San Gabriel Valley Council of Governments*
AGENDA AND NOTICE OF THE MEETING
OF THE SGVCOG EXECUTIVE COMMITTEE
Monday, August 2, 2021 – 10:00 AM
Teleconference Meeting
Zoom Link: **https://zoom.us/j/99054606210**
Livestream Link: **https://youtu.be/ywDwYDpyls0**

President
Becky Shevlin

1st Vice President
Tim Hepburn

2nd Vice President
Ed Reece

3rd Vice President
April Verlato

Past President
Margaret Clark

Transportation Chair
Jason Pu

Homelessness Chair
Becky Shevlin

EENR Chair
Denis Bertone

Water Policy Chair
Gloria Crudgington

ACE Chair
Nancy Lyons

Ex-Officio
Tim Sandoval,
*Metro SGVCOG
Representative*

Thank you for participating in today's meeting. The Executive Committee encourages public participation and invites you to share your views on agenda items.

MEETINGS: *Regular Meetings of the Executive Committee are held the first Monday of every month at 10:00 a.m. at the SGVCOG Office (1000 S. Fremont Ave., Building 10, Suite 10210, Alhambra, California 91803).* The Executive Committee agenda packet is available at the San Gabriel Valley Council of Government's (SGVCOG) Office, 1000 South Fremont Avenue, Suite 10210, Alhambra, CA, and on the website, www.sgvcog.org. Copies are available via email upon request (sgv@sgvcog.org). Documents distributed to a majority of the Board after the posting will be available for review in the SGVCOG office and on the SGVCOG website. Your attendance at this public meeting may result in the recording of your voice.

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

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

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

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

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

*MEETING MODIFICATIONS DUE TO THE STATE AND LOCAL STATE OF EMERGENCY RESULTING FROM THE THREAT OF COVID-19: On March 17, 2020, Governor Gavin Newsom issued Executive Order N-29-20 authorizing a local legislative body to hold public meetings via teleconferencing and allows for members of the public to observe and address the meeting telephonically or electronically to promote social distancing due to the state and local State of Emergency resulting from the threat of the Novel Coronavirus (COVID-19).

To follow the new Order issued by the Governor and ensure the safety of Committee Members and staff for the purpose of limiting the risk of COVID-19, in-person public participation at the Executive Committee meeting scheduled for August 2, 2021 at 10:00 a.m. will not be allowed. To allow for public participation, the Executive Committee will conduct its meeting through Zoom Video Communications. To participate in the meeting, download Zoom on any phone or computer device and copy and paste the following link into your browser to access the live meeting: https://zoom.us/j/99054606210. You may also access the meeting via the livestream link on the front of the agenda page.

Submission of Public Comments: For those wishing to make public comments on agenda and non-agenda items you may submit comments via email or by Zoom.
- Email: Please submit via email your public comment to Katie Ward (kward@sgvcog.org) at least 1 hour prior to the scheduled meeting time. Please indicate in the Subject Line of the email "FOR PUBLIC COMMENT." Emailed public comments will be read into the record and will be part of the recorded meeting minutes. Public comment may be summarized in the interest of time, however the full text will be provided to all members of the Committee prior to the meeting.
- Zoom: Through Zoom, you may speak by using the web interface "Raise Hand" feature. Wait to be called upon by staff, and then you may provide verbal comments for up to 3 minutes. Public comment is taken at the beginning of the meeting for items not on the agenda. Public comment is also accepted at the beginning of each agenda item.

Any member of the public requiring a reasonable accommodation to participate in this meeting should contact Katie Ward at least 48 hours prior to the meeting at (626) 457-1800 or at kward@sgvcog.org.

PRELIMINARY BUSINESS
1. Call to Order
2. Roll Call
3. Public Comment *(If necessary, the President may place reasonable time limits on all comments)*
4. Changes to Agenda Order: Identify emergency items arising after agenda posting and requiring action prior to next regular meeting *(It is anticipated that the Executive Committee may take action on these matters)*

CONSENT CALENDAR
5. Executive Committee Meeting Minutes – Page 1
   Recommended Action: Approve Executive Committee minutes.
6. Audit Status Report – Page 5
   Recommended Action: Receive and File.
7. Los Angeles County Blue Ribbon Commission on Homelessness – Page 9
   Recommended Action: Nominate SGVCOG President Becky Shevlin to serve as an appointee on the Los Angeles County Blue Ribbon Commission on Homelessness.

UPDATE ITEMS *(It is anticipated that the Executive Committee may take action on the following matters)*
- Executive Committee Membership: Past President – Page 11
- FY 21-22 Budget Amendment #1 – Page 13
- Los Angeles County Coordination Action Plan Update – Page 17
- Potential Governing Board Morning Meeting Time & Teleconference Option
- Legislative Update

PRESIDENT'S REPORT

EXECUTIVE DIRECTOR'S REPORT

GENERAL COUNSEL'S REPORT

ACTION ITEMS
8. Broadband Legislation - AB 41, SB 4, and SB 743 – Page 281
   Recommended Action: Recommend the Governing Board to support AB 41, SB 4, and SB 743.
9. Annual Audit Work Plan and Revised SGVCOG Audit Charter – Page 335
   Recommended Action: Approve the Annual Audit Plan and Revised Audit Charter.
10. Governing Board Agenda – Page 347
    Recommended Action: Approve the draft Governing Board agenda.

ANNOUNCEMENTS

ADJOURN

SGVCOG
Executive Committee Meeting Minutes
June 7, 2021
10:00 AM
Teleconference Meeting via Zoom

PRELIMINARY BUSINESS

1. Call to Order
   The meeting was called to order at 10:02 AM.

2. Roll Call

Members Present	**Members Absent**
M. Clark, President	C. Sternquist, Past President
B. Shevlin, 1st Vice President/Homelessness Chair	
T. Hepburn, 2nd Vice President	
E. Reece, 3rd Vice President	
D. Bertone, EENR Chair	
J. Pu, Transportation Chair	
G. Crudgington, Water Policy Chair	
T. Sandoval, ACE Chair	

   Staff/Guests:
   M. Creter, SGVCOG Executive Director
   K. Ward; E. Shen; C. Sims; A. Fung; R. Alimoren, SGVCOG Staff
   C. Trapesonian, Woodruff, Spradlin & Smart
   T. Egan, Capital Representation Group
   R. Graves, CliftonLarsonAllen LLP

3. Public Comment
   No public comment was received for the meeting.
4. Changes to Agenda Order:
   There were no requests for changes.

CONSENT CALENDAR

5. Executive Committee Meeting Minutes
   Recommended Action: Approve Executive Committee minutes.

   There was a motion to approve the consent calendar (M/S: J. Pu/B. Shevlin).

   [MOTION PASSES]

AYES:	M. Clark, B. Shevlin, D. Bertone, E. Reece, G. Crudgington, J. Pu, T. Hepburn, T. Sandoval
NOES:	
ABSTAIN:	
ABSENT:	C. Sternquist

UPDATE ITEMS

· 3rd Quarter Financial Report/Treasurer's Report
   R. Graves from CliftonLarsonAllen LLP presented on this item.

- Governing Board Member Agenda Item Request Process
  K. Ward presented on this item.
- Meeting Format Update
  K. Ward provided an update on this item.
- FY 20-21 Budget Amendment #2
  K. Ward presented on this item.
- Los Angeles County Survey Coordination Update
  A. Fung provided an update on this item.
- Legislative Update
  T. Egan provided an update on this item.

PRESIDENT'S REPORT
- M. Clark reported on this item.

EXECUTIVE DIRECTOR'S REPORT
- M. Creter reported on this item.

GENERAL COUNSEL'S REPORT
- No report was given.

ACTION ITEMS
6. AB 61 (Gabriel)
   A. Fung presented on this item.

   There was a motion to recommend the Governing Board to support AB 61 (Gabriel). (M/S: D. Bertone/J. Pu).

   [MOTION PASSES]

AYES:	M. Clark, B. Shevlin, D. Bertone, E. Reece, G. Crudgington, J. Pu, T. Hepburn, T. Sandoval
NOES:	
ABSTAIN:	
ABSENT:	C. Sternquist

7. SB 314 (Wiener)
   A. Fung presented on this item. There was a request by B. Shevlin to provide clarification on the requirements regarding retailers sharing common licensed areas with alcohol manufacturers not being able to serve any alcohol beverages that are manufactured, produced, bottled, or sold by the manufacturers under SB 314.

8. Governing Board Agenda

   There was a motion to approve the draft Governing Board agenda. (M/S: J. Pu/G. Crudgington).

   [MOTION PASSES]

AYES:	M. Clark, B. Shevlin, D. Bertone, E. Reece, G. Crudgington, J. Pu, T. Hepburn, T. Sandoval

NOES:	
ABSTAIN:	
ABSENT:	C. Sternquist

ANNOUNCEMENTS
· Members of the Executive Committee thanked President M. Clark for her service to the SGVCOG.

ADJOURN
· The meeting adjourned at 11:36 AM.

DATE: August 2, 2021

TO: Executive Committee

FROM: Marisa Creter, Executive Director

RE: **AUDIT STATUS REPORT**

RECOMMENDED ACTION

Receive and file.

BACKGROUND

On an ongoing basis, the SGVCOG conducts audits on the agency's professional services contracts to verify that billable rates are being billed correctly. When discrepancies are discovered, audit staff will withhold disputed amounts from future progress or final retention payments on these contracts. Attachment A summarizes the activities by SGVCOG audit staff through June 30, 2021.

Prepared by: _____

Katie Ward
Principal Management Analyst

Approved by: _____

Marisa Creter
Executive Director

ATTACHMENT

Attachment A – Audit Status Report

CONTRACT AUDIT STATUS REPORT, *7/1/20 – 6/30/21*

AUDITOR	# OF COMPLETED AUDITS		AMOUNT RECOVERED		# OF AUDITS TO BE DONE
	This Quarter	Cumulative	This Quarter	Cumulative	
MTA (5/01-6/06)	0	130	$ -	$ 427,520	0
SGVCOG (4/08-Present)	1	222	$ -	$ 5,726,122	6
TOTAL	1	352	$ -	$ 6,153,642	6

CONTRACT AUDIT STATUS REPORT, *7/1/20 – 6/30/21*

TYPE OF AUDIT	PREVIOUS QUARTER	ADD (DEDUCT) THIS QUARTER	LESS COMPLETED	# OF AUDITS TO BE DONE	
Interim	0	0	0	0	
Close out (note 1)	5	-2	0	3	
Post Award	3	0	0	3	
Pre Award	1	0	-1	0	
Non contract audits & reviews	0	0	0	0	
Totals	9	-2	--1	6	
Note 1	a) JLP/Jacobs (M&N sub) audit not required due to company dissolution				
	b) S&T previously reported as part of WSP prior close out audit.				

CONTRACT AUDIT STATUS REPORT, *June 21 Quarter*

CONTRACTOR	PROJECT	AUDIT TYPE	$ AUDITED	RECOMMENDATIONS
BAE urban economics	RFP NO. 20-17 Development of an Affordable/Homeless Housing Pilot Program	Pre Award	$ 143,210	Negotiate a lower contract cost due to inadequate support of proposed cost and a corrected lower overhead rate
				Noted improvements regarding financial condition,accounting systems and cost allocation
				Other improvements to certain contract provisions

DATE: August 2, 2021

TO: Executive Committee

FROM: Marisa Creter, Executive Director

RE: LOS ANGELES COUNTY BLUE RIBBON COMMISION ON HOMELESSNESS

RECCOMENDED ACTION

Nominate SGVCOG President Becky Shevlin to serve as an appointee on the Los Angeles County Blue Ribbon Commission on Homelessness.

BACKGROUND

At its July 27, 2021, meeting, the Los Angeles County Board of Supervisors approved a motion by Supervisor Kathryn Barger and coauthored by Supervisor Hilda Solis to create a Blue Ribbon Commission on Homelessness. The purpose of this Commission is to assess existing structures and systems and provide recommendations on governance and other reforms that will help Los Angeles County and its 88 cities solve homelessness.

The Blue Ribbon Commission on Homelessness will include the following twelve members:
- 1 member appointed by each member of the Los Angeles County Board of Supervisors (5)
- 1 member nominated by the Mayor of Los Angeles;
- 3 members nominated by the Los Angeles City Council President;
- 2 members nominated by the Councils of Government;
- 1 member nominated by the Contract Cities Association

Over the last year, numerous efforts have emerged evaluating and making recommendations to improve the effectiveness of the Los Angeles Homeless Services Authority (LAHSA) and the County's overall homeless services system. The County and the City of Los Angeles have both adopted numerous motions directing a closer evaluation of LAHSA and its governance structure. The SGVCOG has also completed significant efforts outlining member cities' challenges with the homeless services system and making recommendations for improvement, as outlined in the SGVCOG's White Paper on LAHSA Governance. The White Paper was developed by a working group with members from eleven cities and adopted by the Governing Board in January 2021. It has since been adopted by the city councils of nine cities. The White Paper identified several problems within the system including:
- lack of collaboration with smaller cities;
- lack of funding for locally-based and supported initiatives and programs; and
- poor communication and a lack of transparency.

More importantly, it identified possible solutions:
- increasing representation within the current system; and
- providing more autonomy within the current system.

The SGVCOG's White Paper was also cited in the independent report entitled "A Plan for Homelessness Governance in Los Angeles," which was completed by Dr. Raphael Sonenstein from the Pat Brown Institute of Public Affairs at Cal State-LA.

The Commission on Homelessness will review and assess existing homelessness governance reports, best practices from the across the nation, and the existing joint powers authority and associated articulated powers and limitations. The Commission will also hearing briefings on existing homelessness strategies funded by Measure H and the scope of its limitations, strategies for increasing affordable housing, and the effectiveness of existing mental health and substance abuse services. The Commission will develop recommendations and report based on its research and briefings.

DISCUSSION

Nominations for the Blue Ribbon Commission will be considered by the Board of Supervisors at their August 10, 2021, meeting. As discussed above, the Commission includes two members nominated by the Councils of Governments (COGs). Due to the short timeline, these nominations must be discussed quickly.

On Wednesday, July 28, 2021, the Executive Directors of the County's COGs met and discussed nominations for the Commission. Executive Director Marisa Creter nominated SGVCOG President and Chair of the Homelessness Committee Becky Shevlin to serve as one of the two COG representatives. Due to the SGVCOG's significant involvement in the discussion on homeless governance structures to-date, the other COG Executive Directors concurred with the nomination.

The other nomination recommended by the COG Executive Directors was for Christian Horvath, councilmember for the City of Redondo Beach, immediate past chair of and current Homeless Task Force Chair for the South Bay Cities COG.

Pending concurrence from the Executive Committee, SGVCOG staff will work with the other COGs to submit the two COG nominations for the Committee.

Prepared by: _____
Caitlin Sims
Principal Management Analyst

Approved by: _____
Marisa Creter
Executive Director

DATE: August 2, 2021

TO: Executive Committee

FROM: Marisa Creter, Executive Director

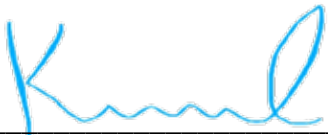**RE: EXECUTIVE COMMITTEE MEMBERSHIP: PAST PRESIDENT**

RECCOMENDED ACTION

For information only.

BACKGROUND

According to the current SGVCOG Bylaws, the Executive Committee is compromised of the currently elected SGVCOG President, the most recent past President of the SGVCOG who is currently serving as a Governing Board Delegate, and the Chairs of all Policy Committees. The Chairs of the Technical Advisory Committees and the Metropolitan Transportation Authority San Gabriel Valley Sector Board of Directors Appointee also serve as ex officio, non-voting members of the Executive Committee. Staff is recommending amending the Bylaws to allow the Past President Representative to serve as either the Delegate or Alternate on the Governing Board. If the Executive Committee concurs with this recommendation, a draft of the updated SGVCOG Bylaws would be presented at the August 19 Governing Board meeting.

Prepared by: _____
              Katie Ward
              Principal Management Analyst

Approved by: _____
              Marisa Creter
              Executive Director

REPORT

DATE: August 2, 2021

TO: Executive Committee
            Governing Board

FROM: Marisa Creter, Executive Director
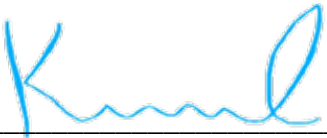
RE: FY 21-22 BUDGET AMENDMENT #1

RECCOMENDED ACTION

For information only.

BACKGROUND

Staff is recommending revisions to the FY 21-22 budget. The overall impact is resulting in a year-end balance of $30,521. Attachment A contains the full proposed budget amendment and Attachment B contains an explanation for the proposed budget revisions.

Prepared by: _____
              Katie Ward
              Principal Management Analyst

Approved by: _____
              Marisa Creter
              Executive Director

ATTACHMENT

Attachment A – Proposed FY 21-22 Budget Amendment #1
Attachment B – Summary of Proposed FY 21-22 Revisions

![SGVCOG logo - San Gabriel Valley Council of Governments]

A	B	C	D	E	F	G
1	**Revenue**	**Operating Budget**	**Housing Trust**	**Non-Capital Projects**	**Capital Projects**	**Total**
2	**Operating**					
3	Member Dues	806,129				806,129
4	Transportation Administration (Local)	105,509				105,509
5	Interest	1,000				1,000
6	**Subtotal Operating Revenue**	912,638				912,638
7	**Projects**					
8	Federal				2,262,000	2,262,000
9	State			4,252,876	34,618,000	38,870,876
10	Local		298,750	6,397,797	74,414,000	81,110,547
11	Betterment/Other				4,423,000	4,423,000
12	**Subtotal Revenue**		298,750	10,650,673	115,717,000	126,666,423
13	**Total Revenue**	**912,638**	**298,750**	**10,650,673**	**115,717,000**	**127,579,061**
14						
15	**Expenditures**					
16	**Indirect Expenses**					
17	Personnel	407,717	60,000	102,000	2,018,000	2,587,717
18	Committee & Employee Expenses	65,300		20,000	73,000	158,300
19	Professional Services	284,000	50,750	71,030	224,000	629,780
20	Other Expenses	125,100	24,000	30,000	556,000	735,100
21	**Total Indirect**	882,117	134,750	223,030	2,871,000	4,110,897
22	**Direct Expenses**					
23	Personnel/Construction Direct Labor		164,000	882,876	86,643,000	87,689,876
24	Program Management			9,544,766	26,203,000	35,747,766
25	**Total Direct**		164,000	10,427,643	112,846,000	123,437,643
26	**Total Expenditures**	**882,117**	**298,750**	**10,650,673**	**115,717,000**	**127,548,539**
27	**Estimated Year-End Balance**	**$30,521**	**0**	**0**	**0**	**$30,521**

SGVCOG
San Gabriel Valley Council of Governments

Attachment B - Summary of Proposed Revisions (FY 21-22)

Line	Note
9, 23, 24, E	In July 2021, California Senator Susan Rubio secured $4.5 million in FY 21-22 state budget funding for workforce development. The Southern California Association of Governments (SCAG) will receive $3.5 million and SGVCOG will receive $1 million. As a result, $330,000 is anticipated to be expended in the FY 21-22 for this program, resulting in a total net revenues and expenditures of $4,252,876 for the SGVCOG's State homelessness initiatives.
10, 23, 24, E	The SGVCOG has a longstanding agreement with the Los Angeles County Homeless Initiative to implement multiple homelessness programs. The currently approved activities and program expenditures associated with the agreement are slated to conclude December 31, 2021. On July 13, 2021, the Los Angeles County Board of Supervisors approved a recommendation to include an additional $5 million for Los Angeles County Council of Governments from January 2021 to June 2021. The SGVCOG is anticipated to receive $1,175,000 from this allocation. This will result in an increase of revenues and expenditures for this category, with a total net of $2,225,094 for the SGVCOG's Los Angeles County homelessness programs.
10, 23, 24, E	The SGVCOG has an agreement with SoCalGas to implement the San Gabriel Valley Energy Wise Partnership (SVGWEP) program. Due to reduced activity in FY 20-21, revenue and expenditures will increase by $10,000 through the end of December 2021. Similarly, the SGVCOG entered into an agreement with ICF Resources for the SGVCOG to provide regional engagement and outreach support for the Southern California Regional Energy Network (SoCalREN) Residential program in February 2021. The current allocated funding for this program is expected to continue through FY 21-22, which will result in increased revenues and expenditures of $15,000. The total net revenue and expenditure amounts to $206,448 for these energy programs from the original budgeted amount. This funding is used to support staff time and expenses associated with these programs, including time from management analysts and management aides.
10, 23, 24, E	Through AB 101, the SGVCOG is receiving funding for Regional Early Action Planning (REAP) from SCAG to support activities that will increase housing planning and facilitate local housing production. Recently, the SGVCOG executed an agreement with SCAG to begin the implementation of 5 REAP projects, including the planning of FY 21-22 budgets. An increase of $139,497 in revenues and expenditures is anticipated, resulting in a net total of $750,000. This program will fund 1.5 full-time equivalents (FTE).
10, 23, 24, E	In June 2021, the SGVCOG executed an agreement with Kimley-Horn and Associates, Inc. to conduct technical analyses for the San Gabriel Valley Transit Feasibility Study. In partnership with Metro, the SGVCOG will examine short-term and long-term transit mobility options for the San Gabriel Valley through the Transit Study. All costs associated with the Study, including SGVCOG staff time ($261,958) and consulting contracts ($1,241,075), will be reimbursed through an agreement with Metro.

DATE: August 2, 2021

TO: Executive Committee

FROM: Marisa Creter, Executive Director

RE: **LOS ANGELES COUNTY COORDINATION ACTION PLAN UPDATE**

RECOMMENDED ACTION

For information only.

BACKGROUND

SGVCOG staff recently solicited member agencies' inputs on the engagement and coordination efforts between the County of Los Angeles and San Gabriel Valley cities and agencies. A survey was released to San Gabriel Valley city managers and Governing Board delegates to request member agencies to provide their levels of engagement and contracting relationships with each County department. Respondents also had the opportunity to share specific concerns and comments regarding their relationships with the County. A total of 22 responses were received between March 31, 2021 and May 30, 2021.

Examining the respondents' comments and feedback received, several cities reported that they are pleased with the County's quality of service. The top services of concern were as follows:
- ·   Animal care and control,
- ·   Homelessness, and
- ·   Public health operations.

Additionally, many respondents suggested that having a more streamlined method of communication with the County of Los Angeles can better assist County staff to address local needs. As a result, members of the Governing Board directed SGVCOG staff to develop an action plan to address concerns that were raised in the survey.

ANIMAL CARE AND CONTROL

A total of ten respondents indicated that their cities were interested in exploring alternatives to contract with other non-County entities for animal care and control services. These respondents shared that such services are expensive and reported that the level of services is unsatisfactory. As a result, SGVCOG staff investigated alternatives to existing animal control services provided by the County of Los Angeles and existing non-profit organizations.

Local government agencies are mandated to provide programs to control rabies, control strays (animal impound services and animal shelter), control animal population growth by providing for the spaying or neutering of adopted animals prior to placement in a new home and provide treatment to sick and injured impounded animals. Animal control service providers operating in the San Gabriel Valley can be broken down into the two following categories: Municipal and non-profit. Table 1 showcases San Gabriel Valley cities' animal care and control services by category.

