COG.



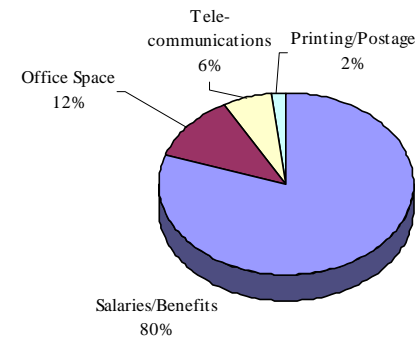
**Figure 5**  
**Monthly Management Service Fee**  
**1999-2009**

In addition to providing staff support for the ongoing and regularly scheduled meetings, AAI staff responds to all public inquiries, supplies all materials in response to all requests for information, and represents the San Gabriel Valley Council of Governments at all public events deemed of importance to the COG.

**Expenditures**

The current five-year contract provides for annual cost of living adjustment based on changes in the consumer price index. That adjustment is effective July 1 of each fiscal year. As shown in Figure 5, the management services contract has increased 36% over the last ten-year period. This increase is below the changes in the consumer price index for that same time period.

As shown in Figure 6, \$325,000 or 80% of the monthly management services fees paid to AAI supports the payment of salaries and benefits (retirement, vacation, sick leave, medical, auto etc.) related to the three full time staff members assigned to complete all of the required work identified in the above scope of work. It is important to note the salaries and benefits paid by AAI to its employees are significantly below those paid by our member and partner agencies including ACE, MTA and SCAG for comparable positions and personnel.



**Figure 6**  
**AAI Allocation of**  
**Management Services Contract Expenses**

As shown in Figure 7, the staffing level (5,500 man hours or 3 FTEs) allocated under the COG’s management services contract with AAI continues to be substantially below that found in other comparable organizations in Southern California. This benchmark is particularly significant given the fact that the SGVCOG is the second largest agency in the benchmark survey and has the most extensive committee structure and member participation involvement of any peer organization in our region. Despite the limited budget and staffing levels, SGVCOG is consistently judged by its peers as being one of the most successful agencies of its kind in the State and enjoys a national reputation for excellence.

Agency	No. of Cities	Population	Staffing (FTE)
1. Orange County COG	34 <sup>1</sup>	3,000,000	4 <sup>2</sup>
2. Gateway Cities COG	27	2,000,000	5
3. San Gabriel Valley COG	31	2,000,000	3
4. San Bernardino (SANBAG)	24 <sup>3</sup>	2,000,000	32 <sup>4</sup>
5. Western Riverside COG	14 <sup>5</sup>	1,400,000	19
6. South Bay Cities	15	1,000,000	11

1. This figure does not include the County of Orange and special districts, which would increase the total to 55 members.

2. Following the SCAG audit, this organization's operations have been temporarily suspended.

3. This figure does not include the County of San Bernardino

4. SANBAG also serves as the transit agency for the County of San Bernardino

5. This figure does not include the County of Riverside representing the unincorporated areas

**Figure 7**  
**Comparison of Staffing Levels of Major COGs**  
**in Southern California**

**MSA – Amendment #1 (\$75,000)**

***Background***

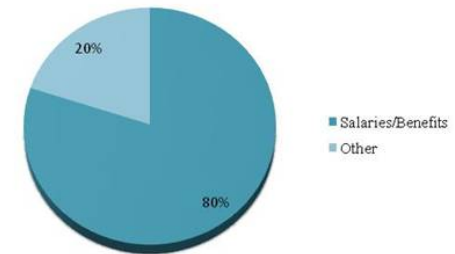
As discussed in the previous section, over the past year COG staff has been actively engaged in submitting numerous grant applications. Through these efforts, the following three grants were awarded to the SGVCOG: the Homeless Services Needs Assessment, the CPUC Local Government Partnership Program, and the Watershed Coordinator Program. Given the additional workload that is associated with administrating each of these programs, it is recommended that the Governing Board approve an amendment to the management services contract that would provide AAI with \$75,000 to fund an additional staff position to oversee these programs. Because of the close connection that these grant programs have with two of the COG’s standing policy committees (EENR and Housing), having in-house staff to administer these programs is preferable to outsourcing these responsibilities.

