

ADMINISTRATIVE/ PERSONNEL COMMITTEE VOTING MEMBERS WILL RECEIVE A UNIQUE PANELIST LINK BY EMAIL. PLEASE USE THIS LINK TO PARTICIPATE IN THIS MEETING.



ADMINISTRATIVE/ PERSONNEL COMMITTEE AGENDA

**MONDAY, JANUARY 31, 2022
4:30 p.m.**

Pursuant to Assembly Bill 361 and the findings made by CVAG, this meeting will only be conducted via video/teleconferencing.

INSTRUCTIONS FOR PUBLIC PARTICIPATION

Members of the public may use the following link:

<https://us02web.zoom.us/j/88253001802?pwd=VWpXd1JONTdwc2ZFTUNWeWhFNVpSZz09>

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IF YOU ARE UNABLE TO CONNECT VIA DIAL IN OPTION, PLEASE CALL 760-346-1127.

Public comment is encouraged to be emailed to the Administrative/Personnel Committee prior to the meeting at cvag@cvag.org by 5:00 p.m. on the day prior to the committee meeting. Comments intended to be read aloud should be no more than 300 characters.

**THIS MEETING IS HANDICAPPED ACCESSIBLE.
ACTION MAY RESULT ON ANY ITEMS ON THIS AGENDA**

**UNLESS OTHERWISE STATED, ALL ACTION ITEMS WILL BE PRESENTED TO THE
EXECUTIVE COMMITTEE FOR FINAL APPROVAL.**

1. **CALL TO ORDER** – Chair Christy Holstege, City of Palm Springs

2. **ROLL CALL**

- A. **Member Roster**

P4

3. **PUBLIC COMMENTS ON AGENDA ITEMS**

This is the time and place for members of the public to address the Administrative/Personnel Committee on agenda items. At the discretion of the Chair, comments may be taken at the time items are presented. Please limit comments to three (3) minutes.

4. **CHAIR / EXECUTIVE DIRECTOR ANNOUNCEMENTS**

5. **CONSENT CALENDAR**

- A. **Approval of the November 29, 2021 Administrative/Personnel Committee Minutes**

P5

6. **DISCUSSION**

- A. **Update on Federal and State Advocacy Efforts – Emmanuel Martinez**

P8

Recommendation: Review CVAG's draft 2022 Federal and State Legislative Platform and forward to the Executive Committee for adoption

- B. **Addressing CVAG's Staffing Needs for Today and the Future – Tom Kirk**

P24

Recommendation: Information

7. **INFORMATION ITEMS**

- A. **Next steps for CV Housing First Operations Hub**

P28

8. **PUBLIC COMMENTS ON NON-AGENDA ITEMS**

This is the time and place for members of the public to address the Administrative/Personnel Committee on items of general interest within the purview of this committee. Please limit comments to two (2) minutes.

9. **ANNOUNCEMENTS**

Upcoming Meetings:

The next meeting of the **Executive Committee** will be held on Monday, February 28, 2022, at 4:30 p.m. via Zoom webinar.

ADMINISTRATIVE/PERSONNEL COMMITTEE ROSTER



Jurisdiction	Seat on Committee	Members
City of Palm Springs	CVAG Chair	Christy Holstege Councilmember
City of Coachella	CVAG Vice Chair	Steven Hernandez Mayor
City of Desert Hot Springs	Chair Appointee	Scott Matas Mayor
Agua Caliente Band of Cahuilla Indians	Chair Appointee	Jeff Grubbe Tribal Chair
City of Indio	CVAG Past Chair	Glenn Miller Councilmember
City of La Quinta	CVCC Chair	Linda Evans Mayor

ITEM 5A**ADMINISTRATIVE/ PERSONNEL COMMITTEE
MINUTES OF MEETING
NOVEMBER 29, 2021****1. CALL TO ORDER**

The November 29, 2021 Administrative/Personnel Committee meeting was called to order at 4:02 p.m. by Chair Christy Holstege, City of Palm Springs, via Zoom, which was pursuant to AB 361 and the guidelines for virtual meetings.

2. ROLL CALL**MEMBERS PRESENT**

Mayor Christy Holstege, Chair
Mayor Steven Hernandez, Vice Chair
Mayor Scott Matas, Chair Appointee
Councilmember Glenn Miller, Past Chair
Mayor Linda Evans, CVCC Chair

AGENCY

City of Palm Springs
City of Coachella (*arrived during Item 6A*)
City of Desert Hot Springs (*arrived during Item 6A*)
City of Indio
City of La Quinta

MEMBERS NOT PRESENT

Tribal Chair Jeff Grubbe, Chair Appointee

AGENCY

Agua Caliente Band of Cahuilla Indians

STAFF PRESENT

Tom Kirk
Erica Felci
Claude T. Kilgore
Emmanuel Martinez
Jennifer Nelson

OTHERS PRESENT

Chris Kearney
Kiana Valentine

AGENCY

Ferguson Group
Politico Group

3. PUBLIC COMMENTS

None.

4. CHAIR / EXECUTIVE DIRECTOR ANNOUNCEMENTS

None.

5. CONSENT CALENDAR

Due to lack of a quorum, this item was moved to after Item 6A

6. DISCUSSION

6A. Update on Federal and State Advocacy Efforts – Emmanuel Martinez

Emmanuel Martinez provided an update on CVAG's federal and state advocacy efforts, including introducing lobbyists Chris Kearney with Ferguson Group and Kiana Valentine with Politico Group. Mr. Kearney and Ms. Valentine gave presentations on their firms' respective experience and provided a preview of the work to be done in the coming weeks and months. Member discussion ensued.

No action was taken as this was an informational item.

With a quorum in place, the Committee addressed Item 5 and the remaining agenda items.

5. CONSENT CALENDAR –

IT WAS MOVED BY MAYOR EVANS AND SECONDED BY MAYOR MATAS TO APPROVE THE CONSENT CALENDAR.

- A. THE SEPTEMBER 14, 2021 ADMINISTRATIVE/PERSONNEL COMMITTEE MEETING MINUTES.**
- B. ADOPT CVAG POLICY NO. 21-04 TO ESTABLISH STANDARDIZED PROCUREMENT GUIDANCE IN THE ACQUISITION OF GOODS AND SERVICES; AND 2. ADOPT CVAG POLICY NO. 21-05 TO ESTABLISH A PROCUREMENT CARD POLICY AND AUTHORIZE THE EXECUTIVE DIRECTOR TO TAKE THE NECESSARY STEPS TO APPLY TO AND ENROLL IN THE CAL-CARD PROGRAM.**

THE MOTION CARRIED WITH 5 AYES AND 1 MEMBER ABSENT.