Table 1. Animal Control Service Providers

	City	Self	LA County	Southeast Area Animal Control Authority (JPA)	Inland Valley Humane Society	Pasadena Humane	San Gabriel Valley Humane Society
Municipal	El Monte	•					
	La Puente	•					
	Rosemead*	•					
	Alhambra*		•				
	Azusa*		•				
	Baldwin Park		•				
	Industry		•				
	Irwindale*		•				
	Monterey Park		•				
	Walnut		•				
	West Covina		•				
	Montebello*			•			
	South El Monte			•			
Non-Profit	Claremont				•		
	Covina*				•		
	Diamond Bar				•		
	Glendora				•		
	La Verne				•		
	Pomona				•		
	San Dimas				•		
	Arcadia*					•	
	Bradbury					•	
	La Cañada-Flintridge					•	
	Monrovia					•	
	Pasadena					•	
	San Marino*					•	
	Sierra Madre					•	
	South Pasadena					•	
	Duarte						•
	San Gabriel*						•
	Temple City*						•

LEGEND:	* = City participating in the Neighborhood Coyote Program **BOLD** = City participated in JPA study

SGVCOG
San Gabriel Valley Council of Governments

Municipal

San Gabriel Valley cities currently have three types of municipal animal control services: In-house, County of Los Angeles, and the Southeast Area Animal Control Authority. The first category of service includes animal control services are provided in-house by the municipality itself. By providing services directly, cities have the most control over the type and range of services offered to residents. This category, however, is often hampered by limited resources for services such as kennel boarding and veterinary access. The second category of municipal offering is the animal care service provided by the County of Los Angeles. The County currently has seven animal care centers located throughout the County. Participating cities are assigned to one of the care centers with all San Gabriel Valley cities being assigned to either the Baldwin Park or Downey centers. Finally, the final category of service is provided by the Southeast Area Animal Control Authority, which is a joint powers authority (JPA) servicing two of the SGVCOG member cities.

Non-Profit Organizations

Most animal control service providers in the San Gabriel Valley operate as non-profit organizations. The three main non-profit operators are: Inland Valley Humane Society, Pasadena Humane Society, and San Gabriel Valley Humane Society. These organizations offer a full range of animal control services; however, the level of services is dependent on individual service agreements.

An Animal Services JPA Feasibility Study was recently completed in April 2021 at the behest of the City of Pasadena and 11 other cities. The motivating factor for the 12 cities to conduct a feasibility study to develop an Animal Services JPA was the rising costs of services provided by the Pasadena Humane Society. All eight cities that contract with the Pasadena Humane Society for animal control services participated in the Study. Formation of a JPA would also provide a standard model for animal care and control and result in an organization answerable to its founding members.

The exhaustive 97-page report was developed by Citygate Associates and can be found in Attachment A. The key findings of the Study concluded that the capital costs of forming a full-service JPA, including boarding and veterinary services, would be $19.2 million. Operating costs would be $6.9 million higher than the total costs of the 12 cities' animal care and control services. A secondary option of forming a JPA with a field-service only model (not including boarding or veterinary services) would result in capital costs of $780,000 and operating costs of approximately $324,000 higher than current costs. The field-service only model, however, would increases costs and significantly reduces level of service for the 12 cities. A 3.5-year implementation timeline for the full-service model should also be noted, as cities would need to budget for the capital costs while contracting out animal care and control services over several years.

None of the 12 cities who participated in the Study is currently pursing formation of an Animal Services JPA. While there are no ongoing efforts for San Gabriel Valley cities to develop such a JPA, the SGVCOG will continue to support cities' wildlife management efforts through the implementation of the Neighborhood Coyote Program, which provides coyote education and outreach activities on behalf of the Program's participating cities. The SGVCOG actively collaborates with the County of Los Angeles, the California Department of Fish and Wildlife, the University of California, Humane Societies, and local community organizations to provide a comprehensive and integrated approach to coyote management.

HOMELESSNESS/MEASURE H FUNDING

A total of two cities expressed concerns regarding the County's homelessness efforts, specifically the allocation of Measure H funds to cities. This section highlights the SGVCOG's efforts in collaborating with member agencies to provide solutions to homelessness issues and showcases strategies that SGVCOG staff will continue to implement to address member agencies' concerns.

On March 7, 2017, Los Angeles County voters passed Measure H, a quarter-cent sales tax, providing approximately $355 million annually over ten years to respond to, prevent, and combat homelessness in the County. Soon after the passage of Measure H, the Los Angeles County Homeless Initiative (HI) formed a Measure H Planning Group – including County departments, the Los Angeles Homeless Services Authority (LAHSA), municipalities, councils of governments, homeless services agencies, the faith community, and people with lived experience to develop funding recommendations for Measure H funds to be submitted to the Los Angeles County Board of Supervisors (BOS). The final approved proposal, which was approved by the BOS in June 2017, detailed plans to allocate Measure H funding to the BOS's "Approved Strategies to Combat Homelessness", which were adopted in 2016.

The majority of Measure H funding is allocated to the Los Angeles Homeless Services Authority (LAHSA), County departments, activities, and service providers that serve the different service planning areas (SPAs). This includes funding for prevention/diversion, rapid rehousing, housing navigation, crisis housing, permanent supportive housing, a multi-disciplinary team (MDT) for the SPA – which includes medical staff and outreach workers – LAHSA's Homeless Engagement Teams (HET) and LAHSA's Homeless Outreach Services Teams (HOST), regional coordinators, and housing navigation for the San Gabriel Valley and all other SPAs.

Since the passage of Measure H, the SGVCOG has supported and advocated for the allocation of Measure H to local governments. In 2017, the SGVCOG worked with interested cities to develop city-specific plans to prevent and combat homelessness through an initiative created by the County of Los Angeles and United Way of Greater Los Angeles' Home for Good Funders Collaborative and financed by an allocation of more than $2 million from the County BOS. In 2018, the County BOS approved $9 million in Measure H funding to assist cities in implementing these plans, which were allocated to cities through an RFP solicitation process. This funding was supplemented in 2019 with an additional $3.8 million in Measure H funding for city homeless plan implementation. In total, 15 cities have received County-contracted Measure H funds to implement homeless plans and have used these funds for case management, housing navigation, rental assistance, motel vouchers, and pilot programs. Since 2018, the SGVCOG has also received yearly Measure H allocations for a Regional Homeless Coordinator a to help expand capacity and facilitate coordination with regional member cities.

While local jurisdictions, including the SGVCOG, have received some funding, it is a small fraction of the overall Measure H funding that has been collected over the last four years. The SGVCOG has strongly advocated for more funding to be directed to local governments, including for a direct local return to local jurisdictions similar to the formula-based approach used for several other tax measures that have passed.

In August 2019, the City Managers' Steering Committee invited Supervisor Kathryn Barger to its meeting to discuss cities' homelessness solutions. At that meeting, the Committee expressed their

concerns with the lack of Measure H funding allocated to cities to implement homelessness solutions. Subsequently, in September 2019, the BOS approved a motion by Supervisors Barger and Hilda Solis to provide a framework for the allocation and administration of $6,000,000 in carry-over Measure H funding for the County's councils of governments. That funding was allocated to each council of governments based on its point-in-time count. The SGVCOG's share was $1.54 million. In November 2019, the SGVCOG Governing Board allocated this funding to a homelessness prevention and diversion program, pilot programs, and the San Gabriel Valley Regional Housing Trust (SGVRHT). The SGVCOG was able to supplement this funding with $5.6 million, which was secured by Senator Susan Rubio in an FY 2020 budget earmark. The majority of this budget earmark ($3.3 million) was directly allocated to cities that had completed a plan to combat homelessness to implement their plans. Additional funding from the budget earmark was also allocated to those cities that had not yet completed a plan, to allow them to do so.

In the public engagement process for the Fiscal Year (FY) 2021-2022 Measure H Funding Recommendations, the SGVCOG advocated for a minimum of $15 million for local governments, and many member agencies submitted similar comments. This is the same amount of funding that was previously allocated to local governments, through the cities' implementation funding in 2017 and to the councils of government in 2019. County HI included this request in its FY 2021-2022 Measure H Funding Recommendations, which were subsequently approved by the County BOS Supervisors on July 13, 2021. These recommendations included $5 million for Los Angeles County's Councils of Government (COGs) for January to June 2022, with an additional $10 million for COGs to be included in the FY 2022-23 Measure H funding recommendations. Currently, SGVCOG staff is working with city staff to develop a funding plan for the FY 22-23 Measure H funding, which is expected to be considered by the Governing Board at its September 2021 meeting.

The SGVCOG acknowledges that these funding levels are insufficient to serve the level of need for cities. In addition, the SGVCOG has identified several structural challenges within the County's homeless services system – specifically related to the LAHSA – that inhibit the services provided to San Gabriel Valley cities and residents. Specifically, the SGVCOG worked with staff from 11 cities to develop the LAHSA White Paper on governance reform, which was approved by the Governing Board and city councils from ten cities, to identify challenges within the current system, recommend solutions, and reiterate the region's commitment to the best practices of the system (Attachment B). The White Paper identifies several problems with the current system: A lack of collaborative relationship with smaller cities, a lack of funding for locally based and supported initiatives and programs, and poor communication and lack of transparency. To address these problems, the White Paper proposes potential solutions: Increasing representation for smaller cities within the current system, providing more autonomy within the current system, or to pursue independent control of homelessness funds if these strategies are unsuccessful at sufficiently resolving the stated concerns.

The SGVCOG engaged in these conversations as both the County of Los Angeles and the City of Los Angeles had similar conversations, with each board approving motions to explore changes to the structure and function of LAHSA and highlighting the need to examine the system as a whole. LAHSA itself convened an Ad Hoc Committee on Governance to consider similar concerns. Furthermore, on May 19, the Pat Brown Institute for Public Affairs Cal State LA released "We're Not Giving Up: A Plan for Homelessness Governance in Los Angeles," a report calling for a new, independent entity with greater accountability to address homelessness in Los Angeles County. The proposed entity would include a Governing Board of seven members, with two representatives of non-City of Los Angeles municipalities. The SGVCOG White Paper on LASHA governance reform

is cited in the report and Raphael J. Sonenshein, Ph.D., Executive Director of the Pat Brown Institute presented on the report at the June 2021 Homelessness Committee meeting, noting how the SGVCOG White Paper and the work of our region influenced his report. The BOS and the City of Los Angeles continue to explore options for improving LAHSA and the regional homelessness structure, most recently adopting parallel motions to convene a working group of City and County elected officials to identify improvements to LAHSA. This working group does not include any representatives from other municipalities. It does clarify that the body should develop and implement an engagement and input process for councils of government participation in the alignment of vision, mission, purpose, and outcomes.

The SGVCOG recognizes how much work remains in this area to ensure that the San Gabriel Valley is receiving its fair share of Measure H funding and homeless services. To that end, to continue support member agencies, the SGVCOG will complete the following:

- Continue to advocate for Measure H funding for local jurisdictions in future years' allocations;
- Proactively engage in dialogues on the restructuring and realignment of LAHSA; and
- Conduct direct outreach to County departments (e.g. Department of Mental Health) and outreach teams (e.g. multi-disciplinary teams) to pursue additional San Gabriel Valley-specific resources.

PUBLIC HEALTH

A total of six respondents indicated that their cities were exploring alternatives to contract with other non-County entities for public health services. Specifically, the respondents commented that the Los Angeles County Department of Public Health's (DPH) Health Officer Orders created confusion amongst residents, businesses, and municipalities. Additionally, some respondents cited that their communities had concerns regarding the Health Officer Orders limiting restaurants' outdoor dining services. These frustrations led to some of the respondents' cities to explore options that can guarantee local control over public health operations.

Following up with the cities that had expressed concerns about DPH's operations, it was reported that the Cities of Arcadia, Diamond Bar, Duarte, Glendora, and La Cañada Flintridge are currently no longer taking additional steps to explore alternative public health services. A few of those cities including the Cities of Arcadia, Diamond Bar, and Glendora, however, remain open to examining alternative public health services. While the City of La Puente did not submit a response to the survey, it is important to note that the La Puente City Council voted to direct its city staff to explore the logistics and cost of creating its own health department in May 2021. These jurisdictions are continuing to monitor different options, particularly with the City of West Covina's endeavor of establishing its own health authority.

Earlier this year, the City of West Covina was the sole San Gabriel Valley jurisdiction that adopted a resolution and an ordinance to terminate its contract with DPH. The City is currently in the process of establishing its own health department and recently appointed Dr. Basil Vassantachart, MD as its Public Health Officer. According to the City of West Covina's website, DPH will continue to serve West Covina in its current capacity until the City's health department is approved and certified. A document providing an overview of the City of West Covina's Health Department can be found in Attachment C.

To continue supporting member agencies, the SGVCOG will:
- · Invite DPH staff to provide updates and informational presentations to the Governing Board, the Energy, Environment, and Natural Resources (EENR) Committee, and other committees;
- · Host DPH briefings with city managers and city staff to coordinate local public health response efforts as needed; and
- · Monitor the development of the West Covina Health Department and provide support as needed.

A summary of services provided by the DPH can be found in Attachment D.
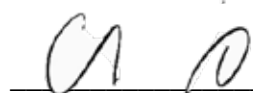
COMMUNICATION

Approximately half of the respondents suggested or implied that having a more streamlined method of communication with the County's departments can better assist County staff to address local needs. The SGVCOG strives to continue to provide additional opportunities for local cities and agencies to engage with County staff. To continue supporting member agencies, SGVCOG staff will:
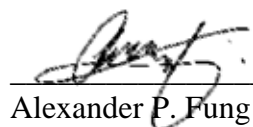- · Collaborate with the Governing Board to issue a letter (Attachment E) inviting Los Angeles County Chief Executive Officer Fesia Davenport to provide updates on the County's initiatives, especially Measure H funding distribution processes and homelessness projects, at an upcoming Governing Board meeting in Fall 2021;
- · Host an in-person regional reception in Fall 2021 to welcome Los Angeles County Metropolitan Transportation Authority's (Metro) new Chief Executive Officer Stephanie Wiggins and provide opportunities for member agencies to network with Metro staff;
- · Request representatives from the County's departments to provide updates on relevant San Gabriel Valley projects at the SGVCOG's committee meetings as necessary;
- · Invite representatives from the County's departments, especially the Los Angeles County Board of Supervisors and Los Angeles County Chief Executive Office, to participate in the SGVCOG's Governing Board meetings and committee meetings; and
- · Share relevant updates and news from the County with member agencies via emails, newsletters, and/or committee presentations.

SGVCOG Senior Management Analyst, Alexander Fung, will provide a presentation on this item.

Prepared by: _____

Caitlin Sims
Principal Management Analyst

_____

Alexander P. Fung
Senior Management Analyst

Sam Pedersen
Management Analyst

Approved by: _Marisa Creter_____
Marisa Creter
Executive Director

ATTACHMENTS

Attachment A – Animal Services JPA Feasibility Assessment
Attachment B – SGVCOG White Paper on LAHSA Reform
Attachment C – Overview of the City of West Covina's Health Department
Attachment D – Summary of Los Angeles County Department of Public Health's Services
Attachment E – Invitation Letter to Los Angeles County Chief Executive Officer Fesia Davenport

CITYGATE ASSOCIATES, LLC
MANAGEMENT CONSULTANTS

ANIMAL SERVICES JPA
FEASIBLIITY ASSESSMENT

CITIES OF ALHAMBRA, ARCADIA, BRADBURY, DUARTE, LA CAÑADA FLINTRIDGE, MONROVIA, PASADENA, ROSEMEAD, SAN GABRIEL, SAN MARINO, SIERRA MADRE, AND SOUTH PASADENA

APRIL 19, 2021

CITYGATE ASSOCIATES, LLC
WWW.CITYGATEASSOCIATES.COM
600 COOLIDGE DR., STE. 150
FOLSOM, CA 95630
PHONE: (916) 458-5100
FAX: (916) 983-2090

This page was intentionally left blank

TABLE OF CONTENTS

Table of Figures

Appendices

This page was intentionally left blank

EXECUTIVE SUMMARY

STUDY SCOPE AND WHY CITYGATE WAS SELECTED

Citygate Associates, LLC (Citygate) was asked by the City of Pasadena and eleven other cities in Los Angeles County—including Alhambra, Arcadia, Bradbury, Duarte, La Cañada Flintridge, Monrovia, Rosemead, San Gabriel, San Marino, Sierra Madre, South Pasadena (the Project Cities)—to conduct an independent study to assess the feasibility of forming a multi-city animal services Joint Powers Authority (JPA). It was understood that the Project Cities wanted to explore options for providing a quality animal services program that will allow them to manage costs for their respective cities and provide a method to increase service-level control going forward.

Pasadena, on behalf of the Project Cities, requested Citygate determine if the formation of a JPA would create an equitable cost-sharing model that would reduce and manage ongoing costs. In meeting this project scope directive, Citygate determined that development of a full-service JPA model and a field-service-only JPA model would be best. This analysis included research related to the requirements for establishing a JPA, development of estimated facility costs, startup costs, staffing levels and costs, equipment startup and ongoing costs, financing costs, estimated revenues, and estimated ongoing annual operating costs for both models. Citygate also developed estimated timelines for implementation for each model, including the formation of the JPA, issuance of bonds, acquisition of equipment and facilities, and implementation of the JPA.

In completing the analysis, Citygate spoke with project staff from the Project Cities, both in an initial kick-off teleconference meeting to ensure mutual understanding of the project scope and then with the staff of each individual city to enhance understanding of current services, issues, and goals moving forward relating to animal services. The Pasadena Humane Society (PHS) currently provides full animal services to two-thirds of the Project Cities. Consequently, Citygate conducted interviews with various PHS staff to obtain a better understanding of the mechanics of how it provides services to the Project Cities. The interviews with PHS did not go deeply into financial or operational matters; they were conducted on a high level to gain a general understanding of how services are provided to meet the project scope.

Citygate's analysis also included review of numerous documents provided by the Project Cites and PHS.

In undertaking this study, Citygate observed a high level of knowledge, engagement, and conscientious thinking from the Project Cities' representatives. They provided abundant information, statistics, and documents, along with general and detailed information during the interviews. Citygate is convinced that by working collaboratively together, the Project Cities will be able to establish a best practices animal care and control model that is cost-effective and provides good service to the residents of their respective communities.

Citygate was selected for this project due to its dedication to providing assessment and improvement services for public sector agencies. Citygate has conducted various feasibility studies, performance audits, and organizational analyses for well over 300 city and county governments throughout the West, including many animal services reviews. The qualifications to perform this assessment include the professional expertise and experience of the Citygate consulting team.

ORGANIZATION OF THE REPORT

The following is an overview of how the report is organized.

Section 1: Overview of Animal Care and Control

This section of the report discusses animal control history, placement of animal control programs, the legal basis for animal control, laws and ordinances, legislative efforts, legal mandates, community expectations, current practices, and the necessity of euthanasia.

Section 2: Information About Animal Shelters

This section of the report discusses shelter types, state-of-the-art shelters, the difference between municipal animal control agencies and humane societies, the costs of new shelters and the reasons they are expensive, and the pros and cons of renovating existing buildings for use as animal shelters.

Section 3: Geography and Demographic Considerations

This section of the report discusses the San Gabriel Valley and its demographics, geography, and population and growth projections. It defines the population of the Project Cities in this study and outlines the local animal welfare organizations in the region, as well as discusses the effects of spay/neuter and education programs on animal intakes.

Section 4: What Is an Animal Services Joint Powers Authority?

This section of the report defines a JPA and its formation and operations and provides some phasing scenarios. It also provides outlines of four currently operating animal services JPAs in California.

Section 5: Models for Animal Care and Control Services

This section of the report provides models for maintaining the current animal control arrangement, a full-service JPA, and a field-service-only JPA, and it describes the steps involved in forming a JPA.

Section 6: Best Practices and Current Trends in Animal Welfare

This section of the report provides examples of current trends in animal shelters, including disaster response, adoption ambassadors, and alternatives to intake. It provides a list of commonly accepted best practices and discusses the impact of COVID-19 on animal care and control operations.

Section 7: Overview of Current Financial Information and Operations for Each Project City

This section of the report discusses the animal services contracts and billing methodologies and compares the current and prior year contract rates and revenue credits. It examines how the Project Cities manage animal services oversight.

Section 8: Discussion of Cost Development and JPA Cost Models

This section of the report reviews startup costs, financing options, ongoing costs, and retirement costs for a full-service JPA and a field-service-only JPA. It discusses cost allocation models and methodology for both types of JPAs and provides recommendations for interim processes while the Project Cities examine options.

Section 9: Preferred Animal Care and Control Model(s)

This section of the report discusses the benefits of establishing a best practices animal control program and provides Citygate's recommendation on the service model(s) that are most likely to benefit the Project Cities over the long term.

Section 10: Summary of Findings and Recommendations

This section of the report provides findings and recommendations for maintaining the current animal services arrangement, pursuing a full-service JPA, and pursuing a field-service-only JPA.

CONCLUSIONS

Based on this review, Citygate found that both a full-service model and a field-service-only model could be implemented; however, implementation of a full-service operation would result in a significant annual net cost increase over what the Project Cities are currently paying of approximately $6.9 million based on the assumptions developed by Citygate. The field-service-only model developed by Citygate would only result in a net cost increase of approximately $324,000 from the cost the Project Cities are currently paying, not including the costs for sheltering and veterinary services.

The findings included that the current contracts the Project Cities have are inconsistent with highly variable financial terms. The contract methodologies and formats are not consistent, even with the same service provider. Formation of a JPA would provide a standard model for animal care and

control for all cities that opt in for full services. There was a challenge in truly making "apples to apples" comparisons since the existing system was variable in the services provided, fees charged, revenues credited, and other aspects.

While both JPA models projected would meet some of the goals of the Project Cities, such as budget and program input, there are startup costs that must be met. Estimated startup costs for the full-service model are more substantial at approximately $19.2 million due to the complexity involved with providing full animal services. Estimated startup costs for the field-service-only model are approximately $780,000 due to the model's scaled-down and more simplistic operational structure. While a field-service-only JPA appears to be more feasible, approximately $324,000 higher than current costs, it must be stressed that this model does not include necessary sheltering and veterinary services. The actual cost would depend on negotiation with a service provider.

Since either option could be implemented by the Project Cities, Citygate developed recommendations for both models. In **Section 10**, Citygate provides 12 general recommendations for JPA formation, six recommendations for the full-service model, five recommendations for the field-service-only model, and eight status quo recommendations if the Project Cities decide to maintain the current animal services arrangement. Citygate also identified 15 findings related to this review.

SECTION 1—OVERVIEW OF ANIMAL CARE AND CONTROL

1.1   HISTORY

In the United States, efforts to protect and control domestic animals—primarily horses, dogs, and cats—began early in the 19th century.

In April 1866, the New York legislature passed a charter incorporating the American Society for the Prevention of Cruelty to Animals (ASPCA). Nine days later, the first anti-animal cruelty law was approved by the New York Legislature, and the ASPCA was given the right to enforce the law. The first anti-animal cruelty laws were designed to protect farm and work animals, primarily horses.

On April 18, 1868, the San Francisco Society for the Prevention of Cruelty to Animals (SPCA) received its charter from the State of California, becoming the fourth SPCA in the nation and the first animal welfare organization west of the Rocky Mountains. By 1888, 37 of the then 38 states had passed animal cruelty prevention laws and humane societies and animal shelters were opening across the nation.

Although the early efforts focused primarily on horses, the SPCA also protected dogs and cats. In the late 1800s, dogs were often used to pull small carts and to turn treadmills. Many of these working dogs roamed the streets and scavenged for their food. According to the SPCA, animal control practices at that time consisted of rounding up several hundred dogs per day from the streets in Manhattan, placing them in a cage, and drowning them in the East River. Dog catchers were paid by the animal, not the hour. Thus, they were not particularly concerned with locating the owner of strays. Abuses became so prevalent that in 1894 the SPCA was placed in charge of New York County's animal control.[1]

Throughout the 1900s, dogs and cats became more prevalent as pets. In the 1950s and 1960s, canned pet foods and cat litter were introduced, making house pets even more popular. As pet ownership and life expectancy increased, controlling the rate at which animals reproduced became an increasing problem. Spaying and neutering, although available, were not widely promoted until the mid-1970s. As pet populations increased in the U.S., humane societies changed the focus of their animal shelters toward the adoption of dogs and cats as pets and spaying and neutering to help control populations.