***Scope of Work***

This staff person will be responsible for overseeing all work completed by consultants associated with the three grant programs discussed above as follows: the Homeless Services Needs Assessment, the watershed coordinator program, and the energy-efficiency local partnership program. They will also be responsible for staffing and organizing a project steering committee for each program and preparing liaison reports for these steering committees to the COG’s standing policy committees and the Governing Board. With the Governing Board’s approval of a third standing policy committee for Housing, this additional staff member will also assist with the expanded workload associated with this new committee. Finally, this staff person will continue to assist in the identification of other funding opportunities for the COG to pursue, including the submittal of additional grant applications.

**Expenditure**

Staff is recommending an expenditure of \$75,000 for this position. As shown in Figure 8, 80% of this will cover salaries and benefits and the remainder will cover all other associated supplies and materials associated with this position. This contract amendment would be separate from the management services agreement and renewable on an annual basis based upon workload and available grants and other non-dues funding.



**Figure 8**  
Allocation of  
MSC Amendment #1 Expenses

**MTA Board Support (\$50,000)**

**Background**

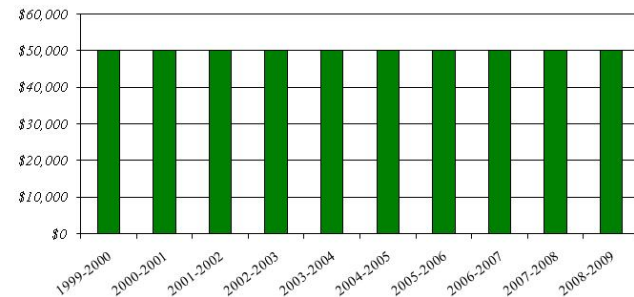
When the MTA was formed in the early 1990’s the 13 board members had staff assigned to assist them in their respective job duties and responsibilities. In some instances those assigned staff members were MTA, LA County, or LA City employees. In the case of the four representatives from the other 87 LA County cities, they were required to provide needed staffing by relying on MTA or their own City staff. This was viewed as a handicap for the four city representatives who did not have the benefit of full-time dedicated and independent staff to assist them in their oversight duties of this agency. In 1997, after much discussion the COG Governing Board authorized the execution of a contract with MTA to pay 50% of the salary of an MTA staff member.

**Scope of Work**

This staff member is assigned to provide staff assistance to John Fasana, the San Gabriel Valley MTA Board representative in the performance of those duties. In addition, the position is intended to provide 50% of their staff time to supporting the COG and its various transportation-planning initiatives here in the Valley.

**Expenditure**

The contract amount for this staff position is \$4,166.67 per month or \$50,000 annually and is matched by an equal amount from MTA. As shown in Figure 9, the COG’s cost for this support service has remained unchanged for the last ten years.



**Figure 9**  
MTA Board Support

## **Interns/Policy Committee Support (\$35,000)**

### ***Background***

Over the past year, the COG's internship program has provided administrative support for the COG's numerous standing, ad hoc and technical advisory committees. In addition, they have assisted with completion and submittal of grant applications, which in total have requested over \$6.5 million in funding for the SGVCOG.

### ***Scope of Work***

The internship program provides support services for the COG's three standing committees, three technical advisory committees, and one ad hoc committee. This includes coordination of meetings, contacting attendees, and assisting in the preparation of meeting agendas and minutes. Additionally, the interns assist with all outreach associated with the COG's special events. In the coming year, the need for this assistance is anticipated to increase as the COG takes on a larger role in the CPUC local government partnership program, which includes a number of workshops and community events.