MAYOR HOLSTEGE	AYE
MAYOR HERNANDEZ	AYE
MAYOR MATAS	AYE
TRIBAL CHAIRMAN GRUBBE	ABSENT
COUNCILMEMBER MILLER	AYE
MAYOR EVANS	AYE

6. DISCUSSION (continued)

6B. Analysis of CVAG's Personnel Classifications and Compensation Structure – Claude T. Kilgore

Claude T. Kilgore presented the staff report, detailing staff's recommendation of partnering with Western Riverside Council of Governments (WRCOG) to hire Koff & Associates to conduct a class and compensation study. Brief member discussion ensued.

IT WAS MOVED BY MAYOR EVANS AND SECONDED BY MAYOR MATAS TO AUTHORIZE THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE AN AGREEMENT WITH KOFF & ASSOCIATES TO CONDUCT A CLASSIFICATION AND TOTAL COMPENSATION STUDY AS PART OF A JOINT EFFORT WITH THE WESTERN RIVERSIDE COUNCIL OF

GOVERNMENTS IN AN AMOUNT NOT TO EXCEED \$38,527.50, WHICH IS CVAG'S PORTION OF THE TOTAL AMOUNT OF \$77,055; AND AUTHORIZE THE ADMINISTRATIVE/ PERSONNEL COMMITTEE TO DIRECT THE RELATED NEXT STEPS.

THE MOTION CARRIED WITH 5 AYES AND 1 MEMBER ABSENT.

MAYOR HOLSTEGE	AYE
MAYOR HERNANDEZ	AYE
MAYOR MATAS	AYE
TRIBAL CHAIRMAN GRUBBE	ABSENT
COUNCILMEMBER MILLER	AYE
MAYOR EVANS	AYE

7. **PUBLIC COMMENTS ON NON-AGENDA ITEMS**

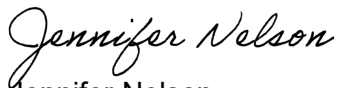
None.

8. **ANNOUNCEMENTS**

The next meeting of the **Executive Committee** will be held on Monday, December 6, 2021, via Zoom webinar, with members noting the start time at 4:00 p.m.

There being no further business, Chair Holstege adjourned the meeting at 4:45 p.m.

Respectfully submitted,



Jennifer Nelson
Executive Assistant/Clerk

ITEM 6A

Coachella Valley Association of Governments Administrative/Personnel Committee January 31, 2022



STAFF REPORT

Subject: Update on Federal and State Advocacy Efforts

Contact: Emmanuel Martinez, Senior Programs Manager (emartinez@cvag.org)

Recommendation: Review CVAG's draft 2022 Federal and State Legislative Platform and forward to the Executive Committee for adoption

Background: On September 27, 2021, the Executive Committee authorized the Executive Director to seek proposals for both state and federal lobbying services for a term of six months and in an amount not to exceed \$100,000. for both state and federal advocacy. Authorization was also given to issue a request for proposals for longer-term services. The purpose of this arrangement was to evaluate the short-term effectiveness of selected firms, allowing CVAG to determine if another firm would be better suited to meet CVAG needs. CVAG staff solicited proposals and received three responses for federal and five responses for state lobbying services. After review and scoring of the proposals, CVAG selected the Politico Group for representation in Sacramento and The Ferguson Group to represent CVAG in Washington, D.C.

Both firms officially started on November 1, 2021. They were both introduced to the Administrative/ Personnel Committee when it met in November 2021. As was discussed at that meeting, CVAG staff's immediate priority was to increase their understanding of, and assess challenges and opportunities for, CVAG's projects and programs. Both firms were also tasked with developing a legislative platform that could guide efforts moving forward. Although the impetus to retain lobbyists was due to issues related to decreased outside funding for CVAG's transportation projects, there are other policy and funding related issue areas that have been identified as important for CVAG and its member jurisdictions. For instance, at the state level, issues related to the Active Transportation Program, middle-mile broadband infrastructure, cap-and-trade funding, the use of CalEnviroScreen mapping tool and increasing focus on climate resiliency funds are a few of the issue areas that have a nexus to the operation of CVAG's programs and projects. At the federal level, the passage of the 2021 Infrastructure, Investment and Jobs Act has increased the focus on investments in transportation and related infrastructure, as well as broadband. Congress is also continuing to work on components of the social spending bill, dubbed the Build Back Better Act, which may provide funding opportunities for CVAG projects such as active transportation. Additionally, both the state and federal policymakers have supported the use of earmarks, which are opportunities CVAG continues to monitor.

To help guide CVAG's advocacy efforts in Sacramento and Washington, D.C., CVAG staff, in coordination and collaboration with the both lobbyists, developed a draft 2022 CVAG Federal and State Legislative Platform. This document outlines key issue areas of importance to CVAG and establishes parameters and recommended positions that align with CVAG's transportation, environmental and homelessness programs. It also incorporates policy directives that have

been previously approved by the CVAG Executive Committee, including securing funds for locally controlled affordable housing initiatives and fighting policy changes in the state's cap-and-trade program.

To continue these efforts, the legislative platform includes a "Fighting for Fairness and Funding" under the state section of the platform. This will ensure that advocacy efforts related to state's cap-and-trade funds continue and that inequities faced by the Coachella Valley region in relation to Cap-and-Trade funding are addressed. For example, CVAG staff has highlighted the misalignment of planning and implementation grants related to the Transformative Climate Communities Program; the limited amount of census tracts in the Coachella Valley that qualify for funding under CalEnviroScreen criteria; and the high-density, transit-oriented development standards that disproportionately favor large urban centers. CVAG staff is leery that future funding opportunities might use these as a template, and would recommend that they continue to be priority issues for CVAG.

Based on previous feedback from CVAG's member jurisdictions, the platform also identifies broadband as a new emerging opportunity and it is highlighted in a similar fashion to CVAG's long-standing priority topics in the platform. The pandemic has increased visibility to connectivity issues and the federal and state governments are making significant investments in broadband infrastructure. To reap the benefits of this new investment, CVAG staff was successful in placing the Coachella Valley on the state's 18 initial projects list for middle-mile by way of a dig-once opportunity presented by the CV Sync, the regional signal synchronization project. Staff would note that this was included with a bit of reluctance. Although this first step with the Governor's administration was positive for the region, it required significant CVAG staff time and resources in order to coordinate the necessary partnerships. Should CVAG continue to pursue broadband as a priority regional issue, staff anticipates that additional resources and technical capacity would be required. CVAG staff and lobbyists will continue to work to identify programs that fund technical capacity, planning and implementation opportunities.

To help ensure a nexus for collaborative advocacy, CVAG staff also reviewed platforms of the Riverside County Transportation Commission (RCTC), County of Riverside and Southern California Association of Governments (SCAG) to ensure alignment on common policy areas of interest and would anticipate lobbyists' future effort with include coordination with those agencies.