Municipal animal control and sheltering evolved as the overall development of animal cruelty prevention laws and humane societies spread. Originally, municipal animal control activities centered on impounding dogs to protect livestock. In 1937, at the height of a statewide rabies

---

[1] Source: ASPCA, www.aspca.org/about-us/about-the-aspca/history-aspca.

epidemic in California, laws were enacted to prevent the spread of rabies through impoundment, vaccination, and quarantine of biting animals. Thus, the origin of animal control was based around protecting the public from rabies. Early practices in public shelters did not focus on returning pets to their owners or placement of pets into new homes. Policies often had a short holding period prior to the animal being euthanized.

1.2 PLACEMENT OF MUNICIPAL ANIMAL CONTROL AGENCIES

Currently, animal control agencies are placed in a variety of departments at the city or county level. The nature of the fieldwork being based on law enforcement and the early emphasis on the protection of livestock and public health concerns related to rabies leads to logical placements in police or sheriff departments, the health or environmental health department, or under the agriculture commissioner's office. Animal control may also be found in public works, parks and recreation, or community services departments. In many jurisdictions, the animal control agency is a standalone, separate department.

The animal control function can also be contracted out. Contracts are often with humane societies, cities or counties that provide animal care and control programs, or JPAs formed to provide animal control. While it is rare, animal control can be contracted to a for-profit business as well.

1.3 LEGAL BASIS FOR ANIMAL CONTROL

In California, there are several legislative mandates that require cities and counties to provide specific services related to animal control. The main requirements are the provision of an animal shelter for stray animals, a rabies control program and licensing, veterinary treatment for injured and sick animals, enforcement of animal laws, and the spaying or neutering of dogs and cats prior to their placement into a new home. This past year, a new law was passed requiring microchipping of animals leaving shelters. Further discussion of mandates can be found in **Section 1.7** of this report.

1.4 CALIFORNIA ANIMAL LAWS

Animal laws exist at the state and local levels in California. At the state level, laws take the form of regulations and statutes. At the local level, laws are designated as ordinances.

1.4.1 Regulations

The California Code of Regulations consists of rules adopted by California regulatory agencies to implement, interpret, or specify the laws they enforce or administer or to govern their procedure. Like statutes, regulations have the full force of law.

A regulatory agency may only act under the authority of a statute. For example, the regulation regarding the use of sodium pentobarbital (Title 16, Division 20, Article 4, Section 2039) was adopted by the California Veterinary Medical Board under the authority granted to it under Business and Professions Code Sections 4808 and 4827. Regulations can be changed, repealed, or added at any time by a regulatory agency.[2]

1.4.2 Statutes

California animal laws are contained in the following state codes:

◆ Business and Professions Code

◆ Civil Code

◆ Civil Procedures Code

◆ Corporations Code

◆ Education Code

◆ Family Code

◆ Fish and Game Code

◆ Food and Agriculture Code

◆ Government Code

◆ Health and Safety Code

◆ Insurance Code

◆ Labor Code

◆ Penal Code

◆ Probate Code

◆ Public Resources Code

◆ Public Utilities Code

◆ Revenue and Taxation Code

◆ Streets and Highways Code

◆ Vehicle Code

---

[2] Source: California Animal Laws Handbook, California Animal Welfare Association, 2021 Edition.

◆ Water Code

◆ Welfare and Institutions Code

In most cases, the responsible enforcement entity is not specifically named in the code. Responsibility for enforcing some of these statutes is specifically delineated (e.g., the Fish and Game Code is generally enforced by the California Department of Fish and Wildlife). Many of the animal-related laws are enforced by animal control personnel or humane officers due to the specific nature of the laws and the specialized equipment and expertise needed to understand and follow the statutes.

1.5 ORDINANCES

Ordinances are local laws generally enacted by the governing body of a city or county. To be enforceable, ordinances must not conflict with state or federal law. Local ordinances may not be more permissive than state laws, but they can be more restrictive. Local animal control ordinances typically include the following sections:

◆ Animal licensing

◆ Animal-at-large restrictions

◆ Impoundment provisions, including minimum holding periods and conditions for release of the animal back to the owner

◆ Rabies control

◆ Bite reporting and quarantine requirements

◆ Restrictions on wild or exotic animal ownership and on the numbers of domestic animals allowed per residence

◆ Regulation of animal noise

◆ Requirements for providing shelter, proper care, and sanitation

◆ Regulation of dangerous animals.

1.6 LEGISLATIVE EFFORTS

In the mid-1970s, concerned citizens and nonprofit animal welfare organizations began to exert influence through the legislative process to change what they perceived to be indifferent or, in some instances, inhumane treatment of animals at shelters operated by local governments. The legislature passed several bills that had a significant impact on the operations of municipal animal control programs. Among these were:

◆ The banning of altitude chambers and carbon monoxide chambers for euthanasia

◆ Requiring that cats be held for 72 hours before they could be euthanized

◆ Requiring that animals be spayed/neutered before adoption

◆ Requiring that Animal Control Officers obtain an *832 P.C. Module "A" Certificate*

◆ Requiring that Animal Control Officers report suspected instances of child abuse or elder abuse.

Animal activists were responsible for the promulgation of two significant pieces of legislation that were effective beginning in January of 1999. SB 1785 (referred to as the "Hayden Bill") and AB 1856 modified various California Code sections relating to the holding periods for impounded and surrendered animals, the care they are to receive, and spay/neuter requirements by:

◆ Stating that it is the policy of the state that "no adoptable animal should be euthanized if it can be adopted into a suitable home."

◆ Requiring that stray animals be held six business days, not counting the day of impoundment. (The prior requirement was four days plus the day of impoundment.)

◆ Reducing the holding requirement to four business days, not counting the day of impoundment, if the shelter: (a) is open until 7:00 p.m. one weekday, (b) is open one weekend day, or (c) has fewer than three employees and is not open during all regular weekday business hours and has established procedures for owners to reclaim lost animals by appointment.

◆ Requiring that surrendered animals be held for two business days, not counting the day of impoundment. This holding period increased to the same as for stray animals previously noted effective July 1, 2001. The effective date of this provision was modified by AB 2754 to become operative July 1, 2002. AB 2754 also modifies the Hayden Bill to allow surrendered puppies and kittens to be made immediately available for adoption. AB 2754 also requires that all animals be scanned for microchips.

◆ Requiring that efforts be made to provide veterinary treatment for ill or injured animals to make them suitable for adoption.

◆ Requiring specific records be kept on all animals impounded, surrendered, and/or medically treated.

◆ Requiring that animals be turned over to nonprofit rescue groups prior to the animals being euthanized.

◆ Requiring that reasonable efforts be made to reunite lost pets with their owners and specifying that owners and finders of pets be provided with specific information.

◆ Requiring that all dogs and cats adopted from public and nonprofit shelters be spayed/neutered.

◆ Providing an exception to this requirement for agencies in counties having populations of less than 100,000.

◆ Requiring the imposition of fines on redeemed dogs and cats that are not spayed/neutered.

1.6.1 Impacts of SB 1785 on Public Shelters

The following are the impacts resulting from the passage of SB 1785:

◆ The law required the reduction of flexibility in managing the population of public shelters. Animal shelters have a finite capacity. By requiring the indiscriminate holding of all animals regardless of their adoptability, shelter managers find it more difficult to manage the shelter population. In some instances, more adoptable animals must be euthanized to reduce overcrowding caused by lengthened holding periods for animals that have little chance of being adopted.

◆ The law required the adoption of a state policy that "no adoptable animal should be euthanized if it can be adopted into a suitable home." Few would disagree with the intent of this goal. However, the definition of "adoptable" is open to interpretation and thus the subject of, at times, acrimonious debate between animal activists and public shelter managers.

◆ The law required the expenditure of public funds on the expansion of some facilities and the adoption of other requirements.

◆ The Commission on State Mandates determined that certain provisions of SB 1785 were reimbursable, but not others. The state and the original government agencies that brought the claim for reimbursement litigated certain issues relative to the scope of reimbursement. As of this date, the state has not pursued its lawsuit, and the local public jurisdictions have abandoned their lawsuit.

◆ Budget Bills AB 1 and AB 12 of the Fourth Extraordinary 2009 Budget Session regarding animal shelters "suspends" (does not repeal) for one year those sections of the Hayden Bill on animal shelters considered to be reimbursable state mandates. State law requires the state to reimburse cities/counties for costs of programs mandated by state law, thus saving the state approximately $13 million per year owed to cities and counties to reimburse the costs of the Hayden Bill. Suspended

mandates include some holding periods (AB 12 requires strays to be held a minimum of 72 hours), veterinary care, record keeping, and lost and found lists. It does not suspend mandated cooperation between shelters and rescue groups. The suspension of the provisions of the law was extended in future budget years. Recently, the Governor attempted to repeal the suspended provisions of the law related to mandated service. This effort was blocked by the legislature. Therefore, the noted provisions of the law remain suspended. Animal rights advocates continue to lobby for the full enactment of the law.

1.6.2 Impacts of AB 1856 on Public Shelters

The following are the impacts resulting from the passage of AB 1856:

◆ The law required that all dogs and cats (with some medical, age, and size of population exemptions), needed to be spayed/neutered prior to adoption. This requirement tasked the resources of many public shelters, but it also started cooperative relationships with the nonprofit and veterinary communities in some jurisdictions.

◆ The law resulted in an overall increase in the number of animals that were spayed/neutered in some communities.

1.7 MANDATES AND COMMUNITY EXPECTATIONS

1.7.1 Legal Mandates That Affect Animal Control Programs

Animal control programs are responsible for several mandated functions that are set by California legislation. In addition to these statutory requirements, animal control programs have high visibility and public interest. Since 1999, the State of California has a stated policy promoting adoption of shelter animals and a goal of reducing euthanasia. Local government agencies are mandated to provide programs control rabies, control strays (animal impound services and animal shelter), control animal population growth by providing for the spaying or neutering of adopted animals prior to placement in a new home, and provide treatment to sick and injured impounded animals. California recently enacted legislation to require microchipping of dogs and cats prior to their release from shelters. The following table lists some major mandates that affect animal control programs.

Table 1—Animal Control Mandates

Function	Mandate	Reference
Holding period	Hold animals for 72 hours	Food and Agriculture Code various sections
Treatment	Stray sick and injured must be treated	SB 1785 and Penal Code 597
Population control	Spay and neuter adopted dogs/cats	Food and Agriculture Code 30503 and 31760-31766
Standard of care, shelter animals	Provide food, water, and shelter	Civil Code 1834, Health and Safety Code 121690
Rabies control program, clinics	Health officer, $10 shots, public clinics	Health and Safety Code 120130-121615
Animal shelter system	A way to impound stray dogs	Food and Agriculture Code 31105
Dog license program	Licenses required after four months	Health and Safety Code 121690 et al
Partnerships	Public agencies may partner with 501(c)(3) organizations and must release dogs and cats if requested prior to scheduled euthanasia	Food and Agriculture Code 31108 and 31753-31754
Cruelty investigations	Animal control is responsible to investigate animal cruelty	Penal Code 597
Seizure of animals	Animal seizure required under certain cases	Penal Code 597 and 597.1
Dangerous dogs	State and local laws established to control vicious and potentially dangerous dogs	Food and Agriculture Code 31601-31683
Stray dogs	Impound stray dogs	Food and Agriculture Code 31105
Euthanasia/shelter animals	Must provide certified staff	Food and Agriculture Code 31105
Animal fighting	Unlawful to cause animals to fight	Penal Code 597b and 599aa
Rodeos/exhibitions	Veterinarian must be present at rodeos and injured animals must receive immediate treatment	Penal Code 596.7
Search and seizure	Grounds and procedure for execution of search warrants	Penal Codes 1523, 1524, and 599a
Vaccinations	Must provide low-fee rabies clinics	Health and Safety Code 121690f
Feral cats	Shelter to evaluate prior to release to nonprofits	Food and Agriculture Code 31752
Microchipping of shelter animals	Microchip dogs and cats prior to release from shelters	Food and Agriculture Code 31108.3 and 31752.1

1.7.2 Discussion of Mandates

Rabies Control

Health and Safety Code Sections 120130 through 121710 provide that the local Health Officer is responsible for the administration and enforcement of Section 121690 of the California Health and Safety Code in officially declared rabies areas. All of California's counties are currently designated as rabies areas and have been so designated for decades. The mandate includes responsibilities to quarantine rabies suspect animals or destroy the animal(s) at the discretion of the Health Officer, distribute anti-rabies vaccines, investigate reports of rabies (bite investigations), enforce dog licensing and rabies vaccination requirements, and provide dog vaccination clinics.

Stray Animal Shelter

Health and Safety Code Section 121690(e) states, "The governing body of each city, city and county, or county shall maintain or provide for the maintenance of a pound system and a rabies control program for the purpose of carrying out and enforcing this section." This mandate requires that a location be provided for impoundment of strays.

Spaying and Neutering of Adopted Animals

The Food and Agricultural Code Sections 30503 (dogs) and 31751.3 (cats), require that dogs and cats adopted from shelters be spayed or neutered.

Treatment of Sick and Injured Animals

Penal Code Section 597f(b) states, "It shall be the duty of all officers of pounds or humane societies and animal regulation departments of public agencies to convey, and for police and sheriff departments, to cause to be conveyed all injured cats and dogs found without their owners in a public place directly to a veterinarian known by the officer or agency to be a veterinarian that ordinarily treats dogs and cats for a determination of whether the animal shall be immediately and humanely euthanized or shall be hospitalized under proper care and given emergency treatment." In addition, Penal Code Section 597.1 provides guidelines for the seizure of sick, injured, neglected, or abandoned animals and requires they receive care and treatment until the animal is deemed to be in suitable condition.

1.7.3 Discussion of Community Expectations

While it varies by location, community expectations of animal control agencies have increased dramatically over the past two decades. Communities expect that animals held in animal shelters will receive good care, behavioral enrichment, medical treatment, and the opportunity for placement into a new home, if not claimed by an owner.

There is a strong emphasis on a high live release rate (animals are euthanized only as a last resort and only if they are unsafe for the public or irremediably suffering). The public expects a decrease

in the euthanasia of companion animals and that all resources will be exhausted before an animal is euthanized.

There are also community expectations that animal control agencies will be customer-service-oriented, with staff that is informed and helpful. There is an expectation of a high standard of care for animals in shelters. The public also expects a rapid response when requesting assistance from an animal control officer. Common requests include assistance with aggressive animals; animal bite investigations and attacks; resolution of complex investigations, including animal neglect and cruelty; assistance with wildlife issues; animal noise and sanitation complaints; and a large variety of animal matters that may require intervention and prosecution.

1.8 CURRENT PRACTICES

1.8.1 Information Technology

Progressive animal control agencies have incorporated software and hardware to keep track of animal intakes and outcomes, field calls and activity frequency by type and area, public records that may be subpoenaed, animal licensing databases, veterinary and treatment records, and other critical data documenting the agency's activities. Many agencies have equipped the field officer vehicles with ruggedized laptop computers, giving the animal control officers the ability to search history in the field or trace an animal license or microchip for quick reunification with the owner. These relational databases provide a vital resource for tracking statistics and trends in animal intake data, field activity frequencies, owner information, and history and can generate invaluable reports about operations. There are several software programs in use. Many agencies utilize Chameleon/CMS from HLP Inc, which has components for field activities, dispatch, animal licensing, animal inventory, veterinary records, bite reports, person and animal histories, and more.

1.8.2 Field Services Protocols

California's population growth over many decades has led to more urbanization in areas once considered rural. With this encroachment, the nature of the duties of animal control field personnel has changed in scope and volume. Much of an animal control officer's field work today is based around requests for service called in by residents. While patrolling for stray animals and potential animal violations was once routine, many agencies no longer provide this service.

Concerns about an animal's welfare and animal cruelty investigations, complaints concerning dog noise, and calls involving human interaction with wildlife become more frequent as residents move into areas that were once rural. Modern progressive field services programs utilize each public contact encounter to educate the public about responsible pet ownership, spaying/neutering, and the benefits of vaccinating, microchipping, dog licensing, and identification. These encounters can result in fewer future contacts and a reduction in animal impounds, along with a positive relationship between the agency and the community it serves.

Rabies Control

Policies and procedures relative to the handling of rabies suspect animals and the protocols for rabies testing should be developed in conjunction with the communicable disease staff of the county health department. Initial and recurrent training of field and kennel staff in this subject area should be undertaken and documented. Rabies remains a public health threat, and proper precautions and surveillance are crucial to protecting both the human and animal populations.

1.8.3 Shelter Services

Shelter services are no longer simply taking in animals and processing them through a required holding period. Public shelters have expanded both animal care and services offered to the public and the programs provided by the agency to increase animal advocacy and save more lives.

Temperament Testing and Behavior Modification

Animals are evaluated to ascertain their temperament and determine the best type of an adoptive home to match to the animal. This includes evaluation of dogs' sociability with people and other dogs. Dogs may be trained as part of preparation before being placed up for adoption. Shelters also evaluate cats, rabbits, and other species to help determine what type of household will be the best match. Behavior modification and socialization techniques help to make shy and fearful animals more adoptable.

Enrichment for Shelter Animals

Shelters have gone beyond providing the basics of food, water, and shelter. Many shelters have developed extensive programs to provide enrichment to shelter animals and help maintain their behavioral health while awaiting placement. A variety of activities, from play groups for dogs; training, interaction, and socialization with people; providing food in ways requiring interaction and entertainment; "spa" days for cats; extensive exercise areas; and many more creative actions provide stimulation and entertainment for shelter animals.

Pet Retention Programs

Many shelters have developed programs for assisting owners who may be considering relinquishment of their pet. The main components are interviewing the owner to determine the issues and challenges and offering resources. The solution may be as simple as assisting the owner by providing food, training for the animal, spaying/neutering and vaccinations, or sometimes more extensive veterinary treatment. Some owners may need temporary shelter for the pet until they are once again able to care for it. Shelters have become innovative in finding ways to help animals and owners while preventing impounding the animal.

Creative Solutions for Community Cats

Community cats is a collective term that generally refers to feral cats, partially social cats, and lost and abandoned pet cats. These community cats all gather in colonies. These cats are often the subject of public concern, resulting in complaints to animal control agencies. Their uncontrolled breeding leads to overpopulation, and when impounded, community cats are difficult to manage in an animal shelter. Many programs have been developed to manage colonies, care for cats without impounding them, and educate the public on the potential benefits of the program to the community.

Expanded Veterinary Treatment for Sheltered Animals

As shelters have increased their life-saving efforts, the level of veterinary care has been greatly expanded. Whereas historical procedures often dictated that injured or sick animals were euthanized, most agencies now endeavor to treat sick animals, perform surgeries on injured animals, and make every effort to save "treatable" animals in their care, often followed by placement in a foster home while the animal recovers. This expanded treatment has increased the medical costs shelters undertake, and often extraordinary veterinary cases are supported through donations, from a designated medical fund, or by funding from a nonprofit partner.

1.8.4 Adoption Services – Outreach and Public/Private Cooperation

With public and legal attention focused on the euthanasia of companion animals in the state's animal shelters, local agencies and concerned nonprofit groups have formed alliances to move beyond the traditional adoption processes at shelters. Nonprofit foster programs; transfers to other agencies; outreach adoption efforts; mobile adoptions; "clear the shelters" events; media advertising; and utilization of the internet, including extensive social media platforms, have led to successes in increasing the live release rates at shelters. All these efforts, particularly relationships with local animal-based nonprofits, are vital to saving animals and meeting community expectations. All the community's resources should be utilized in collaborative efforts to reduce the number of animals euthanized.

1.8.5 Revenue Generation

As more is expected of the services provided by municipal animal control agencies, including the emphasis on live outcomes for animals, personnel costs increase to meet these demands. Shelters need to maximize all revenues to allow for adequate program funding. Citygate is unaware of any public animal control program that generates enough revenue to be self-funded. Even the most well-managed programs require General Fund support. Animal licensing has a large impact on net cost and is also important with its nexus to mandates.

1.8.6 Animal Licensing

Dog Licensing

Dog licensing is part of the state-mandated rabies control program. A public agency must provide a dog licensing program and is entitled to recover costs through the collection of dog license fees and penalties. While all jurisdictions provide dog licensing, the success and compliance levels are variable. There are generally many opportunities to improve compliance and increase licensing revenues.

Traditional enforcement was historically the approach employed to address the issue of unlicensed dogs. Animal control officers would issue citations requiring purchase of a dog license and payment of a fine. This method is not efficient and is ineffective if it is the sole method utilized to encourage licensing. The agency does not share in the citation fine revenue, and sometimes the owner just pays the fine and still may not license the dog.

More proactive programs that employ outreach to dog owners, emphasis on the benefits of vaccinations and having traceable identification on pets, and a customer service approach have proven successful. Door-to-door canvassing can produce good results in a well-designed outreach program. Utilization of "fix-it" tickets, which are dismissed if the owner licenses the pet; availability of affordable vaccinations; and positive communication messaging have shown excellent results. A well-publicized amnesty program may also provide good results.

Ordinances that require local veterinarians to provide copies of rabies vaccination certificates to the local animal control agency and the utilization of a computer crossmatch between the agency's licensing file and the rabies certificate provide a cost-effective first step in the licensing enforcement system. This type of legislation is common in many California counties.

Other trends that produce positive results include using e-commerce, allowing the use of credit cards for payment, a vibrant presence on the agency's website informing about licensing, and increases in animal licensing fees.

Some agencies choose to outsource the animal licensing program. The company performing the program retains a fee for each license sold. The results of this are mixed. If the organization does not have internal resources to perform the program, it could be a good choice. However, outsourcing is confusing to the public, and these programs often require the owner to mail their check to another state. Citygate recommends an in-house program, utilizing technology and creative outreach for animal licensing, where possible.

Estimates of Dog Licensing Compliance

Dog licensing compliance varies by jurisdiction and has a correlation to the efforts and resources dedicated to the program. The formula for determining dog licensing compliance is calculated by first determining the estimated number of dogs in the jurisdiction. This is accomplished by

determining the estimated number of households in the community, multiplying that number by the American Veterinary Medical Association's estimate of 38.4 percent of households owning dogs, then multiplying that number by an average of 1.6 dogs per household. Once the estimated dog population is found, the number of current dogs licensed is divided by the estimated dog population. Appendix 10 provides estimates of current dog licensing compliance in the Project Cities.

Cat Licensing

The licensing of cats has not been adopted by many jurisdictions. The reasons for this involve the legal ownership of cats and the reluctance of the State Department of Health to require rabies vaccination and licensing of cats, even though they are a vector for rabies in California. Without state-mandated rabies vaccination, a local ordinance requiring cat licensing that is linked to rabies vaccination would be very difficult to enforce. Some creative communities have linked cat licensing to spaying and neutering of cats to help in population management.

Fines and Fees

Agencies should examine their fine and fee structures to ascertain whether the amount charged adequately covers the cost of providing the service. The impact of the charge on compliance must also be examined. For example, increased revenue projections derived from increases in redemption and surrender fees must be weighed against the operational costs if animals are not redeemed by their owners or if animals are declared stray instead of owned to avoid the surrender fee. To encourage adoption, most agencies set pet adoption fees below the actual cost. A periodic review of fees every two to three years in relation to the costs to provide the service, as well as current market rate comparisons, is recommended.

1.8.7 Spay/Neuter Programs

Many municipal agencies, as well as humane societies, offer affordable spay and neuter surgeries to the public. Incorporation of in-house clinics has helped meet the mandate of spaying/neutering adoption animals and promote responsible pet stewardship for owners. Many creative programs have been developed, as well as grant opportunities made available, to promote sterilization of owned dogs and cats. Other agencies may contract with local veterinarians to provide this service for shelter animals or form cooperative relationships with local nonprofits that operate a spay/neuter clinic. Having affordable spay and neuter surgeries within the community is crucial to controlling pet overpopulation. Hiring veterinarian staff for shelter work is an ongoing challenge for local animal control agencies, as veterinarians are in high demand and not many choose to pursue shelter work.