### ***Expenditure***

Due to the additional staff identified under MSC Amendment #1, the funding for the intern program has been reduced from \$50,000 to \$35,000.

## **Legal Services (\$25,000)**

### ***Background***

The firm of Burke, Williams and Sorensen (BW&S) has provided legal services to the COG since its formation in 1994. This is a sole-source contract. ACE has a separate contract with BW&S to serve as general counsel for that agency as well. ACE's legal services are billed on a hourly basis by BW&S and not included in this budget.

### ***Scope of Work***

#### ***Retainer Services***

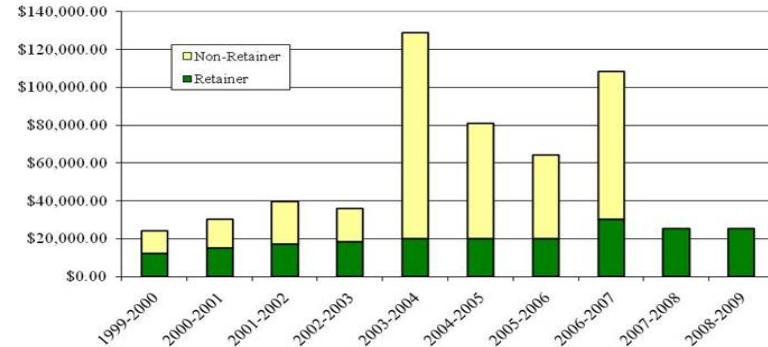
The scope of the legal services covered under the retainer include: attending the Governing Board meeting each month it is held; reviewing Governing Board and Executive Committee minutes and agendas; reviewing contracts and agreements entered into between the COG and funding agencies; and responding to inquiries from staff as needed on relevant issues. AAI staff completes all other written work associated with the Governing Board and all committees, including writing resolutions. At the request of BW&S, the

legal retainer was increased in FY 2006 from \$16,000 to \$30,000. Last year, the Board reduced the budget back to a maximum of \$25,000 for retainer services.

*Non-retainer Services*

In the event non-retainer legal services (i.e. services outside the scope of the above mentioned retainer legal services) are required to support a Board approved activity, the COG is billed on a time and materials basis. Unless there is a specific source of funds (i.e. special assessments) to pay for these services, the costs incurred for these legal services are paid out of the Agency’s reserves. Figure 10 provides a comparison of the COG’s retainer and non-retainer fees paid to BW&S from 1999 to present.

Due to the growth and extraordinary costs of the COG’s non-retainer legal services over the last five years, a new Board policy was adopted as part of last year’s budget. This policy requires that, prior to the undertaking of any non-retainer legal work, a full presentation be made to the Governing Board regarding any additional non-retainer services. This would include a discussion relating to scope of work, projected budget and timeframe. Additionally, the Board shall consider utilizing an informal competitive bidding process for these additional services prior to moving forward. Since this new policy has been in place, there have been no additional non-retainer fees were charged to the COG this last year and no additional funds are budgeted for this next year as well.



**Figure 10  
Legal Services**

*Expenditure*

Last year, COG staff reduced the retainer agreement to \$25,000 annually, or \$6,249 per quarter. The retainer fees will be limited to the legal services described above. As shown in Figure 11, this recommended retainer fee is comparable to the total fees paid by Gateway COG for legal services but substantially above the cost of legal services paid by South Bay COG.

COG	Annual Retainer Fees
South Bay COG	\$0 (In kind)
Gateway COG	\$25,000

**Figure 11  
Comparison of Legal Retainer Fees**

## Board Stipends (\$11,000)

### Background

During 2001-2002, the COG Board was having challenges meeting its quorum requirements needed to conduct its business. As an incentive, the Governing Board decided to implement a stipend of \$50 per Governing Board Meeting.