Once adopted, the legislative platform will help CVAG's staff and lobbyists develop advocacy strategies based on the issues and positions. Staff anticipates that the document be updated at least annually to reflect any changes in priority issues and to align CVAG's priorities with the priorities of the federal and state government. The ultimate goal of this effort is to better position the region for funding and optimize future opportunities by influencing policy decisions to ensure they are favorable to CVAG and its member jurisdictions.

CVAG's advocacy efforts will compliment other regional and local advocacy efforts to help elevate CVAG's regional projects to improve their financial viability by optimizing collective resources and improving regional coordination through the legislative, regulatory and grant procurement processes. CVAG staff and its lobbyists are also mindful that the redistricting at both the state and federal level – including splitting the Coachella Valley into two congressional districts – will impact advocacy efforts after the 2022 election. By increasing access to legislators and relevant agencies in Sacramento and Washington, CVAG can better position its projects to compete for funding and ensure the region's fair share is secured.

CVAG staff is recommending the Administrative/ Personnel Committee review and provide feedback on the draft 2022 Federal and State Legislative Platform, and then forward to the Executive Committee for adoption.

Fiscal Analysis: The authorization the Executive Committee provided in September 2021 allocated a not-to-exceed amount of \$100,000 for short-term federal and state advocacy services. CVAG has executed six-month agreements with the Ferguson Group and Politico Group, whose monthly retainers are \$10,000 and \$5,000 per month respectively.

Regional transportation funding is available for these costs. CVAG staff would note that there is a strong return on the investment in services if this advocacy results in additional state and federal resources or better positions projects for funding opportunities.

Attachment: Draft 2022 Federal and State Legislative Platform

COACHELLA VALLEY ASSOCIATION OF GOVERNMENTS

2022 Federal and State Legislative Platform

January 2022



Coachella Valley Association of Governments

The Coachella Valley Association of Governments (CVAG) is a council of governments in the Coachella Valley and eastern Riverside County that funds and delivers transportation projects, operates regional programs and coordinates government services in order to improve and address issues of regional significance. CVAG's activities include, but are not limited to, improving the regional transportation system, providing services to the chronically homeless and promoting the use of green energy and sustainability. CVAG's membership includes 10 cities, the County of Riverside and four Indian tribes. As an organization committed to addressing issues of common interest and concern of its member agencies, CVAG strives to implement regional programs and policies that advance a better quality of life and balanced growth for residents, businesses and tourists of Central and Eastern Riverside County.

The legislative platform will guide the tracking and analysis of priority legislative, budget, regulatory, and administrative issues at the federal and state levels. It will assist in providing staff and lobbyists guidance on policy-related matters that may impact the operation and implementation of the various programs and services offered by CVAG. This document will also facilitate the development of a federal and state strategy and focused action plan to address the needs and priorities of CVAG and its member jurisdictions.

**Agua Caliente Band of Cahuilla
Indians**

City of Blythe

Cabazon Band of Mission Indians

City of Cathedral City

City of Coachella

City of Desert Hot Springs

City of Indian Wells

City of Indio

City of La Quinta

City of Palm Desert

City of Palm Springs

City of Rancho Mirage

County of Riverside

**Torres Martinez Desert Cahuilla
Indians**

**Twenty-Nine Palms Band of
Mission Indians**

CVAG

**73-710 Fred Waring Drive
Suite 200**

Palm Desert, CA 92260

Tel: 760-346-1127

www.cvag.org

Key Categories



TRANSPORTATION

Reliable, sustainable, and safe multimodal transportation infrastructure is a top priority for the Coachella Valley Association of Governments as it strives to support the transportation needs of current and future residents and visitors.



ENERGY

Supporting and securing funding for clean energy sources and energy efficiency initiatives that reduce our carbon footprint, improve air quality, and increase climate resiliency for our member agencies and our residents.



ENVIRONMENTAL

Conservation of the Coachella Valley's natural resources and maintaining and growing our rich and abundant wildlife is a focus of CVAG and our members.



BROADBAND

Deployment of middle-mile infrastructure that can facilitate a high-speed last-mile broadband network for beneficial use among CVAG's residents, businesses, and members is key to the success and vitality of CVAG and the communities it serves.



HOMELESS AND AFFORDABLE HOUSING

Addressing the dual challenges of homelessness and development of affordable housing through regional solutions is critical to ensuring a high quality of life in the Coachella Valley.



PUBLIC SAFETY

Maintaining a safe and secure community, free of crime, while ensuring clean and engaging public spaces, is essential to maintaining vibrant and growing business and residential communities.

FEDERAL

Transportation

Bridges, Regional Arterials and Improved Access

- Support regional efforts for the Coachella Valley-San Geronio Pass Rail Corridor Service (CV Rail), including funding opportunities to advance the preferred alternative, to support alternate transportation modes and better connect desert communities and attractions with Los Angeles, Orange County and the Inland Empire.
- Support actions by the Riverside County Transportation Commission, the Federal Railroad Administration and the California Department of Transportation that advance CV Rail and advocacy efforts by the Facilitate Equitable Deals Task Force to improve coordination and collaboration with Union Pacific Railroad (FED-UP).
- Secure funding for CVAG's priority projects as outlined in the Transportation Project Prioritization Study (TPPS), including interchanges along the Interstate 10 corridor and State Highway Route 86, in order to reduce the burden on regional and local funds.
- Support legislative and regulatory efforts that increase funding for the expansion and improvement of regional arterial projects in order to improve public safety, encourage economic development, ease traffic congestion, and reduce air quality and environmental impacts.
- Support efforts by Riverside County Transportation Commission, San Diego Association of Governments and the San Bernardino Association of Governments, to reduce congestion and increase mobility to and from the CVAG region, including increased funding for bypass roads, bridges and transportation improvements in the pass area.
- Support Congressionally directed spending requests for transportation projects in the Coachella Valley and in eastern Riverside County.
- Support increased funding for Tribal nations in the Coachella Valley for implementation of regional transportation projects.
- Support efforts that expand public transportation opportunities in the City of Blythe, including increased transit.
- Support National Environmental Policy Act (NEPA) reform to expedite and streamline environmental review and project delivery for transportation projects.
- Support efforts that dedicate funding for goods movements projects, including grade separation projects, in eastern Riverside County.
- Oppose efforts that infringe on CVAG's control in collecting and administering revenue sources, including, but not limited to, Measure A sales tax revenue and the Transportation Uniform Mitigation Fee (TUMF).