1.8.8 Risk Management

Public Liability

Animal control activity has the potential to expose local governments to public liability. Primary areas of concern are vehicle operation, firearm usage, injuries to the public while visiting the shelter, euthanasia of an animal prematurely, and rabies control activities.

Vehicle Operation

Initial and recurrent training in safe vehicle operation should be undertaken. Policies relative to the safe operation of agency vehicles should be developed and rigorously enforced.

Firearms Usage

Use of firearms by animal control field staff is at the discretion of the agency. While animal control officers may carry firearms, if appropriately trained, the liability may exceed the benefits. Strict policies on the safe use of firearms should be developed. Firearm instructors certified by the State of California Commission on Peace Officer Standards and Training (POST) should be utilized for initial and recurrent training. The proper use and storage of firearms by agency staff should be examined no less than annually, and adherence to agency policies should be made a condition of continued employment. Unless there is a pressing need for animal control officers to be armed, Citygate generally recommends they do not carry firearms. This is different from the use of chemical immobilization equipment, which is sometimes necessary to capture an animal and requires training and the supervision of a veterinarian.

Workers' Compensation

Animal control field staff and shelter personnel share significant exposure to situations posing significant risks of work-related injury. Animal bites and exposure to zoonotic diseases are common. Lifting and restraint injuries, automotive accidents, exposures to chemicals and cleaning agents, and controlled substances are additional risks. Staff should receive training in proper lifting techniques and be provided equipment to minimize the need for lifting and loading large animals.

Training

A strong onboarding orientation and training program, along with recurring training of animal care and control staff, is key to creating a progressive program and a public-service-oriented staff. The agency mission statement, goals, and objectives need to be developed, with the training curricula then developed around these core concepts. Evaluation of training, along with methods of ongoing proficiency testing, should be developed in conjunction with the training program.

1.9   EUTHANASIA

Animal euthanasia continues to be a necessity in open admission shelters as unadoptable or untreatable animals are not turned away. Animals that are a public safety risk or irremediably suffering are euthanized. Many public agencies take extensive measures to redeem owned animals and to place unclaimed animals through adoption or transfers. Community cat programs and other advocacy groups have made positive steps in lowering the rate of euthanasia in sheltered cats and lowering cat intake numbers.

Euthanasia services for owned animals are performed by many public agencies when the animal is irremediably suffering or a danger to the public. For many owners, this is the most affordable option and a much-needed service.

1.10   CONCLUSION

There are many components and mandates involved in operating an animal care and control program. Animal control programs operate under many state statutes. These laws dictate requirements for rabies quarantine, rabies vaccination clinics, care of sheltered animals, length of impound, record keeping, spaying/neutering of shelter animals before adoption, method of euthanasia, euthanasia training requirements, veterinary care of shelter animals, release of animals to rescue groups, animal licensing, animal cruelty investigations, seizure of animals, hearing procedures, inspection of circuses and pet stores, and more. Animal control can be performed by counties, cities, humane societies contracting with a public entity, or by a JPA.

Animals are a vital and important part of many people's lives. Communities expect animals in shelters to receive a high standard of care and to be afforded the best opportunity for a live outcome. Changes in state law and heightened community expectations have significantly changed the focus of animal control, leading to better outcomes for animals, along with increased costs to operate these programs.

SECTION 2—INFORMATION ABOUT ANIMAL SHELTERS

2.1 OVERVIEW

Growing public support for improved animal control policies has resulted in significant organizational, service delivery, and facility changes in many California communities. Concurrent with our society's heightened concerns and expectations relative to animal care and control practices, it can be anticipated that demand for both improved physical conditions in shelters, programs to provide enrichment for animals in shelters, and an ongoing requirement that organizations will achieve a high live release rate will continue.

2.2 THINGS TO KNOW ABOUT ANIMAL SHELTERS

An animal shelter needs to provide a healthy and appropriate environment for animals, staff, and volunteers that facilitates the goals of the organization. While these goals will vary from one community to another, the following should serve as a baseline:[3]

- ◆ A safe, healthy environment to house lost animals until claimed by their owners or re-homed.

- ◆ Adequate capacity for holding animals in a humane manner that promotes good health and prevents the transmission of contagious diseases. There is an important and direct relationship between a shelter's holding capacity and the well-being and health of the shelter's animal population. A well-designed shelter will provide adequate space for healthy animals, as well as separate areas for protective custody, vicious animals, rabies quarantine, and sick animals.

- ◆ Adequate mechanical and plumbing systems designed to maximize disease control, as well as durable finish materials intended to withstand the rigors of daily cleaning with chemicals and hot water.

- ◆ A positive environment that minimizes stress levels for animals, employees, volunteers, and visitors.

- ◆ Adequate support areas to ensure proper care. These include, but are not limited to, food preparation, laundry, grooming, examination, and medical procedure rooms; behavior evaluation areas; food, laundry, and equipment storage areas; euthanasia rooms; and vehicle maintenance and cleaning areas.

---

[3] Source: Excerpted George Miers and Michael G. Ross, "San Joaquin County Regional Animal Control Shelter Study," November 2000.

◆ Adequate public-oriented components, including space for spay/neuter clinics, education programs (classrooms and children-oriented learning areas), and more traditional adoption and redemption services.

◆ Adequate staff support areas. The need for staff to have proper break room areas, lockers, and restrooms is of equal if not greater importance in an animal shelter than in many other work environments. Caring for incarcerated animals, many of which are ill and/or frightened, can be an extremely stressful experience, particularly when confronted daily. Furthermore, many employees initially seek out employment in animal shelters due to an inherent love for animals, only to be confronted with the stark reality of animal abuse cases, ongoing euthanasia, etc. In addition, the maintenance of shelters involves the unforgiving tasks of constant cleaning of urine and feces and the sterilization of kennels and cages to prevent disease transfer. While in the field, animal control officers are constantly exposed to both domestic and wild animals with unknown health conditions and, at times, a hostile public unsympathetic to their job responsibilities. All these activities argue for well-designed locker/shower/restroom areas, as well as the need for hygienic staff lounges located in acoustically isolated areas.

◆ A responsive public environment that supports the following:

➢ Adoption of companion animals

➢ Education regarding animal care issues, including responsible pet ownership and other animal care issues

➢ Redemption of lost animals

➢ Surrender of unwanted animals

➢ Animal licensing.

2.3   SHELTER TYPES

Public agency decision makers typically have little or no experience with animal shelters and, consequently, can make decisions at the outset of a building project that may be based on incomplete knowledge. Decision makers should visit several shelters so they can make informed decisions regarding a facility that will be an important part of the community for decades to come.

There are three main shelter types being built today:

◆ State-of-the-art shelters that are designed to support best practices in the animal control and sheltering field.

◆   Newer "traditional" shelters that are mostly larger versions of existing designs, with a primary emphasis on dog holding and which omit or minimize small animal holding, staff support areas, educational spaces, food preparation areas, socialization, and dog exercise areas and do not generally take advantage of best practices relative to disease control.

◆   Prefabricated shelters that are similar to the traditional shelter relative to size, features, and design and can be less costly to build than either of the other standard construction method shelters but will most likely not withstand the challenges of cleaning, disinfection, and housing animals for an extended period of time.

2.3.1 State-of-the-Art Shelters

While not every project contains all these features, the execution of these elements in the design of a modern shelter provides for the following building components.

<u>Figure 1—Attractive Public Entrance</u>

Figure 2—Adoption Gallery

Figure 3—Open, Spacious Public Counter Areas

Figure 4—Small-Dog Holding Areas that Minimize Noise and Disease Transfer

Figure 5—Public-Friendly Cat Adoption Areas That Provide Comfort for Cats

Figure 6—Sanitary Food Preparation Areas

Figure 7—Centralized Cleaning Systems for Staff Efficiency

Figure 8—Covered Drains and Epoxy Rosin Floors for Disease Control and Cleaning Ease and Longevity

Figure 9—Indoor and Outdoor Get-Acquainted and Exercise Areas

Figure 10—Humane Education Classrooms / Conference Rooms

Figure 11—Medical Areas, Including for Spaying/Neutering

Figure 12—Modern Staff Work Areas and Break Areas

2.3.2 Newer Traditional Shelters

Some jurisdictions have chosen to implement traditional design facilities. These facilities generally do not include adequate small animal holding, staff support areas, educational spaces, food preparation areas, or socialization and dog exercise areas, and they do not generally follow best practices to ensure disease control. Disease control is compromised by many of the design elements, especially open trench drains (as shown in Figure 13 and Figure 14) and large numbers of animals in the same space. This type of design promotes cross-contamination and makes disease management challenging. The kennel areas can be very noisy, increasing the stress level for animals and people alike and making the facility unattractive to the public.

A well-designed animal care and control facility is welcoming to the public and includes elements that promote best practices, including places where animal enrichment occurs, appropriate and necessary medical care is provided, public education is offered, and staff and volunteers can appropriately rest and relax.

Figure 13—Outside Dog Kennels

Open Trench Drains

Figure 14—Inside Dog Kennels

2.3.3 Prefabricated Shelters

Prefabricated shelters offer the advantage of low-cost and relatively easy and fast construction. This is, in many cases, the least expensive type of shelter to build. However, their durability in the long term is questionable. Additional expenses beyond the base construction cost can be anticipated when trying to adapt these buildings to a best practice animal control program.

The leading company building prefabricated shelters utilizes a sandwich type of construction for the outer walls. Citygate is not convinced that this type of construction will prove as durable as a properly designed and maintained shelter using conventional shelter construction materials and techniques. Citygate cannot foresee a prefabricated animal shelter lasting over 10 to 15 years without major repairs or replacement given the abuse they must endure. While not as expensive as conventional construction, a prefabricated shelter still represents a multi-million-dollar expenditure. The building project decision makers should visit prefabricated shelters before considering this alternative and consider whether this type of building is suitable for their upscale communities.

2.4 LOCATION

Historically, animal shelters have been placed in out-of-the-way locations, typically on surplus city/county property. These building sites were often next to the sewage treatment plant, airport, or landfill or miles from a population hub. These locations were driven by the low priority public leaders placed on the animal control program, poor building aesthetics, and the noise and odor associated with typical indoor/outdoor shelters. These typical locations and the design of the buildings themselves are the reason the public still envisions the "pound" when picturing animal shelters, and why there is "sticker shock" when presented with a cost estimate for a new, modern shelter.

Modern shelters utilizing indoor dog kenneling do not need to be located on this type of property. They can be a part of any downtown area and, if properly designed and executed, will be a source of community pride.

Figure 15—Tony LaRussa's Animal Rescue Foundation in Walnut Creek

The Tri-City Animal Shelter servicing the cities of Fremont, San Leandro, Newark, and Union City is part of a park-like setting adjacent to the Fremont Police Department.

Figure 16—Tri-City Animal Shelter

An agency locating a shelter in a downtown location would need to make alternative arrangements for the housing of livestock. Humane societies and most cities have limited exposure to livestock housing. Additionally, temporary housing of wildlife may need to be an additional consideration, with a plan in place if trapped, injured, or orphaned wildlife need to be housed, even if only temporarily.

2.5 THE DIFFERENCE BETWEEN MUNICIPAL ANIMAL CONTROL AGENCIES AND HUMANE SOCIETIES

2.5.1 Municipal Agencies

Municipal animal control organizations are public government agencies that are funded through the General Fund and established to meet mandates contained in state law. A city or county is

required to have a program to control rabies, enforce animal laws and regulations, provide a stray animal shelter, control the pet animal population by spaying or neutering dogs and cats prior to placement into a new home, and provide veterinary treatment to sick and injured impounded animals. Municipal agencies are mandated to accept stray animals from within their jurisdiction. Recent legislation has added a requirement to microchip animals prior to their release from shelters. Community expectations usually exceed the mandates for cities or counties.

2.5.2 Nonprofit Humane Societies

Humane societies or societies for the prevention of cruelty to animals (SPCAs) are private nonprofit organizations largely funded through charitable donations. These organizations generally have stated purposes that include the prevention of cruelty to animals, the promotion of humane education and outreach, and the reduction of euthanasia of companion animals. Humane societies can be selective in the number and types of animals they accept; they do not take in strays unless contracted to perform this function and may choose not to accept an animal if they cannot place it quickly. Consequently, humane societies may have a relatively small capacity to house animals, and their facility design may be more geared for activities such as humane education and outreach, fundraising activities, and animal adoption programs.

Humane societies can contract with municipal agencies to provide mandated services. They can provide sheltering services or full services, including the animal shelter and field services components. The model of humane societies contracting for municipal animal control contracts in California was more common before the implementation of SB 1785, which extended the minimal holding period for animals in shelters and added new requirements for public shelters. Following the implementation in 1999, many California humane societies elected to discontinue contracting for animal control services.

2.6   WHAT WILL A NEW SHELTER COST?

Citygate provides an estimate for the cost of new construction of a new animal control facility in the model for a full-service JPA provided in **Section 8**. The cost primarily depends on the size of the facility. Animal shelter construction is more expensive than traditional construction for several reasons. Increased costs result from the specialized nature of the functions needed to be included in the facility, including the requirement for extensive systems for sanitation, specialized ventilation, durable surface treatments, and separation of animals. A modern, well-designed animal shelter costs approximately 30 percent more to build than an office building.

Additional reasons for these cost differences include the need for a larger number of walls and doors than in a typical office building; for most animal care facility surfaces to be both nonabsorbent and durable to withstand 24/7 cleaning and rigorous use; for rooms to be designed to minimize sound transfer from barking dogs; for air handling systems designed to prevent disease transfer between animals; and for a reliable security system. Add to this the need for medical

treatment, euthanasia, and the temporary storage of animal remains, and the result is a very complicated multi-use facility with extensive plumbing, HVAC, and durable building finishes.

Also impacting cost are the type of building (indoor or indoor/outdoor), the type of construction (pre-fabrication, tilt-up, steel framing, or wood), the suitability of the chosen site, the number of staff, the number of animals to be housed, overhead and contingencies, soft costs, etc. However, the total cost of the project will principally hinge on the size of the shelter.

Another factor at work is state law that requires prevailing wages for public projects. This requirement substantially increases the construction costs. In addition, the inclusion of project labor agreements that further reduce the number of firms willing to bid on a public project so encumbered is not uncommon.

Other factors out of the control of public agencies are the general state of the economy and the general construction activity in the area.

2.6.1 Size of the Shelter

The size of the building is dependent on the number and type of animals held, the length of time they are held, and the number of programs offered. Best practices dictate that dogs be held in separate kennels and cats in separate cages to mitigate disease transfer and to reduce stress and dog barking. Other species of animals, including rabbits, birds, reptiles, rodents, livestock, barnyard animals, and wildlife, may also require housing and care. Best practices also dictate that different species are held in separate rooms or wards also to minimize stress.

Programs Offered

The shelter facility requires space to accommodate the activities and programs it provides. Areas where prospective adopters can interact with animals outside where they are housed promotes adoption efforts. Designated spaces for behavior assessment and training promote these activities. A space dedicated for grooming creates a way to improve animals' health and appearance. A humane education program and outreach program requires storage space for printed materials and video presentation equipment and desk space for the people involved in the program, even if those individuals are volunteers. A medical program requires an examination and treatment room, isolation areas, and separated food preparation space. A spay/neuter clinic requires surgical prep areas and surgical suites, along with recovery areas for dogs and cats and a lobby/reception area if services are offered to the public. Additional space will be necessary for rodent-proof animal food storage, mechanical systems, custodial supplies, equipment storage, secure computer and telephone answering and switching equipment, loading and unloading areas, employee lockers and showers, break areas, conference room / education teaching space, secured parking areas, etc.

Modern animal shelter design recognizes that the reduction of companion animal euthanasia requires a multifaceted approach: animal shelters need to be designed with user-friendly adoption

areas; policies and procedures need to be in place to enhance adoptions and the return of animals to their owners; and progressive spay/neuter programs need to be instituted and maintained.

2.6.2 Program/Design Process

Citygate recommends a comprehensive process be undertaken for any project involving building an animal shelter facility to ensure the new shelter meets the expectations of the program goals and objectives. It is essential that animal control staff participate in this process and that management of the cities participating in the JPA agree on what the new building is to accomplish relative to the long-term strategic plan and programmatic goals established for the animal control program. The following outline defines recommended steps for the program/design process.

◆ Program documentation

    1. Establish concept/prototype

    2. Document departmental organization – staff, equipment, etc.

    3. Establish desired animal holding time – holding, quarantine, and adoption

    4. Translate holding periods to cage/kennel/habitat quantities

    5. Define character and ambiance of animal habitats

    6. Establish key system needs; for example, how are the rooms cleaned and what type of drainage system is to be used?

    7. Develop space needs program

◆ Program relationships

    1. Develop staff and animal flow diagrams

    2. Develop adjacency diagrams

    3. Develop non-site-specific concept plans

    4. Review the developed plans and diagrams with city staff and adjust, as necessary

◆ Quality and cost

    1. Prepare outline specification of materials and systems

    2. Develop cost estimate

    3. Review and adjust with city staff

◆   Governing body approval

◆   Proceed with architectural plans

1.   Schematic design

2.   Design development

3.   Construction documents

4.   Bidding

5.   Construction

6.   Furnishings

7.   Occupy

2.7   RENOVATING AN EXISTING BUILDING FOR USE AS AN ANIMAL SHELTER

Taking an existing large vacant building and converting it for use as an animal shelter to save money may seem to be an attractive alternative to new construction. Citygate's experience with municipal animal control agencies indicates that when all the costs associated with providing a best practices animal control and shelter program are considered, there is little cost savings to be realized. The cost/benefit analysis indicates that the compromises required for a renovation do not justify the savings, especially when considering the future facility is anticipated to serve the area for many decades to come. A new shelter will be able to be designed to incorporate all the desired design elements in a purpose-built building.

2.8   RECOMMENDATION

The cost of renovation or construction of an animal shelter needs to be thoroughly studied if the cities decide to proceed with a full-service JPA model. Citygate recommends that only architectural firms that are experienced in the design and construction of modern animal shelter facilities be considered for the engagement. The master plan and nuances of this type of a facility require specific expertise. The compromises of renovating an existing building are probably not worth the cost savings in the long run. Engaging architectural firms that have not designed animal shelters to perform this specialized work has been very costly for some jurisdictions.

SECTION 3—GEOGRAPHIC AND DEMOGRAPHIC CONSIDERATIONS

Future population growth, and the location of that growth, will impact how animal control services will be provided in the Project Cities involved in this study over the next 30 years or longer. This section discusses current populations and future growth projections and their potential impacts on animal control services.

3.1 WESTERN SAN GABRIEL VALLEY

The San Gabriel Valley is one of the principal valleys of Southern California, lying generally east of the City of Los Angeles. While it was at one time primarily agricultural, it is today almost totally urbanized and is integral to the greater Los Angeles metropolitan area. About 200 square miles, the valley includes 31 cities and five unincorporated communities. Pasadena is the largest city in the San Gabriel Valley.

The Project Cities are in the western San Gabriel Valley and include Alhambra, Arcadia, Bradbury, Duarte, La Cañada Flintridge, Monrovia, Pasadena, Rosemead, San Gabriel, San Marino, Sierra Madre, and South Pasadena.

3.2 DEMOGRAPHICS OF SAN GABRIEL VALLEY

The population of the San Gabriel Valley includes significant percentages of all major ethnic groups, making it one of the most ethnically diverse regions in the country. The two largest ethnic groups within the valley are Hispanics and Asian Americans, though significant Caucasian populations can be found in many communities. Asian Americans are the largest single ethnic group in four of the Project Cities: Alhambra, Arcadia, San Gabriel, and San Marino. In contrast, the population of African Americans is relatively low, though there are a few sizeable, historic African American communities in Pasadena and Monrovia. Additionally, there are small, but not insignificant, Native American populations in both Arcadia and San Gabriel.

3.3 LOCATION OF LOCAL ANIMAL WELFARE ORGANIZATIONS

The following government and nonprofit animal welfare organizations are active in or near the San Gabriel Valley. Los Angeles County is home to hundreds of animal welfare agencies and groups, including municipal shelters, humane societies, rescue organizations, and breed rescue groups, far too numerous to name in this report. Citygate focused on the agencies near the projected service district of the potential JPA.

3.3.1 Los Angeles County Animal Care and Control Department Shelters

The Los Angeles County Department of Animal Care and Control operates two of its six shelters near the San Gabriel Valley.

Baldwin Park Animal Care Center

Located at 4275 North Elton Street in the City of Baldwin Park, the Baldwin Park Animal Care Center provides services to the following cities and communities:

- Arcadia (unincorporated area)
- Azusa (City and unincorporated area)
- Baldwin Park
- Bassett (unincorporated area)
- Charter Oak (unincorporated area)
- Claremont (unincorporated area)
- Diamond Bar (unincorporated area)
- Duarte (unincorporated area)
- El Monte (City: limited services; unincorporated area)
- Glendora (unincorporated area)
- Hacienda Heights (unincorporated area)
- Industry
- Irwindale
- La Puente (unincorporated area)
- La Verne (unincorporated area)
- Monrovia (unincorporated area)
- Mt. Baldy (unincorporated area)
- Rowland Heights (unincorporated area)
- San Dimas (unincorporated area)
- San Gabriel (unincorporated area)
- South El Monte (unincorporated area)
- South San Gabriel (unincorporated area)
- Temple City (unincorporated area)
- Valinda (unincorporated area)
- Walnut (City and unincorporated area)

Downey Animal Care Center

Located at 11258 South Garfield Avenue in the City of Downey, the Downey Animal Care Center provides services to the following cities and communities:

◆ Alhambra

◆ Artesia

◆ Bell

◆ Cerritos (unincorporated)

◆ City Terrace (unincorporated)

◆ Cudahy

◆ Compton (City and unincorporated area)

◆ Commerce (limited services)

◆ East Los Angeles 90022, 90023, and 90063 (unincorporated area)

◆ Florence/Firestone (unincorporated)

◆ Hawaiian Gardens

◆ Huntington Park

◆ La Habra Heights (City and unincorporated area)

◆ La Mirada

◆ Los Angeles 90001, 90002, and 90032 (unincorporated)

◆ Maywood

◆ Monterey Park

◆ Walnut Park (unincorporated)

◆ Whittier (City and unincorporated area)

3.3.2 Los Angeles City Animal Services

North Central Shelter

Located at 3201 Lacy Street in the City of Los Angeles, the North Central Shelter provides services to the following neighborhoods:

◆ Angelino Heights

◆ Arts District

- Atwater Village

- Beachwood Canyon

- Boyle Heights

- Chinatown

- Cypress Park

- Downtown Los Angeles

- Eagle Rock

- East Hollywood

- Echo Park

- El Sereno

- Elysian Heights

- Elysian Park

- Elysian Valley

- Franklin Hills

- Garvanza

- Glassell Park

- Griffith Park

- Hancock Park

- Hermon

- Highland Park

- Historic Filipino Town

- Hollywood

- Hollywood Heights

- Larchmont

- Lincoln Heights

- Little Tokyo

- Los Feliz

◆   MacArthur Park-Westlake

◆   Melrose Hill

◆   Montecito Heights

◆   Monterey Hills

◆   Mt. Washington

◆   Silver Lake

◆   Solano Canyon

◆   Temple-Beaudry

◆   University Hills

◆   Virgil Village

◆   Wilshire Center

◆   Windsor Square

North Central Shelter also provides services to the unincorporated areas of Alhambra, East Los Angeles, Glendale, and Pasadena.

3.3.3 Nonprofit Animal Welfare Organizations That Provide Animal Control and Shelter Services

Pasadena Humane Society

Located at 361 S. Raymond Avenue in the City of Pasadena, the Pasadena Humane Society provides animal control services to the following cities and unincorporated areas of Los Angeles County:

◆   Altadena

◆   Arcadia

◆   Bradbury

◆   Glendale

◆   La Cañada-Flintridge

◆   La Crescenta-Montrose

◆   Monrovia

◆   Pasadena (City and unincorporated)

◆ San Marino

◆ Sierra Madre

◆ South Pasadena

San Gabriel Valley Humane Society

Located at 851 E. Grand Avenue in San Gabriel, the San Gabriel Valley Humane Society provides animal care and control services to the Cities of San Gabriel and Temple City and limited services to the City of Duarte.