### Expenditure

Based on past attendance records and on 10 meetings during the year, \$11,000 has been budgeted to cover these reimbursements, as illustrated in Figure 12. This past year, under staff’s recommendation, the COG implemented a quarterly payment of these stipends.

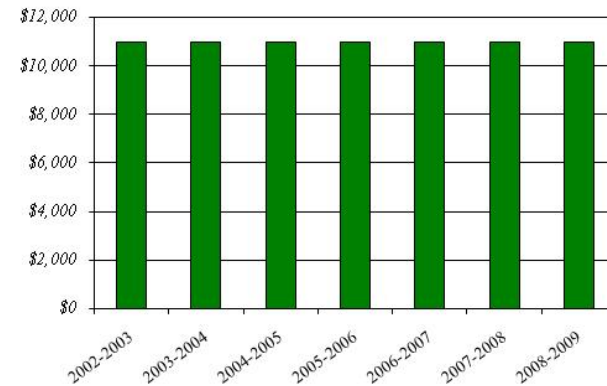


Figure 12  
Governing Board Stipends

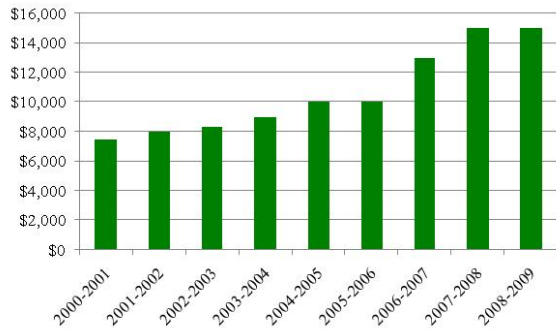
## Financial Audit Services (\$15,000)

### Background

As set forth in the by-laws, the COG is required to have an independent financial audit conducted by a certified public accounting firm every fiscal year. This audit is in addition to the financial and compliance audits that are conducted of the COG by MTA, SCAG and AQMD pertaining to the use of their subvented funds. Since its founding in 1994, the COG has received a clean and unqualified opinion from every audit conducted by the above-mentioned agencies of the COG’s operations. In 2004, at the request of the then SGVCOG Treasurer, the COG underwent a public competitive procurement for financial audit services. A new firm was selected and a five-year contract was awarded to Lopez and Company. This is the final year of this five-year contract.

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**Scope of Work**



**Figure 13**  
**Auditing Services**

This firm is responsible for conducting an annual audit of the SGVCOG to ensure the Agency’s compliance with adopted rules and regulations for financial reporting.

**Expenditure**

A fee of \$15,000 is budgeted for COG’s annual independent financial audit. As shown in Figure 13, the cost of the COG’s audit fees has remained relatively constant over the last six years despite significant increases in the scope of the Agency’s operations and the audit requirements for public agencies. The increase in the audit budget in 2006 was provided to cover the increase in costs associated with the expanded scope and liability of audit that were a result of the DA, SCAG and Caltrans audits and the additional man hours that are required to ensure the Firm’s due diligence.

**Bookkeeping Services (\$9,500)**

**Background**

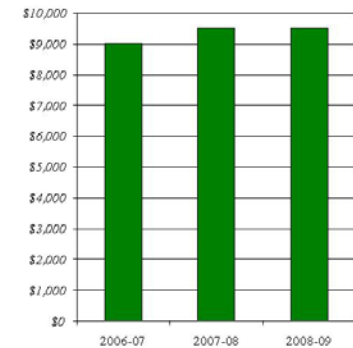
Two years ago, COG’s Independent Financial Auditor’s Management Letter recommended that the COG hire a bookkeeper to provide the needed accounting expertise and more importantly, the staffing required to maintain needed checks and balances with respect to COG’s internal accounting and controls and meet the expanded financial reporting requirements for all government agencies. A job advertisement was issued, and the Board hired an independent contractor to provide these services.

**Scope of Work**

The bookkeeper position reports directly to the COG Treasurer and is responsible for maintaining the Agency’s records accounting and preparing all reports related thereto.