- Oppose efforts that would divert revenue derived from transportation sources to non-transportation related projects or activities.
- Monitor implementation of programs in the federal Infrastructure Investment and Jobs Act (2021 Infrastructure Bill), such as the Bridge Investment Program, and support funding for existing programs such as the Highway Bridge Program and the Transportation Infrastructure Financing Innovation Act (TIFIA) Program.
- Monitor regulatory and legislative changes to the recently authorized Federal Highway Administration's Congestion Mitigation and Air Quality (CMAQ) Improvement Program which would impose additional requirements on, or decrease funding for, CVAG or its member agencies.
- Monitor efforts that would make changes to the Clean Air Act and associated transportation programs to meet nonattainment or maintenance requirements.
- Monitor potential replacement mechanisms for the federal gasoline excise tax.

Active Transportation

- Support and identify programs that provide funds for regional projects identified in CVAG's Active Transportation Plan.
- Advocate for increased federal funding to the state's Active Transportation Program, including opportunities to augment the program through infrastructure legislation such as the 2022 Build Back Better Act.
- Monitor legislative and regulatory activity related to new mobility devices, such as scooters and automated vehicles, to ensure adequate safety compatibility with active transportation systems.

Intelligent Transportation Systems

- Identify and pursue funding opportunities supporting intelligent transportation systems, including CVAG's synchronization (CV Sync) traffic signal program.
- Monitor legislative and regulatory changes to funding sources for intelligent transportation systems, including the Congestion Mitigation and Air Quality program, and oppose efforts to decrease funding for non-attainment areas.

Energy and Environment

- Support legislation and programs that invest in projects that achieve environmental benefits, including improved air and water quality, water and energy conservation, and urban greening initiatives in the region.
- Support programs that fund implementation of the Coachella Valley Multiple Species Habitat Conservation Plan and that support habitat restoration in the Coachella Valley.
- Support Salton Sea Authority efforts related to the Salton Sea and legislation that provides funding for the restoration and revitalization of the Salton Sea to limit regional impacts to air quality, wildlife habitat, and health of communities, including the Phase One: 10 Year Plan.
- Support legislation that facilitates environmentally sensitive renewable energy development at the Salton Sea Known Geothermal Resource Area, including lithium extraction.
- Support legislation that provides funding for electric vehicle infrastructure and incentives for early adoption of electric vehicles.
- Monitor federal legislative, regulatory, and administrative activities that may impact the Coachella Valley Multiple Species Habitat Conservation Plan and the Desert Renewable Energy Conservation Plan.
- Monitor legislative and regulatory actions that may impact Property Assessed Clean Energy programs.
- Identify programs and support legislation that provides funding for clean energy, energy efficiency, decarbonization and green building programs.
- Monitor and support funding opportunities for wildlife crossing structures to increase habitat connectivity and decrease wildlife-vehicle collisions in areas where populations are fragmented by highways and interstates.
- Support policies and funding that expand access for rooftop solar to households of all incomes. Monitor issues related to Net Energy Metering and initiatives that impact availability and affordability of rooftop solar.

Broadband

- Support implementation of the California Department of Technology's statewide open-access middle-mile broadband initial projects list which includes CVAG's proposed middle-mile project.
- Support and advocate for funding for open access middle-mile infrastructure to facilitate last-mile connections and leverage existing networks and construction projects to build networks, when possible.
- Support efforts that prioritize connectivity to unserved and underserved communities and community anchor institutions.

- Support and identify programs that support middle-mile and last-mile broadband infrastructure and that leverage dig-once opportunities such as CVAG's CV Sync project.
- Monitor actions by the Federal Communications Commission related to broadband and implementation of the broadband investments as authorized in the 2021 infrastructure Bill.

Homeless and Affordable Housing

- Identify and advocate for opportunities for CVAG's member agencies to secure funding that assists in building affordable housing and increasing housing opportunities for low-, moderate-, and workforce housing.
- Monitor and support programs and funding for CVAG's CV Housing First program and regional solutions to addressing homelessness.

Public Safety

- Identify, monitor and support legislation that provides funding for operations, maintenance, and updates to early earthquake warning systems.
- Identify funding opportunities for member jurisdictions to mitigate and reduce the incidents of green waste fires.
- Monitor legislation and administrative actions related to race, diversity and inclusion policies as it pertains to law enforcement.
- Monitor and support funding opportunities that will assist in the reduction of the spread of COVID-19 and other public health and safety concerns, to assist public entities in their response.

STATE

Fighting for Fairness and Funding

- Support legislative efforts that improve funding opportunities for the Coachella Valley in the state's Cap-and-Trade program and oppose policies that disproportionately disadvantage the CVAG region to compete for funding.
- Support legislative and regulatory changes to the Transformative Climate Communities program to allow eligible and qualifying planning grant recipients to also be eligible and qualify to apply for implementation grants.
- Support policies that allow for a diverse set of social equity metric measuring tools to qualify and compete for Cap-and-Trade funded grant programs including, but not limited to, household income and the AB 1550 low-income definition and oppose efforts that would limit use to, or increase reliance on, the CalEnviroScreen in grant programs.
- Support policy changes to funding programs that use the CalEnviroScreen tool that would broaden eligible competitive areas and that better reflect the diversity in the Coachella Valley.
- Oppose legislative and regulatory actions that utilize CalEnviroScreen and high-housing density criteria, which favor large urban centers, to determine allocation of state grant funds and would decrease funding competitiveness for areas such as the Coachella Valley.
- Oppose program guidelines that use transit oriented development standards, such as the Affordable Housing and Sustainable Communities program, that disproportionately favor large urban centers and do not reflect the reality of growth and development in the Coachella Valley, therefore decreasing funding opportunities for the CVAG region.
- Advocate for policy changes that allow for regional variances related to transit quality, transit frequency and density related to housing oriented development, to allow the CVAG region better compete for funding in the state's Cap-and-Trade program.

Transportation

Bridges, Regional Arterials and Improved Access

- Support regional efforts to increase passenger rail service between Los Angeles and the Coachella Valley, including funding opportunities and actions by the Facilitate Equitable Deals task force to improve coordination and collaboration with Union Pacific Railroad (FED-UP).
- Support legislation that increases funding opportunities for bridges, interchanges and regional arterials in the Coachella Valley.
- Support efforts by the California Department of Transportation, Riverside County Transportation Commission, San Diego Association of Governments and the San Bernardino Association of Governments, to implement congestion projects identified in the Inland Empire

Multimodal Corridor Plan that increase mobility to and from the CVAG region, including increased funding for bypass roads, bridges and transportation improvements in the pass area.

- Support California Environmental Quality Act (CEQA) reform to expedite and streamline project delivery for transportation projects.
- Support and advocate for actions that increase transportation resources in the City of Blythe and local Tribal Nations, to address historic underinvestment and improve mobility, economic development opportunities and quality of life.
- Monitor the state's road charge pilot program and other potential replacement mechanisms for the state gasoline excise tax.
- Monitor legislative changes to Senate Bill 1 (Statutes 2017); oppose efforts to divert funding to non-transportation related uses, such as housing, or otherwise qualifying eligibility of SB 1 funds on non-transportation related goals and objectives.
- Oppose legislative changes that create or strengthen a nexus between the availability of transportation funding and local jurisdictions' ability to meet their requirements under the Regional Housing Needs Assessment (RHNA) numbers.
- Monitor legislation that would increase voter approval thresholds for the creation, extension, or increase of local transportation tax measures.