Inland Valley Humane Society

Located at 500 Humane Way in Pomona, the Inland Valley Humane Society provides animal control services to the following cities:

◆ Chino

◆ Chino Hills

◆ Claremont

◆ Covina

◆ Diamond Bar

◆ Glendora

◆ La Verne

◆ Montclair

◆ Ontario

◆ Pomona

◆ San Dimas

◆ West Covina

The shelter also serves unincorporated areas of San Bernardino County that include West End, San Antonio Heights, and Mt. Baldy.

3.3.4 Other Nonprofit Animal Welfare Organizations

The following are a few other nonprofit animal welfare organizations that serve the areas in and around the Project Cities:

◆ Volunteers In Defense of Animals (VIDA) in Rowland Heights

◆ Mutts & Moms Rescue in Pasadena

◆ Happy Strays Rescue (cats) in La Cañada Flintridge

◆ Pet Rescue Solutions in South El Monte

3.4   POPULATION SERVED BY CITIES IN THIS STUDY

The total area of the combined 12 cities that comprise the Project Cities is 92.44 square miles. The total population of the Project Cities is almost 514,000. While the Project Cities are generally geographically close, there are several cities and communities in the same region that are not part of this study. The multiple neighboring cities that are adjacent will impact service provision, travel time, and other business factors for the potential JPA.

Table 2—Population and Area of Project Cities

City	Population (2020)	Percentage of Total Population	Area in Square Miles
Alhambra	86,792	17.48%	7.63
Arcadia	57,212	11.14%	11.13
Bradbury	1,052	0.20%	2.00
Duarte	21,673	4.22%	6.71
La Cañada Flintridge	20,461	3.98%	8.64
Monrovia	37,935	7.38%	13.74
Pasadena	144,842	28.19%	23.11
Rosemead	54,363	10.58%	5.18
San Gabriel	40,104	7.81%	4.15
San Marino	13,087	2.55%	3.77
Sierra Madre	10,816	2.11%	2.96
South Pasadena	25,458	4.95%	3.42
Total	**513,795**		**92.44**

3.5   GEOGRAPHY

The Project Cities are generally grouped close together, forming a fairly contiguous service district. To the north lie the San Gabriel Mountains, with the San Rafael Hills to the west, the Puente Hills to the south, and the Chino Hills and San Jose Hills to the east.

Figure 17—San Gabriel Valley
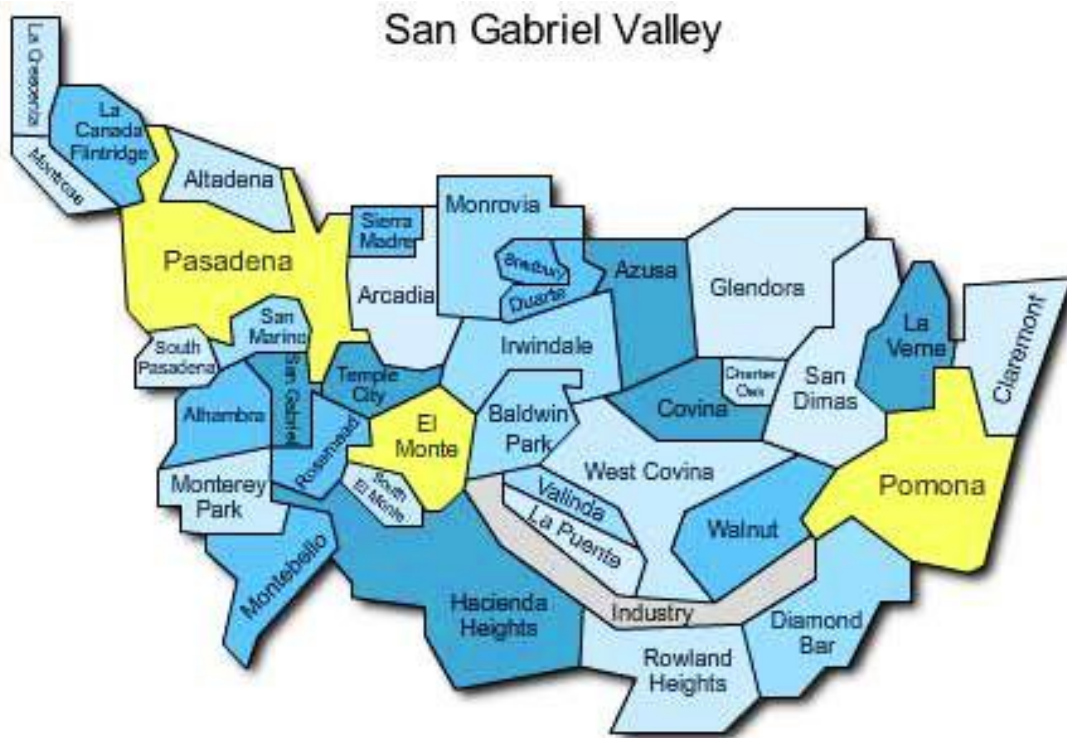
3.5.1 Animal Control Issues Relative to Geography

Shelter Location

The full-service JPA model being considered by the Project Cities would require the building of an animal shelter. The geographic locations of the Project Cities, as well as the overall district of the potential JPA, need to be considered when determining the potential site for a new animal shelter facility. The City of Pasadena is the largest city of the 12. It is also relatively centrally located within the defined service district. Citygate believes these factors would dictate locating the new facility in Pasadena. A location in Pasadena should allow access similar to that which most of the Project Cities are currently accustomed.

Field Staffing

Normally cities have fewer numbers of animal control officers than counties of similar population. Long travel times reduce staff productivity and thus theoretically require more personnel to handle the same call volume. Citygate's field staffing recommendations in this report are based on a city-type field operations model.

3.6   GROWTH PROJECTIONS

The San Gabriel Valley has experienced steady population growth in the last decade. Historically, shelter animal populations mirror trends in human population trends. However, in recent years, growing awareness about animal owner responsibility and focused efforts by animal welfare organizations have resulted in lower animal intakes in many jurisdictions.

Figure 18—Population Growth in the San Gabriel Valley
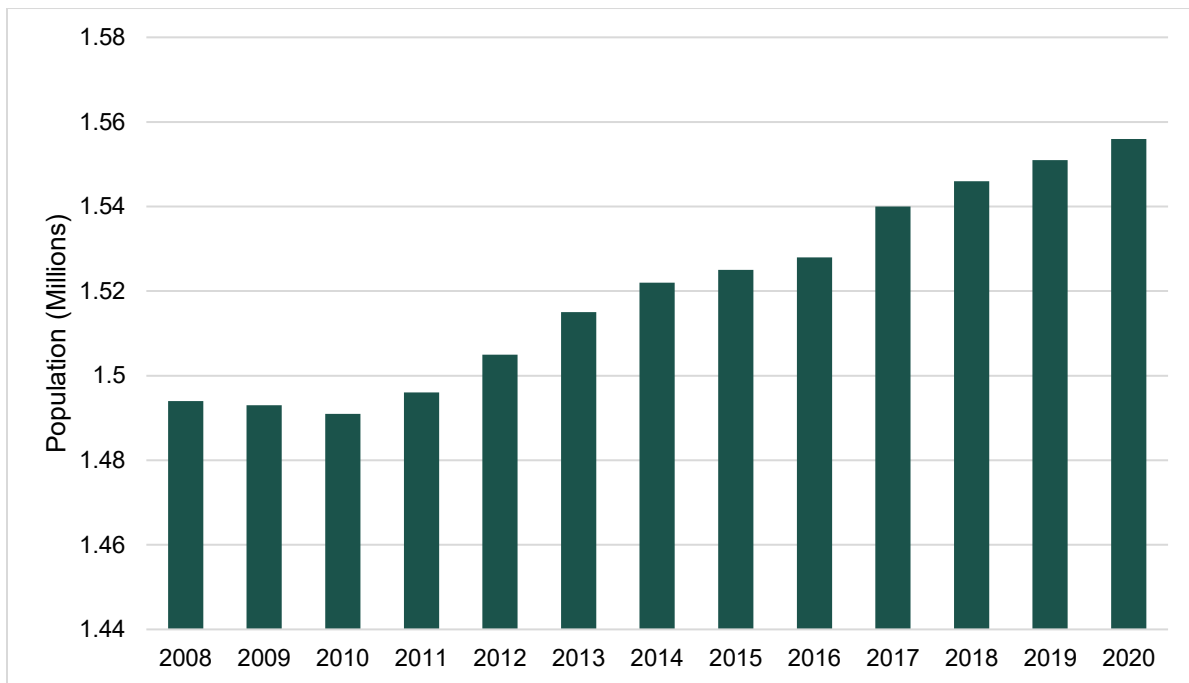
Source: LA County Economic Development Corporation (April, 2019); Originally from California Department of Finance

3.7   EFFECTS OF SPAY/NEUTER AND EDUCATION PROGRAMS ON ANIMAL INTAKES

A public spay/neuter program and education and outreach program are essential components of best practices in animal welfare. Where these programs are in place there have been significant reductions in shelter animal intakes and in euthanasia rates. To be successful, it is vital that the services be supported by agency leadership, as well as city and county leaders. Through efforts in proactive spay/neuter outreach, education efforts, and innovative adoption and placement programs, shelters have seen steady improvement in live release rates despite increases in human populations.

3.7.1 Contra Costa County Example of Program Results

As an example, the following figure for Contra Costa County shows the dramatic reduction in animals taken into the County's shelters as a result of the spay/neuter program, education efforts,

and cooperative adoption and placement programs with nonprofit animal welfare organizations, despite a significant increase in the human population.

Figure 19—Population and Animal Intakes – 1972–2012
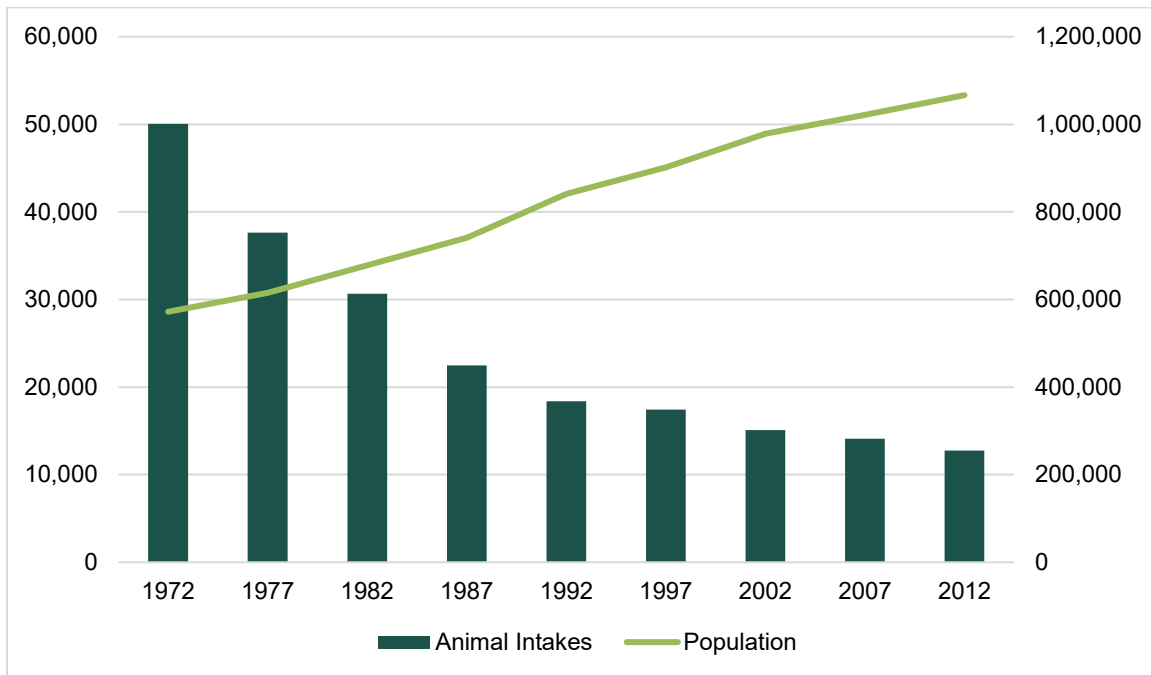
From 1972 to 2012, the number of animal intakes decreased from 50,063 to 12,761,[4] while the human population increased from 572,100 to 1,066,602. The human population increased 86 percent, but the number of animals impounded decreased by 75 percent. If this had not occurred, shelter construction and personnel costs would have significantly increased. The decrease in the number of animals impounded was not the result of more animals being euthanized. The following figure shows the number of animals euthanized decreased from 42,354 in 1972 to 4,630 in 2012, a reduction of 89 percent.[5]

---

[4] Source: Contra Costa County Animal Services Department.
[5] Source: Contra Costa County Animal Services Department.

Figure 20—Population and Animals Euthanized
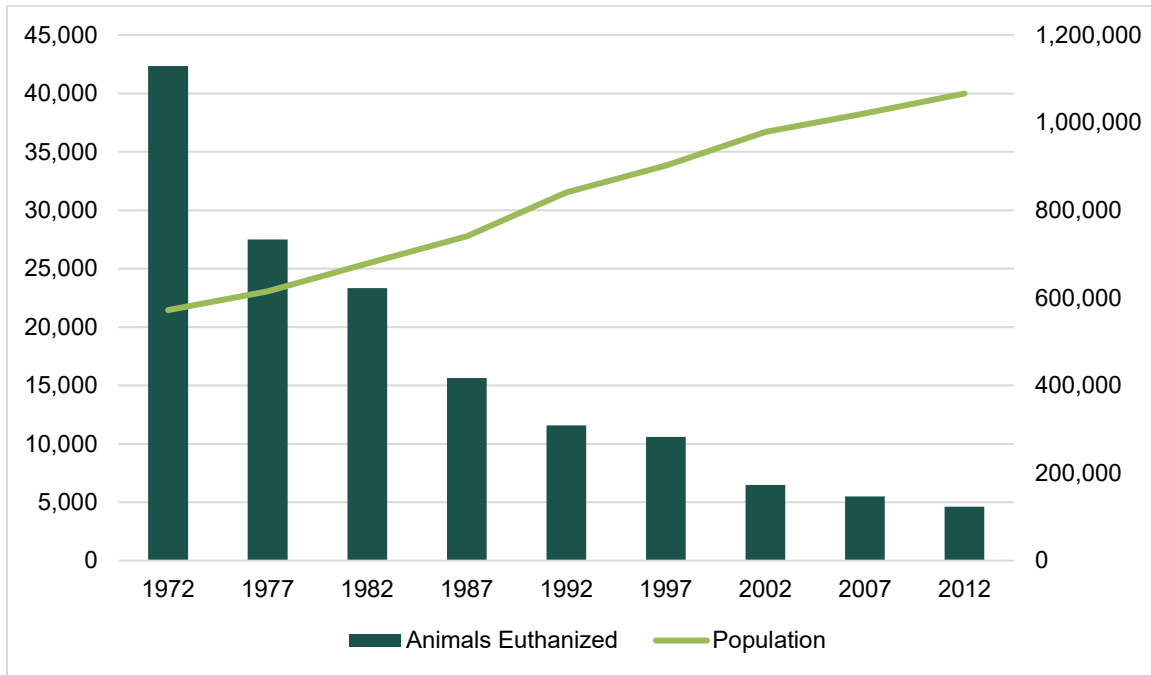
3.8 CONCLUSION

The geography of the service district comprising the jurisdiction of the proposed JPA is conducive to a strong service model. Citygate believes that the most cost-effective model for providing animal control is to form the largest possible agency to provide services to a local community. This type of a model reduces duplication of effort, reduces management overhead costs, provides effective outreach and spay/neuter programs, and capitalizes on the benefits of scale relative to staffing, purchasing, veterinary care, communications, information technology, community education, and revenue generation.

Animal control programs need to be tailored to embrace the demographics of their locale. Encouraging diversity in the workplace is a priority, and so is the next step—creating a culture in which people from all backgrounds feel included. Promoting a culture that welcomes a multilingual workforce and has strong anti-discrimination policies will help create a positive image for the agency. Visiting residents will have an experience that is enjoyable and will result in positive word of mouth and longtime support for the agency.

This page was intentionally left blank

SECTION 4—WHAT IS AN ANIMAL SERVICES JOINT POWERS AUTHORITY?

As the Project Cities are potentially seeking to establish a JPA, it is important to understand the structure of a JPA and the steps involved in the formation of a JPA. Forming a JPA may provide a creative approach to the provision of public services while permitting public agencies the means to influence the program and to provide services efficiently and cost-effectively.

4.1 DEFINITION

A JPA is a legally created entity that allows two or more public agencies to jointly exercise common powers. The Joint Exercise of Powers Act, which is contained in California Government Code Section 600, governs JPAs. The Act recognizes two kinds of JPA organizations. The first allows two or more public agencies to contract to jointly exercise common powers. The second type, which is the type recommended for an animal services JPA, allows two or more public agencies to form a separate legal entity. The new entity has independent legal rights, including the ability to hold property, enter into contracts, and sue or be sued. The debts, liabilities, and obligations of the JPA belong to that entity, not the contracting cities.

4.2 FORMATION

To form a JPA as a separate legal entity, the public agencies must enter into an agreement that states the powers and manner in which the powers of the JPA will be exercised. The governing bodies of all the participating public agencies must approve the agreement. The JPA would have all the powers and authority under law that the cities or counties have individually. It could enter into contracts, build facilities, enforce laws, and charge fees.

The JPA would be governed by a policy-setting Board of Directors comprised of representatives from each of the participating cities. The Board would establish levels of service and adopt operational policies and procedures to address such matters as stray animal issues, dangerous dog investigations, feline populations, rabies control, animal euthanasia, spay/neuter programs, community education programs, other animal policies (wildlife, horses and livestock, exotics, rabbits), barking dog enforcement, and more.

Over time, the JPA could add new members. Adding new JPA members would result in unit-price reduction costs for all the participating agencies. The benefits of a JPA would include economies of scale. For example, the costs for a new facility would be shared by all member agencies, as would the costs for all the other program elements the JPA Board chose to implement. Other economies of scale include no duplication of programs such as the animal licensing program, field

services, sheltering, clinic services, etc. A full-service JPA would provide a "one-stop shop" for residents of the Project Cities.

Additional information regarding formation and governance of the JPA is provided in **Section 5** of this report.

4.3   OPERATIONS

The JPA would be governed by a Board of Directors comprised of representatives from each of the participating cities. In terms of the composition of the JPA Board of Directors, Citygate recommends that there be one representative from each member city. Although the population of the 12 cities is varied, the model of one representative from each city is the most common format. The Board members will manage jurisdictional, cost sharing, and other issues as they arise.

In terms of oversight responsibilities, the JPA Board would operate in a manner similar to the council/manager form of government used by cities. The JPA would hire an executive-level Animal Services Program Director, who would make policy recommendations to the Board. The JPA Board would set policy, at its sole discretion, to further the best interests of the residents and animals within the jurisdiction of the JPA.

4.4   JPA PHASING SCENARIOS AND TIMELINE

4.4.1 Phases

Citygate recommends that staffing and related program costs, such as retirement, medical insurance, legal services, and workers' compensation, be managed in phases. Phase One would be the startup phase and would include all the costs that are incurred prior to the formal establishment of the JPA. Each city would allocate initial resources to the JPA formation effort. During initiation, it is recommended to simplify cost-sharing and share costs based on population.

Phase Two would begin once the startup phase is complete and the JPA is formed and funded for startup. In Phase Two, the Board of Directors hires a JPA Animal Control Program Director. The new Director would use the resources, professional services, insurance, retirement program, etc., brought into the JPA upon its formation. The Director would also oversee the planning and construction of the animal shelter in the case of a full-service JPA or the procurement of office space and equipment in the case of a field-service-only JPA.

Phase Three would begin after arrival of the JPA Animal Control Program Director and the facility is established. In the case of full services, this could be up to three years. During this time, the facility would be designed and constructed and the Director will have had time to determine staffing levels, operational and maintenance costs, policies and procedures, and other program-related issues.

Phase Four begins once the agency is created and built out and staff is hired and trained. Phase Four is program implementation of the JPA. In this phase, the JPA commences business and opens to the public.

Full-Service JPA

The milestones and timeline for a full-service JPA program are outlined in the following tables. While there can be some overlap of the milestones, it should be understood that gaining concurrence among the Project Cities will take time, coordination, and planning.

Table 3—Animal Control Program Milestones – Full-Service JPA

	Milestone	Timeframe
1	Each potential member city officially adopts to establish a joint powers agreement.	4 months
2	Establish the Joint Powers Authority.	4 months
3	Hire or appoint the Joint Powers Authority Director.	4 months
4	Prepare a feasibility and site identification study.	4 months
5	Negotiate extension/termination of existing animal control contracts.	4 months
6	Acquire new site for animal control facility and prepare preliminary designs.	4 months
7	Secure development permits for the new animal shelter.	4 months
8	Secure financing and construct the new animal shelter facility.	18 months
9	Hire support staff.	4 months
10	Train support staff.	4 months
11	Inaugurate new animal care and control program.	**3.5 years total**

Table 4—Animal Control Program Timeline – Full-Service JPA

Milestone	4 Months	8 Months	12 Months	16 Months	20 Months	2 Years	3.5 Years
1	▓						
2		▓					
3			▓				
4				▓			
5				▓			
6					▓		
7						▓	
8							▓
9							▓
10							▓
11							▓

Field-Service-Only JPA

In the case of a field-service-only JPA, Phase Three would be shorter and would entail procurement of the office facility and basic equipment and supplies necessary to begin provision of services. The milestones and timeline for a field-service-only JPA program are outlined in the following tables.

Table 5—JPA Animal Control Program Milestones – Field-Service-Only

	Milestone	Timeframe
1	Each potential member city officially adopts to establish a joint powers agreement.	4 months
2	Establish the Joint Powers Authority.	4 months
3	Hire or appoint the Joint Powers Authority Director.	4 months
4	Negotiate extension/termination of existing animal control contracts.	4 months
5	Acquire leased office location and equip for operations.	4 months
6	Hire support staff.	4 months
7	Train support staff.	4 months
8	Inaugurate new animal care and control program.	**20 months total**

Table 6—Animal Control Program Timeline – Field-Service-Only JPA

Milestone	4 Months	8 Months	12 Months	16 Months	20 Months
1	▓				
2		▓			
3			▓		
4				▓	
5				▓	
6					▓
7					▓
8					▓

4.4.2 Alternate Approach – Field Services JPA First, Phase-in Full-Service JPA Second

Another possible scenario is for the Project Cities to begin with the formation of a JPA that provides field services initially and subsequently moves to full services. This approach would allow the Project Cities to evaluate if the JPA model proves successful without taking on the capital expenses related to full services.

4.5 *ANIMAL SERVICES JPAS IN CALIFORNIA*

Citygate is aware of several successful animal services JPAs currently in operation in California. Each has a model unique to its service district and the needs of the member entities. The following is an outline of four currently operating animal services JPAs.

4.5.1 Santa Cruz County Animal Shelter

Santa Cruz County Animal Shelter is a JPA that was formed in 2002. Its current members include all the jurisdictions in Santa Cruz County consisting of the County of Santa Cruz and the Cities of Capitola, Santa Cruz, Scotts Valley, and Watsonville. A new shelter was built when the agency was formed. The billing formula for member entities is based on 50 percent per capita population, 25 percent field activities, and 25 percent animals impounded. The current fiscal agent is Santa Cruz County, which provides personnel, County Counsel, information technology, and other County services for a contract fee. Employees of the agency are currently classified as County employees, but a reorganization is underway to fully separate the agency. The JPA Board is comprised of nine members weighted by population of the member entity. Three members are from the County, two each from the larger cities of Santa Cruz and Watsonville, and one each from the smaller cities of Capitola and Scotts Valley. Board members are employees of each member,

(for example, the CAO or Assistant CAO, police chief, city manager, or other upper management employees). The Board meets every other month. The JPA is associated with a charitable foundation.