**Expenditure**

As shown in Figure 14, the recommended budget of \$9,500 provides, which is the same amount as was budgeted for FY 2007-08.



**Figure 14**  
**Bookkeeping Services**

## **Insurance (\$6,000)**

As a joint powers agency, the COG is required to secure error and omission insurance to cover its operations. The premium for this policy is \$6,000 annually. AAI is also required as part of its MSA to secure insurance coverage for its employees and its overall operations.

## **Strategic Planning Workshops (\$16,000)**

### ***Background***

Two years ago, the COG Governing Board approved a multi-year commitment to implement a Strategic Planning Process. This process helped develop consensus among COG member cities regarding the long and short-term goals of the organization, identifying a specific timeline in order to achieve long-term goals, and creating accountability to ensure that all objectives are achieved.

### ***Scope of Work***

The process includes the hiring of a consultant/facilitator and the application of a structured methodology to illicit input and dialogue from the Agency's stakeholders with regards to their desired objectives, outcomes, and timeframes. The approach requires that a workshop be held every 6 months to review the progress being made on the adopted goals and objectives and make revisions where appropriate.

### ***Expenditure***

The budget provides for a full year implementation cost associated with that multi-year policy decision. The total costs for FY 2008-09 are \$16,000.

## **Media / Public Relations (\$10,000)**

### ***Background***

This was a new program that was first included in the FY 2007-2008 budget. This addition was deemed necessary as this Agency continues to expand its membership and scope and sphere of issues. Simultaneously, the number of inquiries for information is growing daily as the Agency grows in importance and its various projects and services touch more organizations and people's lives.

### ***Scope of Work***

In October the Governing Board approved a contract with the Lee Andrews Group to initiate a Media Outreach program. This program had two primary goals: 1.) to increase the awareness among the media and the public of the SGVCOG and its role in planning for the future of the San Gabriel Valley, and 2.) to increase outreach to the growing population of non-English speakers in the San Gabriel Valley, including Spanish, Mandarin, and Cantonese speakers. This firm is responsible for developing all press releases, fact sheets, guest editorials and other media materials associated with the COG's work plan.

### ***Expenditure***

For FY 2008-09, the expenditure for this program is being reduced from \$25,000 to \$10,000. This change was made as many of the objectives, including the website, videos, Asian media luncheon, and media contact database, have been accomplished. In-house staff will continue to work on media outreach activities including press releases, brochures, etc. associated with the COG's approved work plan.

### **Special Events (\$24,500)**

#### ***Background***

One of the objectives identified in the SGVCOG Strategic Plan is to work with the Valley's representatives in Washington D.C. and Sacramento to ensure our region's fair share of resources. In to strengthen the working relationships between our Governing Board and these legislatures, the COG organizes several legislative receptions throughout the year.

#### ***Expenditure***

Special events and legislative receptions are jointly sponsored with other agencies (Foothill Transit, ACE, etc.) and represent approximately \$17,000 of the budgeted amount. The remaining \$7,500 is for food and other miscellaneous expenses for the Governing Board and other COG meetings held throughout the year.

### **Grants (\$349,626)**

#### ***Los Angeles County Homeless Services and Needs Assessment***

##### ***Background***

One of the objectives of COG's current Strategic Plan is to engage in a needs assessment and the development of a plan to coordinate service delivery to homeless populations here in the San Gabriel Valley. In support of this planning effort, COG staff developed a Request for Proposal (RFP) to solicit consultant services. Firms were interviewed by the Project Steering Committee comprised of city and county

staff members in January 2008. The Corporation for Supportive Housing (CSH) was selected to serve as the consultant team on this project due to their demonstrated prior knowledge and experience within the San Gabriel Valley region and the many non-profit and faith-based service providers.