Active Transportation

- Support efforts to increase funding to the Active Transportation Program (ATP) to address the backlog of applications and increase the program's funding capacity.
- Support increased investment in active transportation infrastructure as a component of other state-funded transportation programs that increase access and opportunities for walking, biking, and complete streets that connect the multimodal transportation system.
- Support policies and programs that promote increased use of active transportation infrastructure and systems.
- Support efforts that streamline project delivery, build local capacity such as additional technical assistance, and provide increased flexibility to innovate and strategically invest funds to meet local needs.
- Oppose legislative, regulatory, and administrative efforts to score ATP applications on non-transportation related criteria, such as housing-related policies, CalEnviroScreen and policies which would hinder low density areas like the Coachella Valley and the City of Blythe.
- Oppose changes to the ATP that would decrease CVAG's competitiveness, such as the elimination of leveraged funding and other categories that are advantageous to CVAG and its members jurisdictions.

Intelligent Transportation Systems

- Support programs that leverage technology to improve mobility, increase goods movement efficiency, reduce emissions and help to mitigate environmental impacts.
- Identify state programs and funding that supplement CVAG's CV Sync project, such as the Coachella Valley's middle-mile broadband project as selected as one of 18 initial statewide projects.
- Monitor legislation that incorporates new innovative technologies into the state transportation system, such as zero or near-zero emission vehicles, autonomous vehicles, and small electric mobility devices that improve transportation accessibility, efficiency and reduce environmental impacts.

Energy and Environment

- Support legislative and regulatory efforts to increase the flexibility of funding programs from the California Air Resources Board's Cap-and-Trade Program to ensure the Coachella and Palo Verde Valleys get their fair share, including taking into account regional variances related to growth, housing, and greenhouse gas (GHG) reduction strategies.
- Support increased investments of the state GHG reduction funds toward transportation projects to reduce transportation related GHG emissions.
- Support investments in Cap-and-Trade funded programs, such as the Clean Vehicle Rebate Program, Single-Family Energy Efficiency, and Low-income Weatherization programs.
- Advocate for changes in the CalEnviroscreen mapping tool that reflect the socio-economic realities of the diverse communities in the Coachella Valley and Palo Verde Valleys, or the use of alternative tools such as household income.
- Support policies that ensure criteria for defining disadvantaged communities and environmental justice areas accurately represent eastern Riverside County, including those that mirror AB 1550 community mapping, in order to ensure the region can compete for funding opportunities.
- Support policies, programs, and funding for electric vehicle charging infrastructure and increased use of electric vehicles in the region.
- Support efforts that provide necessary resources for implementation of the Coachella Valley Multiple Species Habitat Conservation Plan as well as resources for desert communities to prepare and adapt to changing climate and natural disasters, such as the Climate Resiliency programs.
- Support funding for programs that support local planning and response measures to extreme heat events, including nature-based solutions, to protect critical infrastructure, habitat and public health and safety.

- Identify and support legislation that provides funding for the restoration and revitalization of the Salton Sea to limit regional impacts to air quality, wildlife habitat, and health of communities, including the Phase One: 10 Year Plan.
- Support mitigation efforts at the Salton Sea that address air quality and facilitate economic development, such as lithium extraction.
- Monitor actions related to the 1934 Agreement of Compromise between Imperial Irrigation District and the Coachella Valley Water District and support Coachella Valley Energy Commission efforts to achieve a permanent service option and governance structure between Coachella Valley stakeholders and IID post-2033.
- Identify programs and support legislation that provides funding for clean energy, energy efficiency, decarbonization, and green building programs.
- Monitor legislative and regulatory efforts related to vehicle electrification and building decarbonization that would add new requirements to local governments, including Title 24 building standards.
- Monitor implementation of the state's climate resiliency efforts and efforts related to environmental justice communities and AB 617 (Statutes of 2017) emission reduction funding programs.
- Support policies and funding that expand access for rooftop solar to households of all incomes. Monitor issues related to Net Energy Metering and initiatives that impact availability and affordability of rooftop solar.

Broadband

- Support funding and implementation of the Coachella Valley's middle-mile broadband project and the creation of ongoing programs to assist with last-mile connections that bridge the digital divide in the Coachella Valley.
- Monitor legislative and regulatory actions related to SB 156 (Statutes of 2021) and related actions by the California Department of Technology and the Office of Broadband and Digital Literacy.
- Monitor the California Middle-Mile Advisory Committee and its recommendations regarding implementation of middle-mile infrastructure.
- Monitor the California Public Utilities Commissions proceedings related to broadband infrastructure implementation, such as Rulemaking (R.) 20-09-001 and Rulemaking proceeding, R.20-08-021.