4.5.2 Southeast Area Animal Control Authority

The Southeast Area Animal Control Authority (SEAACA) is a JPA that was formed in 1975. It currently provides animal services to the cities of Bell Gardens, Bellflower, Buena Park, Downey, Lakewood, La Palma, Montebello, Norwalk, Paramount, Pico Rivera, Santa Fe Springs, South El Monte, South Gate, and Vernon. Of these 14 cities, eight are member cities and have a seat on the governing commission. The other six cities are contract cities. SEAACA is a full-service agency and has an active licensing program. The billing methodology for the cities is based solely on per capita. A goal for licensing revenue is set for each city annually and credited back to the city. If the annual goal is exceeded, the overage is then split 50–50 between the city and SEAACA. If the goal is not met, SEAACA still credits the city with the licensing goal amount. The City of Downey is the fiscal agent for the JPA and is paid an annual contract for fiscal services. SEAACA has extensive programming, including a public animal wellness and a spay/neuter clinic, educational outreach, participation in community events, Pet Care Fairs, volunteer opportunities, and more. The JPA has an associated 501(c)(3) foundation, which it utilizes primarily for grant applications.

4.5.3 Sutter Animal Services Agency

Sutter Animal Services Agency (SASA) is a JPA comprised of Yuba City, Sutter County, and the City of Live Oak. Yuba City became the lead agency as of July 1, 2013, and through attrition all employees were transitioned to be employees of Yuba City. The Board of Directors consists of two City Council or Board of Supervisor representatives from each member, for a total of six, and meets four times a year. The JPA is a full-service organization, providing field and sheltering services, with a total of 11 full-time equivalent employees (FTEs) serving the total County population of 100,750. The agency handles about 3,600 animals annually in a facility about six years old. The agency has a nonprofit affiliate, The Friends of SASA, that provides special projects for the agency. The methodology for cost sharing for members is per capita. The Director recommends the JPA model as a positive and proactive way to provide services. He stresses the key to success being good communication between the agency and its member entities, with regular, accurate monthly reporting in addition to the four meetings each year.

4.5.4 Stanislaus Animal Services Agency

Stanislaus Animal Services Agency was formed in October of 2009. It is comprised of Stanislaus County and the Cities of Ceres, Hughson, Modesto, Patterson, and Waterford. The County built a new shelter when the JPA was formed and financed it for the JPA over 25 years. Most members are full-service, but the City of Modesto provides its own Animal Control Officers. The Board, which meets monthly, consists of the City Manager of each city and the CEO of the County. While

the JPA is a separate entity, the staff are employees of the County and have the benefits provided to County employees, including the County's retirement system, health insurance, etc. The JPA handled over 11,000 animals in Fiscal Year (FY) 19/20 and has 34 staff. The methodology for cost sharing is based solely on animal intakes, using the past two years of history. Members are credited revenues from consumer fees paid by residents of their jurisdiction, including adoption, redemption, and licensing fees. The Director said the JPA structure is successful because the members are actively engaged, communicate openly, and participate in the budget process. The JPA has a high live release rate, and the Director credits much of the success to use of social media (with 2.1 million views per month). The JPA also has an affiliate nonprofit called Stanislaus County Animal Services Auxiliary.

4.5.5 General Comments

All the California animal services JPAs Citygate reviewed during this study have been established over 10 years (some much longer) and none are pursuing a change in governance currently. Their collective staffing models include the incorporation of volunteers as a component of their workforce. The existing JPAs accept donations and each has an associated "friends of" nonprofit organization that provides special projects and assists with events and community engagement.

This page was intentionally left blank

SECTION 5—MODELS FOR ANIMAL CARE AND CONTROL SERVICES

Within the formation of a JPA, there are a few alternative animal care and control service models, including formation of a full-service JPA and a field-service-only JPA. The associated projected costs and revenues are delineated with each model examined.

5.1   MODEL #1: STATUS QUO

The Project Cities always have the option to continue services as they are currently being provided. The Cities of Arcadia, Bradbury, La Cañada Flintridge, Monrovia, Pasadena, San Marino, Sierra Madre, and South Pasadena could continue to contract with the Pasadena Humane Society for full services; the Cities of Duarte and Rosemead could continue with in-house services, with limited contracts for sheltering; and the Cities of Alhambra and San Gabriel could extend their contracts with Los Angeles County and the San Gabriel Valley Humane Society, respectively.

The status quo model would continue the uncertainty of the annual program costs for the cities that contract for full services. Additionally, the cities would have limited control and influence over the policies and priorities of the animal services program.

Under the status quo model, the cities could expect:

◆   Ongoing cost increases to the annual contract amounts, which the cities have no control over.

◆   Services that are managed and prioritized by the service providers as opposed to the cities themselves.

The benefits associated with the status quo model are primarily that the cities are generally satisfied with the service provided and that the model is already in place. The greatest risk is the inability of the cities to control the cost and level of service provided.

5.2   MODEL #2: FULL-SERVICE JPA

A full-service JPA model would offer the Project Cities an alternative to the current service providers, with comparable services for the cities that are contracting for full services from one provider. Two of the 12 potential Project Cities have indicated a desire to maintain field services in house. These cities could still be members of the JPA but only contract for sheltering or for sheltering and after-hours service. Options for member cities' service levels and costs would be at the discretion of the JPA Board.

The full-service JPA model would be difficult to establish unless all the stakeholder participants in each of the Project Cities, and any new participant cities, are very motivated. The cities' elected officials must commit to the formation of the JPA and the belief that the model will be in the long-

term best interests of their respective cities. The City Managers also need to be committed to the effectiveness of forming a JPA for animal care and control. Animal services programs have high visibility, and highly controversial animal control issues often arise. A new agency will require political and community support for optimal success. The cities need to commit to ongoing cooperation and collaboration as the agency gets established.

The JPA Board would need to establish uniform service levels for all Cities and adopt combined ordinances and a uniform fee structure for the agency. This could be a challenge as currently every city has differing fees for animal licensing and other consumer fees. The JPA Board must also establish a fair and equitable methodology for charging the Cities for services and how consumer fees, such as licensing and impound fees, would be credited to each respective city. Citygate recommends the JPA establish cost allocations based on population for cities under a full-service contract. For cities that requested sheltering only, the recommended costing methodology would entail a formula based on charges per animal that would apply to each animal sheltered, accounting for species, time held, standard medical care, and additional fees for veterinary treatment that is required beyond the established standard.

Staffing for the full-service model would be determined by the programs planned for the agency. The staffing model is based on assumptions that the JPA will include the sheltering component, a veterinary clinic, field services and dispatch, a licensing and outreach program, a volunteer program, a behavior department, a community cat program, and administrative functions in house.

There would be considerable capital costs to initiate the full-service program. These costs could be phased or financed as described in **Section 8** of this report.

5.3   MODEL #3: FIELD-SERVICE-ONLY JPA

A field-service-only JPA model would establish an agency that provided the animal control officers, dispatch, licensing, and other enforcement-related services. The services would include all aspects necessary for animal intakes, including training and equipment needed for chemical capture (remote tranquilization) and for impoundment of exotic animals, wild animals, and livestock. It would not provide sheltering services and veterinary care; these mandates would be met through a contract or contracts with other entities providing animal sheltering programs and might vary from city to city. Emergency animal evacuation and housing, as well as provisions for impoundment of stray livestock and/or horses in non-disaster incidents, would be provided through advance planning and mutual aid agreements.

A field-service-only JPA would require less time for implementation as the facilities required would be much more limited than what is required for full services. The office space required would include space for the administrative staff, the field services staff (including a squad room and locker area), licensing staff, and a dedicated dispatch area. The complex should also provide restrooms and a place for equipment storage. A secure parking area for the animal control trucks

and any other vehicles assigned to the JPA is also required. The facility could initially be established in leased space. If the chosen model is a field-service-only JPA, the physical location should be situated near the sheltering facility for access and to reduce travel time. Procurement of the necessary equipment and vehicles would take several months, but not the amount of time that design and building of a shelter complex would require.

If a field-service-only JPA is formed, Citygate recommends the animal licensing program be included in the operation. This would best ensure compliance with state codes mandating all dogs over four months old be licensed and would provide revenue to supplement the General Fund contributions from the cities. An in-house, progressive licensing outreach program would accomplish several goals in addition to revenue generation. It would help to visibly position the agency and gain community support. It would also promote responsible pet ownership and proper care for owned animals. Community vaccine and licensing clinics could be provided by the JPA or arranged in cooperation with the sheltering and veterinary services provider.

Staffing for the field services model includes staff for the anticipated functions of animal control field services, a robust animal licensing and outreach program, dispatch, investigations, and administration.

A field-service-only JPA would meet some of the cities' stated goals and would allow the cities better control of field services, including reducing response time, managing priorities and service levels, and controlling costs for field services going forward.

5.4 STEPS INVOLVED IN THE FORMATION OF A JPA

The first step in forming a JPA would be the negotiation and execution of a formal joint powers agreement that outlines the member agencies' intentions, the powers they will share, and other mutually acceptable conditions that define the intergovernmental arrangement for animal control services. As a legally separate public agency, the JPA can sue or be sued, hire staff, obtain financing to build an animal shelter, and manage the property. The joint powers agreement will protect each member city from the JPA's debts or other liabilities.[6]

Each participating City Council would need to approve the joint powers agreement.

The JPA partnering cities would then need to file a Notice of a joint powers agreement with the California Secretary of State. The JPA cannot incur any debts, liabilities, or obligations or exercise any of its powers until it files the necessary documents with the Secretary of State.

As a separate agency, a JPA must appoint a Treasurer and an Auditor. The Treasurer may be someone from one of the partner cities, the County Treasurer where the JPA operates, or a certified

---

[6] Trish Cypher and Colin Grinnell, "Governments Working Together: A Citizen's Guide to Joint Powers Agreements," California Legislature, Senate Committee on Local Government, (2007).

public accountant who performs the job. The JPA must arrange for an annual audit. Many public agencies audit their own JPAs. The JPA must file the completed audit with the Los Angeles County Auditor, who makes copies available to the public.

Unlike a city, a JPA can issue revenue bonds without holding an election. State law allows a JPA to issue revenue bonds without voter approval if each of the JPA's member agencies adopts a separate local authorization ordinance. The ordinances face a 30-day period in which voters can object by signing referendum petitions that trigger an election. If there is no referendum petition or if the petition fails to qualify, the JPA can sell bonds and use the proceeds to build an animal shelter and purchase equipment. While local voters can force referendum elections on the cities' authorization ordinances, that rarely happens.

Like other local agencies, JPAs must follow the Ralph M. Brown Act, the California Public Records Act, the Political Reform Act, and other public interest laws. They must print agendas and permit the public to participate in their meetings.

SECTION 6—BEST PRACTICES AND CURRENT TRENDS IN ANIMAL WELFARE

6.1 OVERVIEW

The ability to provide best practices in an animal control agency depends on the stated policies of the governing board; the skills, capabilities, and knowledge of the staff and volunteers; and the resources of the agency. The resources can be defined as the collective assets the organization has available including funding, donated items, staffing level, community support, equipment and supplies, and physical plant. Animal welfare is an ever-evolving industry shaped by industry professionals, animal welfare organizational values, animal advocates, as well as public input and influence.

Some recent trends in animal sheltering are briefly described in the following sub-sections. It is noted that these trends can be modified quickly by changing priorities, current emerging issues, response to disasters or emergencies, and other factors that affect how an agency performs its duties.

There are many national animal welfare organizations that publish documents on recommendations for process improvements and best practices in animal control operations. The list provided in this section is not intended to be comprehensive, but it includes many recurring recommendations that are appropriate for most animal services agencies and should be given consideration.

6.2 CURRENT TRENDS

6.2.1 Prioritizing Disaster Response

Animal organizations are currently preparing for disasters with regular disaster response training and ensuring that evacuation plans are in place. Personal Protective Equipment (PPE) and standard precautions are procured and available for zoonotic disease prevention and hazard mitigation. Cooperative agreements for mutual support are in place in advance of disasters or emergencies.

6.2.2 Robust Adoption Programs

Shelters endeavor to match people and pets through dialogue and conversation in an environment of trust and communication. Adoption is encouraged with an open approach that is non-judgmental and unbiased.

Many agencies have implemented a variety of adoption promotions including fee reductions or waivers, spotlighting specific populations (e.g., black and white promotion – any animal with black or white is half price, senior animal discounts, two-for-one kittens, etc.). "Clear the shelters"

promotions to gain community support for adoption and off-site adoption events, often with multiple agencies, is another example of current trends.

6.2.3 Forming Positive Relationships with Partner Organizations and Individuals

While many organizations can boast a very successful pet adoption program, the shelter population can reach or exceed capacity. A high animal population results in overcrowding and increased stress levels for the animals and the staff. Creative solutions have included active partnerships with other animal agencies (including nonprofits, rescue groups and public shelters) to transfer animals. Establishing and maintaining these relationships provides the shelter options and gives the animals additional options for successful placement.

6.2.4 Five Freedoms

The "Five Freedoms" were first developed in the United Kingdom in 1965. Ensuring that sheltered animals are provided with the five freedoms is an important consideration in animal welfare and is a current trend. The Five Freedoms are:

1. **Freedom from hunger or thirst** by ready access to fresh water and a diet to maintain full health.

2. **Freedom from discomfort** by providing an appropriate environment including shelter and a comfortable resting area.

3. **Freedom from pain, injury, or disease** by prevention or rapid diagnosis and treatment.

4. **Freedom to express (most) normal behavior** by providing sufficient space, proper facilities, and company of the animal's own kind.

5. **Freedom from fear and distress** by ensuring conditions and treatment that avoid mental suffering (this is very difficult to achieve in a sheltering environment, but each shelter should work toward this goal).

6.2.5 Foster Adoption Ambassadors

Animal foster parents are supported and trained on promotion of adoption for animals they are fostering. Foster parents are supported with supplies and are provided assistance for behavior challenges. They are encouraged to do outreach for their foster animals, such as promotion through social media, to friends and acquaintances, and by wearing "adopt me" vests when out in the public. Ambassadors achieve successful adoptions by utilizing their knowledge of the pet, how it behaves outside of a shelter environment, and by setting realistic expectations for the adopter.

6.2.6 Community-Based Outreach Programs

Shelters are developing programs tailored to the local community and centered around supporting responsible pet stewardship. Interactive programs are created to reach specific target audiences with measurable goals and outcomes. For example:

> The Field Services Division of the Santa Cruz County Animal Shelter conducts a proactive community-based program called the Door-to-Door program that provides education and resources for pets and families in need. When families live in poverty, the pets they love sometimes are not afforded basic resources and care that can be taken for granted by those not living on the edge.

> The Door-to-Door program is a community-focused non-law-enforcement program conducted by plainclothes animal control officers that addresses the issues of animal overpopulation, minor animal neglect, and nuisance complaints. As part of this program, we go in to under-served communities and provide free of charge the following items: routine dog vaccinations, dog houses, dog trolley systems, collars, leashes, dog and cat flea medication, dog and cat toys, information on low-cost spay/neuter and other resources that can make a positive impact in the life of pets and their owners.[7]

6.2.7 Alternatives to Animal Intake and Pet Retention Programs

A trend that began in humane societies requires owners to make an appointment to surrender an animal. Owners could not just arrive at the shelter and relinquish their animal. Instead, an interview was required with a pre-arranged scheduled appointment. This trend has been embraced by some municipal shelters requiring appointments to turn in animals, and thus allowing the shelter to "manage" its intakes based on available capacity.

Many shelters now have staff whose duties include counseling owners on alternatives to relinquishment and offering resources to assist owners in keeping their pets. These "Pet Retention" programs have proven successful for helping owners obtain resources that enable the owner and pet to stay together.

6.2.8 Socially Conscious Sheltering

Socially conscious sheltering is a model that has developed organically. Its fundamental goal is to create best outcomes for all animals. This is achieved through:

◆ Ensuring every unwanted or homeless animal has a safe place to go for shelter and food.

---

[7] Source: Santa Cruz County Animal Shelter website, www.scanimalshelter.org/door-to-door-program.

◆ Placing every healthy animal and not making euthanasia decisions based solely on time and space.

◆ Assessing the medical and behavioral needs of homeless pets and ensuring these needs are thoughtfully addressed.

◆ Preventing suffering and making appropriate euthanasia decisions.

◆ Aligning shelter policy with the paradigm of the community.

◆ Enhancing the human-animal bond through safe, thoughtful placement of animals.

◆ Ethically transferring animals so animal welfare challenges in the source community are addressed while the health of animals in the receiving community is protected.

6.2.9 Creative Ways to Return Animals to their Owners

Many shelters provide the field staff with onboard computers which allow for field access to the shelter database. This includes the animal licensing data and lost-and-found reports, if the shelter has these digitized. Officers can trace an animal's license and contact the owner directly for a field return as opposed to bringing the animal to the shelter.

Another creative trend has been the use of social media to assist with re-uniting lost pets and their owners. Shelter staff, animal control officers in the field, and volunteers can search neighborhood sites or other social media to seek matches to animals in the shelter or found animals that have not yet been impounded.

6.2.10 The Association of Shelter Veterinarians' Guidelines for Standards of Care in Animal Shelters

The Association of Shelter Veterinarians' Guidelines for Standards of Care in Animal Shelters is a comprehensive set of recommendations for shelter management and standards.[8] It is designed as a resource for self-assessment and to provide guidelines for proper care. The document addresses the constraints inherent in community differences and differing resources available to animal sheltering entities. The current trend is to utilize this document to improve conditions within animal shelters.

The guidelines cover the following topics:

◆ Management and Record Keeping

◆ Facility Design and Environment

---

[8] Source: www.sheltervet.org/assets/docs/shelter-standards-oct2011-wforward.pdf.

◆ Population Management

◆ Sanitation

◆ Medical Health and Physical Well-Being

◆ Behavioral Health and Mental Well-Being

◆ Group Housing

◆ Animal Handling

◆ Euthanasia

◆ Spaying and Neutering

◆ Animal Transport

◆ Public Health

6.3 BEST PRACTICES

There are many standards considered to be best practices in the animal welfare industry and supported by national and state organizations. These include but are not limited to:

◆ A strategic plan that maps a future direction for the organization and is shared with staff, volunteers, and other stakeholders.

◆ A clearly defined mission statement and goals and objectives, including performance measures and standards.

◆ Current, regularly updated policies and procedures manuals that serve to train and guide staff and volunteers.

◆ An established training program standardized to individual job duties.

◆ An outreach program that includes a public spay and neuter program, licensing, availability of affordable vaccinations and microchipping.

◆ Regular staff meetings and communications between all layers of the organization.

◆ A structured volunteer program with policies and guidelines.

◆ Appropriate use of information technology, including a well-designed and maintained website, and creative utilization of social media.

◆ Professional and knowledgeable leadership.

Page 95 of 350

◆ Commitment to excellent customer service for all clients, including shelter customers, residents in the field, and remote and/or electronic customer interactions.

◆ Publicly accessible business hours.

◆ Financial resources adequate to support the program.

◆ Adequate and appropriate facilities that support the organizational mission.

◆ Establishment of a nonprofit branch that provides support outside the agency budget.

◆ A safety program specific to the requirements of an animal control program.

◆ A commitment to proper care and disease management, and shelter practices that provide a healthy environment for both animals and people.

6.4 *OTHER CONSIDERATIONS*

6.4.1 Effects of the Pandemic on Animal Services Organizations

With the emergence of COVID-19, animal shelters, like most businesses, made rapid changes to their operations to ensure the safety of the public, staff, and volunteers. Many shelters shuttered their facilities and required appointments to conduct business. With many people confined at home, interest in fostering and adopting animals increased, and many shelters reported they were holding fewer animals than they regularly held before the pandemic. Shelters also have reported that operations slowed down and calls for field services were reduced. A result of decreased revenues occurred as service provision diminished. While the effects have been variable, many organizations have reported these trends. Some agencies have had resultant budget cuts and reassignment of staff. As designated disaster service workers, in some jurisdictions animal control staff have been reassigned to the health department or other departments to assist with the city or county response to the pandemic. When the country returns to the "new normal," following availability of vaccines and a slowdown of the virus, it is hard to predict what will happen in the animal welfare industry. While it is possible that the lower number of animals coming in could continue, once people return to work, they may not be able to continue fostering animals and/or animal intakes and field activities could increase.

SECTION 7—OVERVIEW OF CURRENT FINANCIAL INFORMATION AND OPERATIONS FOR EACH PROJECT CITY

The following is based on the information received by Citygate from the 12 Project Cities and the Pasadena Humane Society (PHS).

Eight of the 12 Project Cities contract with PHS for full animal control services. These cities are billed a flat monthly rate based on their respective contracts. Two of the cities have contracts with the San Gabriel Valley Humane Society, one for full animal services and one for shelter/veterinarian and after-hours field services. These cities are also billed a flat monthly rate, per their respective contracts. One of the cities contracts with the Los Angeles Animal Control Department for full animal services and is also billed monthly based on services rendered. One city provides services in house and contracts with a veterinary hospital and a local humane organization for sheltering services for unclaimed animals.

In some cases, the contract calls for a credit to the monthly bill for revenues generated by residents of the respective city, generally from impound and licensing fees. This is not the case for all 12 cities, and the level of credit also varies among the cities that do receive a revenue credit. Most of the cities that receive a credit per their contract receive 50 percent of their respective licensing fee revenue and 100 percent of their respective impound fee revenue. However, the City of Pasadena receives 50 percent of licensing fee revenue after $80,000 and no impound fee revenue; the Cities of Alhambra and La Cañada Flintridge receive 100 percent of both impound and licensing revenues as a credit to their bills for service; and the City of Arcadia receives no revenue credit to its monthly bills. The Cities of Duarte and Rosemead have internal field animal services operations and retain all impound and licensing fee revenues. As can be seen, there is no consistency based on the current contracts for the 12 Project Cities.

As a result of large increases to the contracts proposed by all three animal service providers used by the Project Cities, the cities negotiated, as applicable, for a reduced increase which would allow the cities to evaluate how to provide future animal services. Even this process was inconsistent. Some cities had time remaining on their contracts and will experience no change for the current year; some cities negotiated a temporary extension with a reduced rate from the proposed rate to allow time to examine animal service provision options; and some cities negotiated multiple-year contracts with the new proposed rates.

The following table reflects a comparison of the current rates and the prior year's rates, as well as the revenue credit received in FY 19/20 based on actual collections. The table also reflects total animal services cost, which include city internal animal services costs, as applicable.

Table 7—Animal Services Costs for Project Cities

City	FY 20/21 Contract Amount	FY 19/20 Base Contract Amount	Percentage Difference	FY 20/21 Estimated Total Costs	FY 19/20 Total Costs	Percentage Difference	FY 19/20 Credited Revenues
Alhambra	$160,979	$160,332	0.40%	$233,369	$212,602	9.80%	$53,167
Arcadia	$318,256	$90,702	250.90%	$318,256	$90,702	250.90%	-
Bradbury	$20,415	$19,794	3.10%	$20,415	$19,794	3.10%	$1,521
Duarte	$62,000	$62,000	0.00%	$165,000	$165,000	0.00%	-
La Cañada/Flintridge*	$129,048	$146,396	-11.90%	$129,048	$146,396	-11.90%	$36,634
Monrovia	$191,344	$185,771	3.00%	$191,344	$185,771	3.00%	$29,950
Pasadena	$1,625,887	$1,242,080	30.90%	$1,625,887	$1,242,080	30.90%	$26,898
Rosemead	$62,000	$62,000	0.00%	$149,000	$149,000	0.00%	-
San Gabriel	$350,000	$263,158	33.00%	$350,000	$263,158	33.00%	-
San Marino	$93,927	$55,668	68.70%	$93,927	$55,668	68.70%	$11,969
Sierra Madre	$55,312	$30,703	80.20%	$55,312	$30,703	80.20%	$4,350
South Pasadena	$171,570	$127,892	34.20%	$171,570	$127,892	34.20%	$11,760
Total	**$3,240,738**	**$2,446,496**		**$3,503,128**	**$2,688,766**		**$176,248**

* La Cañada/Flintridge only paid $130,250.04 of the FY 19/20 contract price

Citygate determined that although some of the cities had specific individuals assigned to oversee the animal services contract, none of the cities had dedicated individuals assigned to validate that all the services called for in the contract were in fact received from the respective animal services providers.