### *Scope of Work*

The SGVCOG will engage the consultant in a two-phased approach for this study: (1) needs assessment and (2) consensus-building process for proposed strategy and implementation plan.

The goal of Phase 1 is to develop a comprehensive assessment of the current network of services provided to the homeless in the San Gabriel Valley. In particular, the consultants will identify any gaps or duplications in the current network that reduces its effectiveness and suggest ways and means San Gabriel Valley communities may consider to strengthen services for the homeless. Phase 1 will entail aggressive outreach and research in partnership with the SGVCOG, its member cities, L.A. County, and other appropriate entities to identify all existing homeless service providers – especially those such as faith or ethnic-based providers that may operate independently of the larger network of public and non-profit providers. Simultaneously, the team will develop and implement a census validation program to verify the accuracy of LAHSA’s 2007 homeless count. Our goal is to either confirm the accuracy of the data or, alternatively, recalculate the actual number of homeless and determine their location.

Based on the findings developed in Phase 1, the goals of Phase 2 are to (a) reach a Valley-wide consensus that the Phase 1 findings represent an accurate assessment of current services and needs, and (b) develop a common agenda of potential steps and actions to create a long-term strategy that might include such elements as strengthening coordination of services among all providers, addressing unmet needs, integrating smaller community providers into larger networks, providing more assistance for community-based efforts to prevent homelessness, developing more housing resources including supportive housing, and better leveraging Valley efforts and resources with regional and national funding sources and service providers to meet new state mandates for addressing the needs of homeless individuals.

### *Expenditure*

The SGVCOG has contracted with CSH on the basis of deliverables for an amount not to exceed \$150,000. The COG anticipates additional costs associated with materials, contracting legal fees, and associated events and meetings to be \$5,000.

### ***Watershed Coordinator***

#### *Background*

In 2004, the SGVCOG was awarded a grant to develop a Rio Hondo Watershed Management Plan. This plan identified the negative impacts, primarily a result of urbanization and development, that have degraded the quality and beneficial uses of the San Gabriel Watershed. This plan outlined a series of strategies that could mitigate these negative and restore the watershed. One of the key elements of this plan was the need to coordinate efforts among the various stakeholders and establish a formal framework for tracking

completion of objectives. In January 2008, staff submitted an application under the California Department of Conservation's Watershed Grant Coordinator Program. In April 2008, staff received notification that the SGVCOG's application had scored very highly and was one of only three applications that were selected for funding in the Los Angeles County area.

In order to accomplish the goals and objectives identified in the COG's grant application, staff will work with staff from the Rivers and Mountains Conservancy (RMC) to identify an individual to fill the position of Watershed Coordinator. The COG may either hire an outside consultant to perform these services, or this funding may be used as a pass through to create a Watershed Coordinator position within the RMC.

#### *Scope of Work*

The Watershed Coordinator will be responsible for organizing a formal framework through which to build on the momentum established in the watershed plans and bring actual, physical improvement to two major foci of the San Gabriel Watershed: the Rio Hondo and Upper San Gabriel subwatersheds. These efforts will support EENR Committee-related goals and be a function of the SGVCOG's efforts to improve the environment. Additionally, the coordinator will spearhead efforts to combat the current harmful conditions in and around the watershed by pursuing improvements to water quality, habitat quality, open space, recreational opportunities, and flood protection levels. Strategies for achieving these goals and objectives will include community education, quality monitoring, information sharing/networking, standards development and integration, management of species introduction and removal, and linkage of activities, habitats, and open spaces.

#### *Expenditure*

This grant application requested a total of \$223,819 in funding from the Department of Conservation, with \$194,626 of that being used to fund a staff position for three years. The remainder (\$29,193), equal to fifteen percent (15%) of the requested funding, will be given to the SGVCOG for compensate for administrative expenses.

#### **Miscellaneous (\$20,000)**

This expenditure covers all miscellaneous costs that occur throughout the year including travel, conference registration, special meetings, and special mailings.