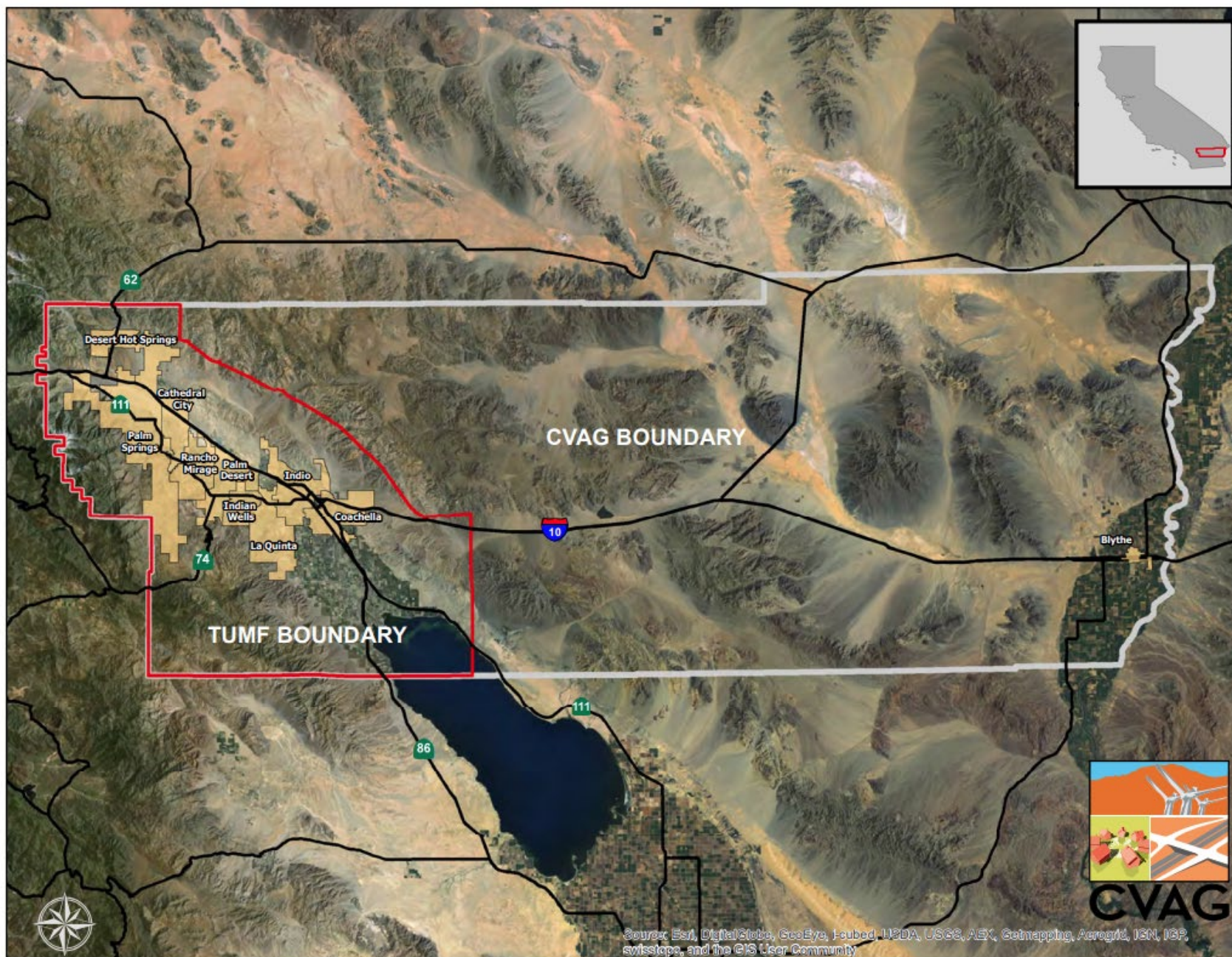
Homelessness and Affordable Housing

- Support increased investment in, and creation of, programs that assist local governments, counties and regional collaborations to address the challenges associated with homelessness.

- Support legislative efforts that allow for sustainable financing options, as outlined in CVAG's Regional Early Action Plan (REAP) and member jurisdictions' Local Early Action Plans (LEAP), in order to address housing shortages and provide affordable housing options.
- Support efforts by Lift to Rise to establish the Coachella Valley Housing Catalyst Fund to increase housing production in the Coachella Valley and create homeownership opportunities for low- and very-low income families, permanent supportive housing for the homeless and address unpermitted mobilehome park issues.
- Support CEQA reform to streamline the delivery of housing projects.
- Monitor the Affordable Housing and Sustainable Communities Program and advocate for increased flexibility and changes that ensure a greater share of funding is available to areas that don't have Transit Oriented Developments (TOD) and thereby more accurately account for unique community characteristics and growth patterns in the Coachella Valley.
- Support the extension of state-funded solutions, including Project RoomKey and Project HomeKey, with an emphasis on ensuring those investments are used in the Coachella Valley.
- Support legislative efforts that would allow local jurisdictions to implement, if they choose, programs and ordinances that require unsheltered individuals to accept housing solutions and treatment solutions.
- Support efforts to establish homeless courts that can help local jurisdictions provide additional solutions and services for homeless individuals.
- Support legislative efforts that would allow local jurisdictions to implement, if they choose, programs and ordinances that increase the available housing units and/or require unsheltered individuals to accept housing solutions and treatment solutions so long as there are adequate housing units available.

Public Safety

- Support programs and policies that provide funding for the CVAG region to obtain, enhance, operate, maintain and update early earthquake warning systems.
- Monitor legislation and executive orders related to the COVID-19 pandemic and other public health and safety emergencies and support programs that provide assistance to negatively impacted communities in the Coachella Valley.
- Monitor legislation impacting race, diversity, and inclusion policies as it pertains to local law enforcement.



ITEM 6B

Coachella Valley Association of Governments Administrative/Personnel Committee January 31, 2022



Staff Report

Subject: Addressing CVAG's staffing needs for today and the future

Contact: Tom Kirk, Executive Director (tkirk@cvaq.org)

Recommendation: Information

Background:

The Great Resignation hasn't been so great for employers

The ongoing COVID-19 pandemic led to what many have dubbed the Great Resignation of 2021. Across the country, employees were resigning from their jobs en masse – either to seek new careers or stay home to deal with newfound caring responsibilities. At the same time, workers' expectations for the job market changed. Working from home and flexible hours have become the norm, not the exception, for many employees. These factors led to large number of vacancies in both the public and private sectors, and then more departures as existing employees sought new jobs. CVAG was not immune to these trends. But rather than just fill the positions left vacant, CVAG management has used this as an opportunity to assess its internal staffing structure and better position the agency to address needs in the long-term.

The more things change, the more [CVAG staffing levels] stay the same

CVAG's programs have expanded, contracted, and changed over the decades. What began as a regional planning agency has become less of a planning agency and much more of an agency that also spearheads and enacts the projects and policies on a regional level. CVAG and its associated joint powers agencies – the Coachella Valley Conservation Commission (CVCC) and Desert Community Energy (DCE) – are the lead or implementing agencies related to wide ranging programs, that include, but are not limited to:

- constructing transportation infrastructure such as CV Link and CV Sync, the regional signal synchronization project;
- implementing air quality projects such as the regional street sweeping program to limit airborne dust;
- operating the CV Housing First regional homeless program that is led by CVAG staff;
- buying land through the CVCC and managing thousands of acres of habitat to protect threatened species and implement the Coachella Valley Multiple Species Habitat Conservation Plan; and
- purchasing carbon free electricity for ratepayers as DCE becomes the default electric choice in the City of Palm Springs.

These programmatic and policy changes were all done at the direction of the CVAG Executive Committee. Yet, over the past 25 years, CVAG staffing has remained fairly level and consistently

ranged between 16-20 personnel. The greatest single increase in staffing levels during this time period occurred in 2021, when CVAG's Executive Committee brought its homeless program in-house and hired five additional staff. For an agency with such wide-ranging responsibilities and annual budgeted expenses over \$100 million, CVAG's staffing levels are extremely lean. To deliver projects and run programs, independent contractors and consultants are utilized extensively.

Sometimes actual expenditures well below budgeted ones isn't a good thing!

The recent pandemic, associated impacts and distortions to the labor market have challenged the ability of many employers to adequately run programs and construction projects. During the summer and fall of 2021, CVAG experienced substantial staff turn-over and faced challenges with filling positions. This increased the burden on existing staff. Perhaps the only upside was that personnel expenditures are well below projections. CVAG budgeted \$3,510,951 for salaries and benefits for Fiscal Year 2021/22. Through December 2021, CVAG's actual expenditures were \$1,250,414 – roughly half-million dollars below what is projected for midyear. Many of the vacancies have been filled in the last two months and, as a result, higher personnel expenses, and higher overall productivity for the agency, are expected for the remainder of the fiscal year.