Section 8—Discussion of Cost Development and JPA Cost Models

This section discusses how Citygate developed the costs included in the JPA cost models and the methodology used to develop the allocation of the costs identified in the JPA cost models. Citygate focused on two JPA cost models for the purpose of this report and to meet the budget and timing required for this project by the Project Cities. The models developed were a full-service cost model, which would encompass all animal services required by the Project Cities; and a field-service-only model, which would only reflect the costs involved with a JPA that would provide field services only related to animal control. During this review, Citygate was informed by the two cities who currently provide in-house field services for animal control, that they would prefer to continue to provide field services in-house regardless of the model used. However, since even in these cases there would probably be some field services costs for emergency and after-hour services, the model excluded estimated applicable revenues associated with these two cities but reflected estimated costs in the cost allocation models. As discussed earlier, the field-service-only model also excludes the costs that would be associated with contracting for shelter and veterinary services that would be necessary for the cities to have complete provision of animal services.

The statistics used to develop the cost models were discussed previously in this report and include the assumptions of a JPA human population of approximately 514,000, an animal population (dogs and cats) of approximately 352,000, and a service area size of approximately 92 square miles. All the revenue and cost estimates are assuming a normalized operating year.

Given the uncertainty of when or if a new JPA would be formed, Citygate's models were developed assuming a normalized year of activity. This equates to the estimates and assumptions of an average operating year in the life of the JPA as opposed to the ramp-up year(s). The modeling primarily utilized statistics from 2018 and 2019 as the COVID-19 pandemic markedly impacted operations in 2020.

8.1 Startup Costs – Full-Service Model

Establishing a full-service JPA will require startup costs to provide a pre-operational platform to deliver the required animal services to the Project Cities. These costs include the following.

8.1.1 Building/Land

It is anticipated that the building to house the full-service animal services function would require approximately 25,000 square feet. This could be accomplished with single or multiple levels, depending on the availability and cost of the land needed to construct the building. Based on current construction estimates, construction costs range between $390 and $520 per square foot. The amount of $500 per square foot was used in the model. Vacant land prices vary depending on

location; however, based on the desire of the Project Cities to have a centrally located facility, Citygate determined that locating the facility in the City of Pasadena would best meet the centrally located wishes of the cities. Land prices within the City of Pasadena vary widely per current real estate listings, but for the purposes of this model, $1 million per acre and a two-acre site was assumed, resulting in an estimated cost of approximately $14.5 million.

8.1.2 Furniture and Fixtures

A rule of thumb for furniture and fixtures is approximately 25 percent to 30 percent of hard costs. With an estimated building cost of approximately $12.5 million for a new animal shelter facility, and based on this rule of thumb, Citygate estimates the cost for furniture and fixtures for the new facility will be approximately $3.1 million, assuming 25 percent of building cost.

8.1.3 Vehicles

The model assumes approximately $440,000 for eleven vehicles consisting primarily of field services vehicles.

8.1.4 Equipment/Supplies/Services

Included in this cost are items such as radios, dispatch consoles, computer hardware and software, uniforms, telephones, office supplies, contracts for services that would be performed more efficiently and effectively outside of the JPA. An example of these contracts is dead animal disposal services, with an estimated cost of approximately $1.2 million.

Total startup costs for the full-service JPA are estimated at approximately $19.2 million. Citygate's analysis assumes most of these startup costs would be financed and therefore includes financing options and costs in the financing option for startup cost section of this report. Some cost, such as initial office supplies, etc. could not be financed so the member cities would have to contribute to the JPA for these expenses. Citygate's estimate for these costs is approximately $155,000.

Table 8—Startup Costs – Full-Service JPA

Item	Cost Estimate
Building and Land	$14,500,000
Furnishings and Kennels	$3,125,000
Vehicles	$440,000
Equipment/Supplies	$1,160,000
Total Startup Full-Service	**$19,225,000**

8.1.5 Personnel

The JPA will need to hire the personnel necessary to provide the full level of animal services required. Per Citygate's analysis, the newly formed JPA will require 77 FTEs. The cost for these positions in a normalized year is discussed in the ongoing revenues and costs sub-section later in this report (**Section 8.4**). The positions identified by Citygate are listed in the following table.

Table 9—Personnel – Full-Service JPA

Position	# of FTEs	Position	# of FTEs
Director	1	Public Information Officer	1
Deputy Director	1	Social Media Outreach Coordinator	1
Supervising Administrative Assistant	1	Foster Manager	1
Financial Administrator	1	Foster Coordinator	1
Financial Specialist	1	Transfer Coordinator	1
IT Administrator	1	Behavior Manager	1
Facility Manager	1	Behaviorist	1
HR Director	1	Chief Veterinarian	1
Compliance Officer	1	Staff Veterinarian	2
Shelter Director	1	Health Program Coordinator	1
Animal Care Manager	1	Registered Vet Tech	2
Animal Care Staff	12	Health Technicians	3
Animal Intake Coordinator	1	Field Services Director	1
Community Cat Coordinator	1	Lead Animal Control Officers	2
Customer Care Staff	8	Lead Investigator	1
Adoptions Manager	1	Animal Control Officers (I, II, III, IV)	10
Adoptions Specialists	2	Dispatchers	4
Volunteer Coordinator I-II	1	Licensing Manager	1
Outreach Coordinator	1	Animal Control Officers II – Licensing Team	4
		Total Full-Time Personnel	**77**

8.2 STARTUP COSTS – FIELD-SERVICE-ONLY MODEL

Startup costs for a field-service-only model would consist of the same categories as the full-service model just with lower costs as discussed in the following.

8.2.1 Building/Land

It is anticipated that the building to house the field-service-only animal services function would require approximately 2,000 square feet. The facility would contain a work area for the field personnel after their shift to complete paperwork and other tasks and accommodations for the administrative staff. A single-level structure would be sufficient. Based on current construction estimates, construction costs range between $390 and $520 per square foot. The assumptions for land have been discussed previously. The estimate used by Citygate in the field-service-only startup costs for building and land totals is approximately $1.5 million. Another possibly more feasible and efficient option for this facility would be to lease an existing facility since the facility would not need the specialty construction required by a full-service animal services shelter. Lease rates in the City of Pasadena range between $20 and $50 per square foot, per year, which, if a suitable existing facility could be found, the annual lease cost would be approximately $60,000, assuming a lease rate of $30 per square foot.

8.2.2 Furniture and Fixtures

Citygate estimates the field-service-only model with a leased existing facility would only have furniture costs of approximately $80,000 because of the much smaller building.

8.2.3 Vehicles

The model assumes approximately $440,000 for vehicles consisting primarily of field services vehicles.

8.2.4 Equipment/Supplies/Services

Included in this cost category are items such as radios, dispatch consoles, computer hardware and software, uniforms, telephones, office supplies, contracts for services that would be performed more efficiently and effectively outside of the JPA. Examples of these contracts are dead animal disposal and licensed veterinarian services. The estimated cost for this cost category is approximately $260,000.

Total startup costs estimated for the field-service-only JPA, assuming the lease option, are approximately $780,000. To minimize the normalized year costs for this model, Citygate assumed the Project Cities would make an initial contribution to the JPA to fund these costs up front.

Table 10—Startup Costs – Field-Service-Only JPA

Item	Cost Estimate
Furnishings	$80,000
Vehicles	$440,000
Equipment/Supplies	$260,000
Total Startup Field-Service-Only	**$780,000**

8.2.5 Personnel

The JPA will need to hire the personnel necessary to provide the field-service-only level of animal services required. Per Citygate's analysis, the newly formed JPA will require 24 FTEs to meet this requirement. The cost for these positions in a normalized year is discussed in the on-going field-service-only revenues and costs sub-section later in this report. The positions identified by Citygate are listed in the following table.

Table 11—Personnel – Field-Service-Only JPA

Position	# of FTEs
Director	1
Financial Specialist	1
Field Services Director	1
Lead Animal Control Officers	2
Lead Investigator	1
Animal Control Officers (I, II, III, IV)	10
Dispatchers	4
Licensing Manager	1
Animal Control Officers II – Licensing Team	3
Total Full-Time Personnel	**24**

8.3 FINANCING OPTIONS FOR STARTUP COSTS

There are several options available to finance most of the startup costs identified in this report. The most common forms are bond financing and lease purchase financing. Bonds could be issued by the JPA as a stand-alone agency or as part of an agency pool, such as the Statewide Community Infrastructure Program (SCIP). Current financing interest rates are low due to COVID-19 and other economic conditions. However, since the timing of a potential JPA is uncertain, Citygate assumed an interest rate of 3 percent for these calculations. Startup costs that have long useful lives such as

buildings, land, and the fixtures of the building could be financed using long-term financing, such as bonds. Startup costs with shorter useful lives, such as furniture, equipment, vehicles, etc., are more applicable to lease purchase financing.

In developing the estimated debt service for the full-service model that would be applicable to the startup costs, Citygate assumed the building, land, and fixtures would be financed using 20-year bond financing with an interest rate of 3 percent, with a cost of issuance at 1.5 percent, and a debt service reserve requirement of one year. This would equate to a bond issue size of approximately $19.2 million, resulting in annual debt service of approximately $1.6 million. For those startup costs more applicable to short-term financing, such as equipment and furniture, Citygate assumed a five-year term at 3 percent interest with leasing fees of 1.5 percent of the lease amount. This equates to a lease size of approximately $1.5 million, resulting in an annual lease payment of approximately $321,300.

In developing the estimated debt service for the field-service-only cost model applicable to the startup costs, Citygate assumed the lease option and that the Project Cities would provide up-front funding for the startup costs since the costs would be significantly lower than the full-service model and would reduce the normalized annual cost.

Detailed information on the startup costs and assumed financing is included in Appendices 1 and 2.

8.4   ONGOING REVENUES AND COSTS – FULL-SERVICE MODEL

8.4.1 Revenues

Revenue estimates were based on Citygate's experience with other full-service animal control agencies and revenue information provided by the cities and the current service providers. Based on Citygate's analysis, a full-service JPA would generate approximately $5.6 million of revenues to partially offset the estimated full-service JPA costs. That would leave approximately $6.9 million of costs that would need to be allocated to the various member cities. The allocation methodology is discussed in the cost allocation methodology sub-section of this report.

Given that a new JPA would not have the reputation of the existing service providers to obtain revenues through donations and fundraisers, this revenue source will not be as lucrative as it is for the current service providers. For example, PHS generates approximately 47 percent of its revenues from donations and fundraising activities. This equated to over $6 million in 2019. Per information provided by PHS, contract city payments and the revenues received from licensing, impound, and penalty fees only comprised approximately 17 percent of PHS revenues in 2019. Consequently, Citygate used conservative estimates when developing a donation estimate. The detail of the revenue estimates is included in Appendix 3.

8.4.2 Costs

The following sub-sections discuss the estimated costs developed and included in the full-service cost model. Total estimated cost equaled approximately $12.5 million. The allocation of the costs that exceed the estimated revenues in the amount of approximately $6.9 million will be discussed in the cost allocation methodology sub-section of this report.

8.4.3 Personnel

Total personnel cost estimated in the full-service model is approximately $6.8 million. The breakdown of this amount is discussed in the following sub-sections. A more detailed illustration of this amount is included in Appendix 4 of this report.

8.4.4 Salary

Citygate identified salary ranges for each of the positions listed in Table 9 based on a high-level comparison of similarly sized animal control agencies. In costing these positions, Citygate used the middle of each applicable salary range. The following table reflects the mid-range annual salary used in the full-service cost model for each of the position titles listed.

Table 12—Salaries – Full-Service JPA

Position	Mid-Range Annual Salary	Position	Mid-Range Annual Salary
Director	167,500	Public Information Officer	79,500
Deputy Director	150,000	Social Media Outreach Coordinator	56,250
Supervising Administrative Assistant	76,500	Foster Manager	61,000
Financial Administrator	92,500	Foster Coordinator	56,500
Financial Specialist	76,500	Transfer Coordinator	56,500
IT Administrator	86,250	Behavior Manager	56,500
Facility Manager	70,000	Behaviorist	49,000
HR Director	95,000	Chief Veterinarian	137,500
Compliance Officer	87,500	Staff Veterinarian	120,000
Shelter Director	95,000	Health Program Coordinator	95,000
Animal Care Manager	70,800	Registered Vet Tech	60,000
Animal Care Staff	47,850	Health Technicians	47,850
Animal Intake Coordinator	57,000	Field Services Director	95,000
Community Cat Coordinator	57,000	Lead Animal Control Officers	61,000
Customer Care Staff	50,000	Lead Investigator	61,000
Adoptions Manager	70,000	Animal Control Officers I	51,650
Adoptions Specialists	50,000	Animal Control Officers II	56,500
Volunteer Coordinator I-II	56,250	Animal Control Officers III	60,800
Outreach Coordinator	56,250	Animal Control Officers IV	70,800
Animal Control Officers II – Licensing Team	56,500	Dispatchers	50,000
		Licensing Manager	70,000

Based on this calculation, the total annual cost for wages is estimated to be approximately $5 million.

8.4.5 Overtime

Overtime estimates were based on the overtime amounts expended by PHS for FY 18/19, since most of the Project Cities are served by PHS. The total amount reflected in the model is approximately $254,000. Citygate estimated that based on the recommended positions, approximately 62 positions would be eligible for overtime. This equated to an average annual cost

of approximately $2,000 and $4,200 for applicable positions, which is reflected in the full-service costing model.

8.4.6 Retirement

Even though the Project Cities are all members of the California Public Employees Retirement System (CalPERS) system, given the goal expressed by the cities to control costs, Citygate assumed the JPA would use the Federal Insurance Contributions Act (FICA) plan, which consists of social security and Medicare as its retirement plan. Citygate contacted CalPERS to determine if the newly formed JPA would be required to join CalPERS since all the JPA's member agencies were members of CalPERS. The response from CalPERS was that the newly formed JPA would *not* be required to join CalPERS. Per the CalPERS website, the process to join CalPERS could take up to 12 months assuming the new member agency meets all CalPERS requirements. Assuming FICA as the retirement plan (7.65 percent of salary), the estimated retirement costs would equal approximately $379,000.

A more detailed discussion of other retirement plan options is provided later in this report.

8.4.7 Health/Dental/Vision

The health cost estimates were developed using a lower range cost for current CalPERS health plans. The flat amount of $900 per month was used for all JPA employees. This resulted in total estimated annual health costs of approximately $832,000. Dental and vision costs were based on the PHS costs, resulting in an estimated annual cost of approximately $31,600.

8.4.8 Life Insurance / Disability / Workers Compensation / Unemployment

These cost estimates were also based on the PHS costs and total approximately $338,000.

8.4.9 Other Fringe Benefits

The cost model assumes a 10 percent of salary for the Director and Deputy Director for benefits such as auto allowance and deferred compensation contributions. This cost totals approximately $32,000.

8.4.10 Services/Supplies/Contracts

Services, supplies, contracts, and related amounts included in the full-service cost model total approximately $2.9 million. The individual line-item amounts were based on PHS cost information provide to Citygate and adjusted using Citygate's experience with other animal service providers.

8.4.11 Equipment / Capital Improvements

Based on the costs paid by PHS and adjusted by Citygate per experience with other providers, equipment and capital improvement costs are estimated to be approximately $20,000.

8.4.12 Debt Services

The estimated annual amount for debt service of approximately $1.6 million was discussed in the financing of startup costs sub-section of this report.

8.4.13 Other Costs

Other costs included in the model consist of estimates for contributing to operating and capital reserves. This is an operational best practice to provide a financial cushion for unforeseen emergencies and future capital improvement and/or replacement needs. Various finance organizations have differing recommendations regarding the level of reserves based on the type of organization, which range from a percentage of annual operating revenues or expenditures, an amount equal to an expenditure for a certain time period (e.g., three or six months), or a flat amount based on the organization's analysis. For the purpose of this cost model, Citygate used an amount equal to 5 percent of operating expenses. This equated to a combined amount of approximately $988,000.

The full-service cost model which details revenue and cost estimates is presented in Appendix 5.

8.5   ONGOING REVENUES AND COSTS – FIELD-SERVICE-ONLY MODEL

8.5.1   Revenues

As was the case with the full-service ongoing cost discussed above, the revenue estimates for the field-service-only model were developed based on a combination of Citygate experience and the information provided by the cities and service provider agencies. Based on Citygate's analysis, a field-service-only JPA would generate approximately $2.7 million of revenues to partially offset the estimated field-service-only JPA costs. That would leave approximately $324,000 of costs that would need to be allocated to the various member cities. The allocation methodology is discussed later in this report.

Implementation of a proactive outreach and licensing program would result in enhanced licensing revenue that would offset the program costs. Initiation at the onset of operations and media outreach about the program will increase the success as licensing compliance increases year over year, making this model potentially more realistic than the full-service option.

As previously mentioned, Citygate used conservative revenue estimates in general and especially for donation revenue, given that a new JPA would not have the reputation of the existing service providers.

8.5.2   Costs

The following sub-sections discuss the estimated costs developed and included in the field-service-only cost model. Total estimated costs equal approximately $3 million.

8.5.3 Personnel

Total personnel cost estimated in the field-service-only model is approximately $2.1 million. The breakdown of this amount is discussed in the following sub-sections. A more detailed illustration of this amount is included in Appendix 6 of this report.

8.5.4 Salary

Citygate identified salary ranges for each of the positions listed in Table 11 based on high-level surveys of similar agencies. In costing these positions, Citygate used the middle of each applicable salary range. The following table reflects the mid-range annual salary used in the field-service-only cost model for each of the position titles listed.

Table 13—Salaries – Field-Service-Only JPA

Position	Mid-Range Annual Salary
Director	167,500
Financial Specialist	76,500
Field Services Director	95,000
Lead Animal Control Officers	61,000
Lead Investigator	61,000
Animal Control Officers I	51,650
Animal Control Officers II	56,500
Animal Control Officers III	60,800
Animal Control Officers IV	70,800
Dispatchers	50,000
Licensing Manager	70,000
Animal Control Officers II – Licensing Team	56,500

Based on this calculation, the total annual cost for wages is estimated to be approximately $1.5 million.

8.5.5 Overtime

Overtime estimates were based on the overtime amounts expended by PHS for FY 18/19. This amount was used since most of the Project Cities are served by PHS. The total amount reflected in the model is approximately $48,000. Citygate estimated that based on the recommended positions, approximately 13 positions would be eligible for overtime. This equated to an average annual cost of approximately $2,000 and $4,200 as applicable to each appropriate position, which is reflected in the field-service-only costing model.

Citygate used the same basic assumptions discussed in the full-service sub-section for other costs identified for the field-service-only model. The follow are the resulting cost categories and amounts.

8.5.6 Retirement

The estimated annual cost for retirement is approximately $118,000, using FICA as the JPA's retirement plan as previously discussed.

8.5.7 Health/Dental/Vision

The estimated annual health, dental, and vision costs are approximately $270,000.

8.5.8 Life Insurance / Disability / Workers Compensation / Unemployment

This estimated cost is approximately $106,000.

8.5.9 Other Fringe Benefits

The estimated cost totals approximately $16,750 for the Director for benefits such as auto allowance and deferred compensation contributions.

8.5.10 Services/Supplies/Contracts

Services, supplies, contracts, and related amounts included in the field-service-only cost model total approximately $625,400.

8.5.11 Equipment / Capital Improvements

Equipment and capital improvement costs are estimated to be approximately $9,000.

8.5.12 Debt Services

Lease payment costs are estimated at approximately $60,000 annually.

8.5.13 Other Costs

Other costs included in the model are approximately $189,000.

The field-service-only cost model which details revenue and cost estimates is presented in Appendix 7.

8.6 RETIREMENT COST OPTIONS – CALPERS AND OTHER VIABLE OPTIONS

Although in establishing a new JPA, the Project Cities could hire dedicated personnel within their respective cities under their current CalPERS retirement system, Citygate believes this would generate numerous operational difficulties and inefficiencies. A better direction would be to have the JPA hire the operational staff.

Based on this premise, there are several retirement and healthcare-related options available for the new JPA. The following is a discussion of some of the options. This list is not intended to be all-inclusive, but a general discussion of some of the more obvious options.

8.6.1 Defined-Benefit Plans

Federal Insurance Contribution Act

The FICA program is a defined-benefit program which provides a set benefit level, increased by an inflation rate for the life of the retiree. FICA taxes consist of a social security component (retirement) and a Medicare component (health-related). Under current law, applicable employees must have 7.65 percent of their wages withheld for FICA (6.2 percent social security and 1.45 percent Medicare) which is paid to the federal government. Employers must match each employees' FICA withholdings. Based on the estimated full-time employee wage costs for the full-service model and the field-service-only model, the cost for the new JPA would be approximately $379,000 for full-service and approximately $118,000 for field-service-only. The field-service-only option is recommended by Citygate.

California Public Employees Retirement System

Federal law allows state and local governments to be exempt from FICA taxes if the employees are provided a plan with better benefits. The minimum benefit described in the Internal Revenue Service (IRS) regulations issued pursuant to Internal Revenue Code (IRC) Section 3121 requires that a government employee's defined benefit plan meets the requirements, if and only if, at retirement the employee has an accrued benefit under the system that entitles the employee to an annual benefit commencing on or before their Social Security retirement age that is at least equal to the annual Primary Insurance Amount the employee would have under Social Security.[9] The CalPERS program meets this legal requirement. Like the FICA program, the CalPERS program is a defined-benefit plan, which provides a specific level of benefits at retirement through the life of the retiree.

CalPERS is the retirement system used by all the Project Cities. The CalPERS system offers retirement and health-related benefit options. The JPA would have to become a member of CalPERS to have access to its benefit options. CalPERS staff would perform an extensive evaluation of the proposed JPA operations and finances and develop an actuarial report, which would identify the annual costs required to provide benefits to the JPA staff. Since all the Project Cities are members of the CalPERS system and are familiar with its operations, this section does not discuss the details of the CalPERS system. It is estimated that the evaluation process and

---

[9]

https://www.ssa.gov/policy/docs/ssb/v80n3/v80n3p1.html#:~:text=Federal%20law%20allows%20certain%20state, with%20a%20sufficiently%20generous%20pension.&text=We%20find%20that%20state%20and,at%20the%20full %20retirement%20age.

identification of the annual costs for the new JPA could take up to 12 months for CalPERS staff to complete. CalPERS tends to be the more expensive benefit option but provides an enhanced level of benefits when compared to FICA. For comparison purposes of this review, CalPERS' costs are estimated at an average of 15 percent of salary.

8.6.2 Defined-Contribution Plans

Unlike the defined-benefit plans discussed earlier which provide a certain pre-determined level of benefits, defined-contribution plans base benefits on the level of contributions, interest earnings, and losses (plan value) at the time of retirement. These plans tend to be less expensive for the employer and provide a lower level of benefits to the employee. The following are examples of some defined-contribution options.