Staffing, a look ahead

In an effort to keep important regional priorities on track, CVAG management has initiated a number of personnel related strategies and will likely recommend additional changes to the CVAG Executive Committee as it considers the next budget cycle.

Flexible workplace

COVID-related workplace restrictions required substantial teleworking over the past two years. Today, CVAG's offices in Palm Desert are open and teleworking is now an option provided to many of our staff on a case-by-case basis. Some staff work remotely nearly all of the time, while others are in the office all of the time. Most employees split their time between the office and remote working, and the hours are coordinated by department directors. More recent recruitments have touted, for some positions, the ability of staff to predominantly work remotely. Notably, CVAG's outdated office layout has permitted more in-office work than many other regional agencies as most of the staff at CVAG can be afforded individual offices as opposed to more modern, open floor plans. In fact, CVAG has remained open to at least some staff throughout the entire pandemic. The other side of this coin, however, is that the outdated office environment may make CVAG less attractive to applicants seeking a more modern environment. CVAG management is still evaluating the best balance for the office layout but, undoubtedly, it can be argued that some improvements to the office environment (such as a staff break room) are probably long overdue.

Expanded use of independent contractors

At the same time, CVAG and local agencies in the Coachella Valley have historically had difficulty finding and attracting qualified candidates to live and work in the desert. This is particularly true for expertise positions related to transportation engineering and planning. CVAG continues to rely on independent contractors to provide much of project management and oversight necessary to deliver its projects. Given the workload – particularly in the transportation department, which is now leading construction of two \$100 million regional projects – CVAG staff plans to recommend to the Transportation and Executive Committees that they augment independent contractor

arrangements. CVAG has been able to attract those that initially came to the Coachella Valley to retire, but are qualified and experienced, to accept part time and even full-time positions in the agency.

New forward-thinking programs

Much like the efforts to maximize use of non-local funding for transportation projects, CVAG staff continues to look for ways to fund staff with “other” money, particularly grants, state and federal funds. This was the approach when the Homelessness Committee recommended additional outreach for the CV Housing First program, and grant funding was secured to hire two staff for the mobile access center. The next big program to impact CVAG’s staffing levels will be the Inland Regional Energy Network (IREN). As the CVAG Energy and Environment and Executive Committees learned at their recent meetings, the California Public Utilities Commission in November 2021 approved the business plan to create IREN between CVAG and its partners the San Bernardino County Association of Governments (SANBAG) and the Western Riverside County Council of Governments (WRCOG). The proposed I-REN budget through 2027 is nearly \$66 million, which is a huge influx of annual investments to Riverside and San Bernardino Counties. This endeavor will require at least 10 staff across the agencies, with WRCOG serving as the lead administrative agency. At CVAG, it is expected that IREN could fund three full-time employees in order to effectively manage and implement all the programs. Interestingly, CVAG is the one partner agency with a Community Choice Aggregation program (DCE) and the only partner that has an existing Energy and Environmental Resources Committee to implement the associated, sustainability related objectives and programs. That means CVAG’s existing and new staff, support multiple programs with various revenue streams. The available funding also means that many of these efforts have historically focused on the Southern California Edison service territory of the Coachella Valley. CVAG staff will be recommending to both the Energy and Environmental Resources Committee and the Executive Committee that CVAG provide some process-related staff support to the Coachella Valley Energy Commission (CVEC) established by the Imperial Irrigation District. This staff support is relatively minor at this juncture but could grow if eastern Coachella Valley cities and the County representatives want it to do so.

As noted in a separate staff report, the emerging focus on broadband may also require additional resources. Recent funding packages at the state and federal levels have included significant attention to the infrastructure necessary to provide this type of internet access, and CV Sync has been identified by the Governor’s administration as one of 18 opportunities statewide where investments can be expedited for middle-mile connections. But much work remains, including finalizing details for how the funding will be invested and how to extend this fiber broadband network to critical anchor institutions throughout the valley, as well as the underserved communities such as Sky Valley, Thermal and Mecca. Getting to this point took considerable staff time, particularly for coordination of regional resources and partnerships. In the future, should the Executive Committee continue to implement this as a priority for CVAG, staff would anticipate a need for additional resources, either in terms of staff or independent consultants.

Classification and Compensation Study

In order to achieve all these objectives in a changing environment, it is important that CVAG remain an attractive employer. In December 2021, the CVAG Executive Committee approved the Administrative/ Personnel Committee’s direction to authorize the Executive Director to negotiate and execute an agreement with Koff & Associates to conduct a Classification and Total Compensation Study as part of a joint effort with the Western Riverside Council of Governments.

Such a study had not been conducted for CVAG by an external service provider in its nearly 50 years of existence. Conducting such a joint study proved to be an efficient way to move forward, especially as the two agencies are both regional agencies of similar size, have similar programs and have similar organizational structures. The proposed study will provide data necessary to evaluate any recommended changes, ensure legal compliance, and provide the Executive Committee with benchmark positions for comparable organizations. Additionally, the study will provide a tool for staff use in the development of succession plans, by providing essential compensation and benefit data for competitive, viable recruitments that attract and retain well-qualified talent. The Executive Director, whose employment is subject to a contract, is not included as part of this study.

The study launched in January 2022 with a kick-off meeting so CVAG and WRCOG could work with Koff to outline upcoming deliverables and timing. Following the kick-off meeting, all CVAG and WRCOG staff members attended one of three virtual orientation sessions, which outlined the study and the staff responsibilities that are needed to gather data for the study. Staff's input will be part of an extensive initial survey of roles and responsibilities. Following completion of these surveys in early February, supervisors will review the feedback and virtual interviews will be conducted by the Koff team. In addition to the traditional classification levels, the study will also evaluate the additional benefits provided by each employer. These Benefit Data Elements will help shape CVAG's workplace moving forward and could include such items as vacation/ leave benefits, workplace environment and any other employee benefit. This will ensure CVAG is positioned to have future candidates and current employees respond positively to both its tangible and intangible benefit offerings.

The Koff study should be completed in late spring or early summer, although staff will work to incorporate all relevant information into the budget process as soon as it is available. Once the study is complete, and based on the Executive Committee's direction, the report be brought back to the Administrative/ Personnel Committee for the implementation of next steps.

Fiscal Analysis: As noted above, staffing costs for this fiscal year are significantly under budget due to staffing changes. CVAG budgeted \$3,510,951 for salaries and benefits in its Fiscal Year 2021/22 Budget. Through December 2021, CVAG's actual expenditures have been \$1,250,414, or about \$500,000 below what is projected for mid-year. Future staffing costs will be incorporated into the Fiscal Year 2022/23 Budget, which will be presented for approval in June 2022.

CVAG staff time is billed directly to the programs and departments that they cover. Staff time and related indirect overhead spent on the CVCC or DCE projects and programs are billed to those agencies, which is included as staff costs in those agencies' respective budgets.

The total cost of the Koff study is \$77,055, with CVAG's cost of the study expected to be conducted at a not-to-exceed cost of \$38,527.50. If CVAG conducted the study without WRCOG, it would have resulted in nearly \$6,000 in additional costs.

ITEM 7A

Coachella Valley Association of Governments Administrative/ Personnel Committee January 31, 2022



STAFF REPORT

Subject: Next steps for CV Housing First Operations Hub

Contact: Erica Felci, Assistant Executive Director (efelci@cvag.org)

Recommendation: Information

Background: In 2021, CVAG staff worked with member jurisdictions to identify an operations hub for its CV Housing First team, which is needed as a base for CVAG to deploy its outreach teams and is the central location for services to the chronically homeless individuals who have been identified on the CV 200 list. The need for an operations hub arose after the City of Palm Springs notified CVAG that it was looking to repurpose the former Palm Springs Boxing Club, which the City had been leasing to CVAG at no cost.

In September 2021, the CVAG Executive Committee, based on the recommendation of the Homelessness Committee, authorized the Executive Director to negotiate and execute a lease with the County of Riverside, or other entities as necessary, to establish a CV Housing First operations hub at a County- or City-owned facility. The authorization was provided after CVAG staff explored several possible locations and recommended that CVAG lease a former firehouse from Riverside County. While the Executive Committee in September provided authority to negotiate a lease for the firehouse, there were a number of concerns raised by Executive and Homelessness Committee members about the potential capital costs that could be incurred. As such, the Executive Director has held off on signing any lease until staff could not only secure multiple construction quotes and also additional identify additional funding for capital and operational costs.

The firehouse, which is located near the intersection of Indian Avenue and Dillon Road near Desert Hot Springs, was determined to be the best fit not just because it meets the needs of the program now, but because it has long-term potential as well. CVAG's program primarily utilizes crisis stabilization units for its clients. But CVAG needs a location that accommodate office space for staff; a base for meetings with clients and coordinating services; storage for housing unit supplies and outreach materials; and parking for the mobile access center, a large bus that was deployed in 2021 under a county grant designed to expand outreach services.

The firehouse site consists of two buildings on nearly an acre of property, and provides about 5,700 square feet of space. The buildings include firehouse bays, which would allow for mobile access center parking. There is more than ample space for offices and supply storage.

The site would be predominately used for office space and program logistics. Much the like Boxing Club, clients would occasionally be on site for case management needs, to work with the CV Housing First staff or to attend some of the legal clinics, where CVAG staff works with partners to get clients paperwork such as birth certificates. However, this would not be a drop-in center.

Additionally, there are accommodations similar to a small house – including a separate kitchen and bathroom – that were used by fire crews for sleeping but could easily be used as a crisis stabilization unit. The layout provides for three bedrooms, which would accommodate no more than three individuals or a small family/ household at a time. However, in practicality, it is likely that one or two clients would be there at a time, as long as their case management was conducive to having roommates.

As noted at the time, the building has sat vacant for some time and there are immediate upkeep needs to make the space work. CVAG staff recommended completing the work in phases, allowing CVAG to secure the space now, complete the most pressing fixes, and then develop the complex to meet the CV Housing First program's needs. County staff indicated a willingness to fund some of the largest costs, including replacement of windows and fixing cracks in the slab. County staff has also said they are willing to work with CVAG on longer-term options, which could include purchasing the property if at some point CVAG wanted to explore that option.

CVAG staff has secured multiple quotes from construction contractors, who have provided estimates of phased work. The top priority would be addressing the office space; the second phase would convert the former, three-bedroom fireman quarters into a crisis stabilization unit. The quotes for the first two phases of work, including some ADA adjustments in both sections, range between \$120,000 and \$150,000. CVAG staff did not solicit quotes for the other building until longer term plans are finalized. In the near term, CVAG staff is recommending the building is used for much-needed storage for non-homelessness projects and programs. This may include materials for construction, which CVAG currently has to store at various city yards.

In order to fund the work, CVAG staff is pleased to announce it has secured a grant in partnership with Inland County Legal Services (ICLS), who it has been working with under a memorandum of understanding to provide legal clinics to staff. The grant, as detailed in the financial analysis below, will not only cover the remodeling costs but also provides for multi-year funding to cover operational costs, such as utility costs.

CVAG staff will be recommending approval to accept the funding and authorization to move ahead with the remodeling work when the Homelessness and Executive Committees meet in February 2022.

Fiscal Analysis: The County has offered the Dillon Road firehouse complex under a \$1 lease that ends in August 2026. The proposed lease would make CVAG responsible for utilities and maintenance. Some administrative costs associated with operating an off-site program location, such as office supplies and internet service, have already been incorporated into the program's budget based on CVAG's experience at the Boxing Club. CVAG staff is negotiating with County staff to itemize the improvements that the County will make before any lease is executed.

In order to make the site work for the CV Housing First program, work is needed to remodel the office space and create a crisis stabilization unit. CVAG staff has secured multiple quotes from construction contractors, who have provided estimates of phased work. The top priority would be addressing the office space; the second phase would create a crisis stabilization unit. The quotes for the first two phases of work, including some ADA adjustments in both sections, range between \$120,000 and \$150,000. As noted above, CVAG staff recommends the second building be used for other programs and solicit remodeling quotes in the future if necessary. Because the CVAG Executive Director's signing authority for capital expenses is \$50,000, staff will be recommending specific approval to move ahead with both phases of work.

To fund this project, ICLS confirmed in January 2022 that it had received a \$1.2 million, three-year grant through the State Bar of California to fund legal aid that addresses homelessness and homeless prevention. ICLS' grant proposal identified \$300,000 for CVAG – or \$100,000 a year – to cover the costs of the firehouse remodel and related operational costs. ICLS is also working with Step up on Second, a non-profit that provides permanent supportive housing solutions, in order to expand homeless services across eastern Riverside County.

Staff would further note that, while there are costs with this approach, the other approaches that were explored also would have resulted in costs. Before making this recommendation, CVAG staff did explore several other opportunities in partnership with member jurisdictions. One location, in the City of Palm Springs, would charge market rate prices to secure the necessary office space, resulting in thousands of dollars each month. Storage costs would also be required under that scenario – and others – as would costs to park the mobile access center. Additionally, adding another crisis stabilization unit will have an impact on the rent that CVAG pays to ensure enough units valleywide.