IRS Section 403(b)

A 403(b) plan, also known as a tax-sheltered annuity plan, is a defined-contribution retirement plan for certain employees of public schools, employees of certain IRC Section 501(c)(3) tax-exempt organizations and certain ministers. A defined-contribution plan limits the retiree benefit to the combined total of the amount of contributions, plus applicable interest, less applicable losses incurred prior to retirement. A 403(b) plan must be maintained under a written program which contains all the terms and conditions for eligibility, benefits, limitations, the form and timing of distributions and contracts available under the plan, and the party responsible for plan administration which satisfy IRC Section 403(b). The maximum combined amount the employer and the employee can contribute annually to the plan is generally the lesser of $58,000 for 2021 (subject to annual cost-of-living increases), or an employee's includible compensation for their most recent year of service. The maximum amount of elective deferrals an employee alone can contribute annually to a 403(b) is generally the lesser of 100 percent of includible compensation, or $19,500 in 2021 (subject to annual cost-of-living increases). However, this general limit is reduced by the amount of elective deferrals an employee makes to 401(k) plans; SIMPLE IRA plans; Salary Reduction Simplified Employee Pension (SARSEP) plans; other 403(b) plans; and IRC Section 501(c)(18) plans. Employees meeting certain requirements may be eligible to make additional contributions.[10]

IRS Section 401(k)

A traditional 401(k) defined-contribution plan allows employees who are eligible to participate in the plan to make pre-tax elective deferrals through payroll deductions. In addition, in a traditional 401(k) plan, employers have the option of making contributions on behalf of all participants, making matching contributions based on employees' elective deferrals, or both. These employer

---

[10] https://www.irs.gov/retirement-plans/retirement-plans-faqs-regarding-403b-tax-sheltered-annuity-plans#participation

contributions can be subject to a vesting schedule which provides that an employee's right to employer contributions becomes nonforfeitable only after a specified period of time or they can be immediately vested. Rules relating to traditional 401(k) plans state that contributions made under the plan meet specific nondiscrimination requirements. To ensure the plan satisfies these requirements, the employer must perform annual tests, known as the Actual Deferral Percentage (ADP) and Actual Contribution Percentage (ACP) tests, to verify that deferred wages and employer matching contributions do not discriminate in favor of highly compensated employees. A 401(k) plan cannot require, as a condition of participation, that an employee complete more than one year of service.

The annual additions paid to a participant's account from the employer and employee cannot exceed the lesser of 100 percent of the participant's compensation, or $58,000 ($64,500 including catch-up contributions) for 2021. However, an employer's deduction for contributions to a defined contribution plan (profit-sharing plan or money purchase pension plan) cannot be more than 25 percent of the compensation paid (or accrued) during the year to eligible employees participating in the plan. The limit on employee elective deferrals (for traditional and safe harbor plans) is $19,500 in 2021, subject to cost-of-living adjustments.[11]

IRC Section 457

Plans of deferred compensation described in IRC Section 457 are defined contribution plans available to certain state and local governments and non-governmental entities that are tax exempt under IRC Section 501. Plans eligible under 457(b) allow employees of sponsoring organizations to defer income taxation on retirement savings into future years. A 457(b) plan's annual contributions and other additions (excluding earnings) to a participant's account cannot exceed the lesser of 100 percent of the participant's includible compensation, or the elective deferral limit of $19,500 for 2021. State and local government 457(b) plans may allow catch-up contributions for participants who are aged 50 or older, allowing eligible employees for three years prior to the normal retirement age (as specified in the plan) to contribute the lesser of twice the annual limit $39,000 per 2021 limits, or the basic annual limit plus the amount of the basic limit not used in prior years (only allowed if not using age 50 or over catch-up contributions).[12]

The new JPA would also have the option of offering some combination of the options previously discussed. Examples include combining defined-benefit plans such as CalPERS or FICA with defined-contribution plans such as IRS 403(b), 401(k), and 457 plans to provide enhanced benefits based on a match of the contribution optionally made by the employee.

---

[11] https://www.irs.gov/retirement-plans/plan-participant-employee/retirement-topics-401k-and-profit-sharing-plan-contribution-limits
[12] https://www.irs.gov/retirement-plans/irc-457b-deferred-compensation-plans

Determining the best option for the JPA will depend on the goals of the JPA. For the purposes of this project, Citygate selected FICA. Selecting the lower cost option of FICA, although not absolute, could impact the quality and interest in the positions within the JPA. Selecting the higher cost CalPERS option will impact the cost that the member agencies will need to pay annually to maintain operations. Additionally, based on the method used by CalPERS, the rate will increase based on the factors impacting the negotiated benefit levels, which means that cost will not only increase due to increased salary levels, but also due to factors such as CalPERS investment rate of return, employee mortality, and other actuarial assumptions made by CalPERS.

Based on Citygate's review and the goal of limiting costs, per interviews conducted with the Project Cities, the models assume the use of Social Security as the JPA's retirement plan. If the JPA is successful after startup, an additional retirement component could be brought in at that time.

8.7   DISCUSSION OF COST ALLOCATION MODELS AND METHODOLOGY

There are several cost allocation methods considered by Citygate for this project. They included:

- ◆   Per capita
- ◆   Field activities
- ◆   Square mileage
- ◆   Time in jurisdiction
- ◆   Animals impounded
- ◆   Combinations of some or all of the aforementioned.

However, due to inconsistencies in the data reporting on field activities and other information inconsistency, as well as budget and time constraints involved with this project, Citygate focused on per capita for the cost allocation methodology.

Per the full-service and field-service-only models, the costs that exceed estimated revenues are approximately $6.9 million for full-service and approximately $324,000 for field-service-only. The population used for the Project Cities that would be part of the JPA is approximately 514,000 people. This would equate to a per capita amount for the full-service model of approximately $24 ($12.5 million divided by 514,000 population). However, two of the Project Cities (Duarte and Rosemead) indicated to Citygate that they may want to continue to perform the field service function in-house and may use the field-service-only model to a lesser extent (after hours and/or emergencies). Eliminating these two cities would reduce the JPA total population served by approximately 15 percent and would reduce costs reflected in the field-service-only model. To be conservative, the field-service-only model excludes the estimated field service revenue related to

these two cities but not an expense reduction. Revenue credit for each city, except for Duarte and Rosemead, for the field-service-only model is allocated based on the respective city's FY 19/20 revenue from licensing, impound, and penalty fees as a proportion to total revenue collected for all jurisdictions from these sources. A reduction for impound fees was made for the field-service-only model. The following tables summarize the allocation of the added costs for each city based on the model assumptions and the cost allocation methodology used by Citygate.

Table 14—Cost Allocation Summary – Full-Service JPA

Jurisdiction	Current Population[1]	Net Agency Cost Per Existing Contracts	Estimated New Costs Per Model	Estimated Total Normalized Year Net Cost Per Model
Alhambra	86,792	107,813	1,159,305	**1,267,118**
Arcadia	57,212	318,256	764,197	**1,082,453**
Bradbury	1,052	18,894	14,052	**32,946**
Duarte	21,673	62,000	289,492	**351,492**
La Cañada Flintridge	20,461	92,414	273,303	**365,717**
Monrovia	37,935	161,394	506,709	**668,102**
Pasadena	144,842	1,598,989	1,934,695	**3,533,684**
Rosemead	54,363	62,000	726,142	**788,142**
San Gabriel	40,104	350,000	535,680	**885,680**
San Marino	13,087	81,959	174,807	**256,765**
Sierra Madre	10,816	50,962	144,472	**195,434**
South Pasadena	25,458	159,810	340,050	**499,860**
Contract Cities Total	**513,795**	**3,064,489**	**6,862,905**	**9,927,394**

[1] Department of Finance e-1 from January 2020

Table 15—Cost Allocation Summary – Field-Service-Only JPA

Jurisdiction	Current Population[1]	Net Agency Cost Per Existing Contracts	Allocation of Model Normalized Year Additional Costs Based on Population	Total Net Cost for Normalized Year Based on Model	Startup Cost Allocation (Population)	Estimated First Year Plus Normalized Year Cost	Difference Current Net Agency Cost to New Estimated Net Agency Cost
Alhambra	86,792	53,906	54,658	108,564	131,760	240,325	186,418
Arcadia	57,212	159,128	36,030	195,158	86,854	282,012	122,884
Bradbury	1,052	9,447	663	10,109	1,597	11,707	2,260
Duarte	21,673	-	13,649	13,649	32,902	46,551	46,551
La Cañada Flintridge	20,461	46,207	12,886	59,093	31,062	90,155	43,948
Monrovia	37,935	80,697	23,890	104,587	57,590	162,177	81,480
Pasadena	144,842	799,494	91,216	890,710	219,887	1,110,597	311,103
Rosemead	54,363	-	34,236	34,236	82,529	116,765	116,765
San Gabriel	40,104	175,000	25,256	200,256	60,882	261,138	86,138
San Marino	13,087	40,979	8,242	49,221	19,868	69,088	28,109
Sierra Madre	10,816	25,481	6,811	32,292	16,420	48,712	23,231
South Pasadena	25,458	79,905	16,032	95,937	38,648	134,586	54,681
Contract Cities Total	**513,795**	**1,470,245**	**323,568**	**1,793,812**	**780,000**	**2,573,812**	**1,103,568**

[1] Department of Finance e-1 from January 2020

Appendix 8 and Appendix 9 provide detailed information relating to this cost allocation methodology for full-service and field-service-only models.

8.7.1 Other Discussion Points

In either cost model, the Project Cities would experience significant annual increases in costs for the provision of animal services. Although a JPA would provide the cities with stronger ability to control cost increases going forward, the cities are paying a significantly lower amount for the services being provided by the various service providers. A major reason for this seems to be, at least in the case of PHS, a large portion—approximately 47 percent in 2019—of its operating revenue comes from donations and fundraising activities that have been cultivated over the past 100-plus years. It is not uncommon in the animal control industry for portions of operations to be subsidized by donations and other indirect operational revenue sources. The levels experienced by PHS are an example of the major differences in funding practices between a private nonprofit

organization versus a public municipal agency. Nonprofits rely on charitable contributions. While public agencies can and do receive donations (which are tax-deductible), they generally do not rely heavily on them as a funding source. Citygate would recommend the cities conduct financial audits for each applicable service provider to ensure accurate allocation of revenues and costs and to ensure financial operations are being performed efficiently to minimize costs to the extent possible.

Citygate would also suggest the cities establish a user group consisting of representatives from each city that would meet periodically to ensure contract term consistency, identify and discuss like concerns or other issues, and to collaborate on the development of plans and strategies to meet animal services needs. This would provide better collaboration without the time and expense of establishing a formal JPA. This user group should also coordinate a financial audit of services to ensure costs and revenues are accurate and are allocated correctly to various cities.

Although both models included cost estimates for the hiring of staff and equipment to handle the fiscal operations function of the JPA, consideration should be given to having just one of the contract cities handle the fiscal function for a fee to the JPA. A member agency may be able to perform the fiscal agent function at an overall savings to the JPA due to potential economies of scale, given that the cities already have established fiscal processes, procedures, and mechanisms in place.

It must be stressed that implementation of the field-service-only model will still require separate negotiations with a contractor to provide sheltering-related services (including veterinary services). The costs, however, should be significantly less than the costs included in the full-service model because there would not be a need for startup costs, training of new personnel, development of operations procedures and policies, etc. Citygate would recommend obtaining cost estimates from potential shelter service providers currently being used. The cost quotes should, at a minimum, be based on a price per animal and should include a mechanism for the cities to verify the accuracy of the impounded animal counts, jurisdiction, outcome, and other parameters affecting the cost.

The cities have experienced regular increases in the contract costs over the years. The substantial increase proposed for FY 19/20 with short notice was part of the impetus for this study. One notable benefit of a JPA is the ability to manage and directly influence the agency budget. If outside providers continue to require large annual increases, in the long term a JPA could provide a solution for the Project Cities.

This page was intentionally left blank

SECTION 9—PREFERRED ANIMAL CARE AND CONTROL MODEL(S)

The full-service JPA model discussed in this report would provide the Project Cities with a new state-of-the-art facility and a best practices animal care and control program. The cities would manage the costs and establish desired services and service levels. As a separate entity, the JPA would handle highly visible and controversial animal control issues. The startup costs for a full-service JPA are substantial and it will take time to form the JPA, hire the Director, plan and build the facility, and hire and train staff.

The alternative of a field-service-only model is the more feasible option and would have a shorter implementation time frame. The ongoing challenge would be obtaining the sheltering services and veterinary services, which are necessary and costly, until a full-service agency can be formed.

9.1   CITYGATE FINAL OPINION

The Project Cities have taken a good first step by identifying the contract concerns and forming a working group. The current efforts to standardize the contracting components will result in a more equitable model as the Project Cities plan for the future.

Citygate asserts that the Project Cities would be well served if they chose to move forward with the field-service-only JPA as a first phase and consider progressing with the full-service JPA with careful evaluation and planning. The long-term benefits of either model would include:

◆   Efficient and effective use of limited taxpayer resources over the long term.

◆   Ability to control and expand the service level and program components.

◆   A professional and well-managed animal care and control program.

◆   Member cities' involvement in the program.

◆   Retention of revenues to offset General Fund costs.

◆   A public relations asset for the communities served.

Phasing would include implementation of a field-service-only JPA with ongoing program evaluation. Phasing would allow for assessment of animal intakes and other factors that ultimately drive the size and composition of the animal care and control facility. As the program for a full-service JPA is evaluated and planned, the scale would be adjusted to the current and projected future needs. As ongoing animal intake trends are examined the scale of the shelter facility would be adjusted to match the trend.

While the field-service-only model shows a potential increase in cost, a well-structured licensing and outreach program will increase compliance and licensing revenue over time, resulting in a

lowered net cost. The Project Cities will also need to have a high level of commitment to the new agency for it to be successful.

SECTION 10—SUMMARY OF FINDINGS AND RECOMMENDATIONS

10.1 FINDINGS

The following are Citygate's findings for this JPA feasibility analysis:

Finding #1: The major factor contributing to conducting a feasibility study for an animal services JPA was the large, proposed increase in the contract services costs to the Project Cities with short notice and little explanation as to what was driving the increases.

Finding #2: All Project Cities are funding the animal services programs through the General Fund and this is expected to be a major funding source going forward.

Finding #3: Formation of a full-service JPA providing both an animal shelter and a field services component would provide a consistent model for animal care and control for all cities that opt in for full services.

Finding #4: Formation of a full-service JPA would enable the Project Cities to manage costs going forward, establish the desired service level(s), determine policies and priorities, and retain revenues charged for consumer services.

Finding #5: The projected startup costs for a full-service JPA are estimated to be approximately $19.2 million.

Finding #6: Ongoing annual cost estimates for a full-service JPA are estimated at a net of approximately $6.9 million.

Finding #7: Although all the Project Cities are willing to explore the possibility of an animal services JPA, even if additional funding would be required to provide future cost savings and cost control, the amount of additional funding remains a concern.

Finding #8: Personnel from successful animal services JPA models interviewed for this study highlighted the value of member representatives' involvement, the benefits of a proactive outreach and licensing program, and the benefits of a nonprofit affiliate to support the agency, which they recommend.

Finding #9: A field-service-only JPA would meet some of the Project Cities' stated goals and would allow the cities better control of field services, including reducing response time, managing priorities and service levels, and controlling costs for field services going forward. This model would still require a separate provider of sheltering and veterinary services, which would likely vary from city to city.

Page 121 of 350

Finding #10: The projected startup costs for a field-service-only JPA are estimated to be $780,000.

Finding #11: Ongoing annual cost estimates for a field-service-only JPA are estimated at a net of approximately $324,000.

Finding #12: The timeline for establishing a full-service JPA is approximately 3.5 years, or 42 months.

Finding #13: The timeline for establishing a field-service-only JPA is approximately 20 months.

Finding #14: The current contracts for the various animal control services providers to the Project Cities contain inconsistent financial terms. Examples include varying levels of dog licensing, impound, and other fee revenues that are credited back to the respective city. The contract format and methodology are inconsistent and differ from city to city.

Finding #15: The current methodology used by the Project Cities to identify calls for service varies among the cities making an apples-to-apples comparison difficult.

10.2 RECOMMENDATIONS

Based on Citygate's review, both full-service and field-service-only models are feasible; however, the full-service model is substantially more expensive than the field-service-only model, as presented in this report. Consequently, Citygate identifies recommendations for each model so the Project Cities can make an informed decision. Each list of recommendations is uniquely labeled and numbered sequentially beginning with 1. Each general recommendation begins with "Recommendation"; each full-service (FS) JPA recommendation begins with "FS Recommendation"; each field-service-only (FSO) recommendation begins with "FSO Recommendation"; and each status quo (SQ) recommendation begins with "SQ Recommendation."

10.2.1 General Recommendations for JPA Formation

Recommendation #1: The Project Cities must understand that establishing a JPA is a time-intensive process and commit to the time, effort, and collaboration required for formation.

Recommendation #2: Animal license fees and other animal services consumer fees, as well as local ordinances pertaining to animals, should be consistent for all the entities participating in the JPA.

Recommendation #3: Planned phasing schedules are recommended for the implementation of a JPA.

Recommendation #4: If a JPA is implemented, there should be a threshold number of years of commitment (three to five years) by each member city to allow for the successful implementation of the new agency.

Recommendation #5: The cost of renovation or construction of an animal shelter needs to be thoroughly studied if the Project Cities decide to proceed with a full-service JPA model. We recommend that only architectural firms that are experienced in the design and construction of modern animal shelter facilities be considered for the engagement. Renovating an existing building is not recommended.

Recommendation #6: Based on the diversity of the San Gabriel Valley, promoting a culture that welcomes a multi-lingual workforce and has strong anti-discrimination policies is recommended and will create a positive image for the agency.

Recommendation #7: If a full-service JPA is pursued, the most cost-effective model for providing animal control is to form the largest possible agency to provide services to a local community. This type of model reduces duplication of effort and management overhead costs, provides effective outreach and spay/neuter programs, and capitalizes on the benefits of scale relative to staffing, purchasing, veterinary care, communications, information technology, community education, and revenue generation.

Recommendation #8: Implementation of a proactive outreach and licensing program would result in enhanced licensing revenue that could offset the program costs. Initiation at the onset of operations and media outreach about the program will increase the success of the JPA as licensing compliance increases year after year.

Recommendation #9: Although both models included cost estimates for the hiring of staff and equipment to handle the fiscal operations function of the JPA, consideration should be given to having one of the Project Cities handle the fiscal function for a fee to the JPA. A member agency may be able to perform the fiscal agent function at an overall savings to the JPA.

Recommendation #10: A structured training program, paired with a current policies and procedures manual, will be required as a critical component of the agency.

Recommendation #11: FICA should be used as the retirement option if the JPA is established to minimize initial costs.

Recommendation #12: The governance of the JPA should consist of the following:

Table 16—JPA Governance Roles and Responsibilities

Board/Committee	Membership	Responsibilities	Frequency
Governing Board	City Manager or designee of each member city	Set operating policy and approve or disapprove of operational and fiscal recommendations of the various committees	Monthly during JPA formation; quarterly after JPA creation
Operations Committee	Representative of each member city who has operational monitoring responsibility for animal-service-related functions	Review JPA operations and make recommendations to the governing board	Monthly during JPA formation; quarterly after JPA creation
Finance Committee	Finance Director or designee of each city	Review budget and fiscal matters of the JPA and make recommendations to the governing board	Monthly during JPA formation; quarterly after JPA creation
Legislative/Legal Committee	City Attorney or designee of each city	Provide legal services related to the JPA operations.	Monthly during JPA formation; quarterly after JPA creation

10.2.2 Full-Service (FS) JPA Recommendations

FS Recommendation #1: Based on the geography of the western San Gabriel Valley and the locations of the 12 potential cities, a full-service JPA facility should be located centrally in the service district. This would most likely place the JPA facility in the City of Pasadena. If another city has a potential site, it should be evaluated for how it meets the criteria for an appropriate location.

FS Recommendation #2:   If a full-service JPA is implemented, two of the Project Cities that have internally operated field services animal control functions should be provided with options that would allow them to maintain this control in house.

FS Recommendation #3:   The JPA should implement a proactive and progressive education, licensing, and outreach program to ensure that the growing community it serves is informed on responsible pet ownership and is provided resources to ensure the welfare of animals.

FS Recommendation #4:   The JPA should ensure that metrics information such as calls for service and animals sheltered are consistent among the Project Cities.

FS Recommendation #5:   The initial cost allocation methodology should be 50 percent human population, 25 percent calls for service, and 25 percent animals sheltered. This cost allocation methodology should be reviewed periodically to ensure it remains equitable.

FS Recommendation #6:   Review and adjust fees to more accurately reflect the combination of market elasticity and cost recovery.

10.2.3 Field-Service-Only (FSO) JPA Recommendations

FSO Recommendation #1:   If a field-service-only JPA is formed, the animal licensing program should be included. This would best ensure compliance with state codes mandating all dogs over four months old to be licensed and would provide revenue to supplement the General Fund contributions from the cities.

FSO Recommendation #2:   If the chosen model is a field-service-only JPA, the physical location should be situated near the sheltering facility and should include adequate office space, storage, and secured parking.

FSO Recommendation #3:   The JPA should ensure that metrics information such as calls for service are consistent among the member cities.

FSO Recommendation #4:   The initial cost allocation methodology should be 50 percent human population and 50 percent calls for service. This cost allocation methodology should be reviewed periodically to ensure it remains equitable.

FSO Recommendation #5: Review and adjust fees to more accurately reflect the combination of market elasticity and cost recovery.

10.2.4 Status Quo (SQ) Future Contracting Recommendations

SQ Recommendation #1: Future contracts with the entities that provide either full or partial animal control services to the Project Cities should be consistent in the terms, the portion(s) of revenue credited to the cities, and service delivery models. Reporting to the cities should be standardized in collaboration with the cities on the information desired in the monthly reports.

SQ Recommendation #2: Services important to the Project Cities should be delineated in any future contracts. For example, if the cities desire patrols, assistance with wildlife concerns (including coyotes), established response times for different priority field activities, license canvassing, rabies and licensing clinics, issuance of citation, and participation in community events, these should be specified in the contract model.

SQ Recommendation #3: Any future contract negotiations should be timed to precede the Project Cities' budget cycles to allow for appropriate planning and negotiations.

SQ Recommendation #4: Future contracts should include a no-fault cancellation clause for the Project Cities and establish an upper limit to increases not to exceed the Consumer Price Index.

SQ Recommendation #5: Future contracts should require, at a minimum, an annual update to the city by the service provider to discuss current year-to-date activity and service issues, how these issues will be addressed going forward, and any anticipated budget issues for the next fiscal year.

SQ Recommendation #6: The Project Cities should ensure there are dedicated individuals assigned to validate that all the services called for in the contract were in fact received from the respective animal services providers.

SQ Recommendation #7: Establish a user group consisting of representatives from the Project Cities to meet periodically to ensure contract term consistency, identify and discuss like concerns or other issues, and to collaborate on the development of plans and strategies to meet animal service needs.

SQ Recommendation #8: Complete a fiscal review of the existing animal service providers to ensure that costs, revenues, and cost allocations to cities are accurate and efficient.

This page was intentionally left blank

APPENDIX 1

ANIMAL SERVICES JPA ESTIMATED STARTUP COSTS – FULL-SERVICE AND FIELD-SERVICE-ONLY

This page was intentionally left blank

Animal Services JPA Estimated Startup Costs — Full-Service

Cost Component	Field Services (Includes Dispatch)	Shelter Center Operations	Veterinary Services	Administration	Total
Building & Land (10% Field; 55% Shelter; 30% Vet; 5% Admin)	$ 1,450,000	$ 7,975,000	$ 4,350,000	$ 725,000	$ 14,500,000
Land (10% Field; 55% Shelter; 30% Vet; 5% Admin)	$ -	$ -	$ -	$ -	$ -
Fixtures (10% Field; 55% Shelter; 30% Vet; 5% Admin)	$ 312,500	$ 1,718,750	$ 937,500	$ 156,250	$ 3,125,000
Total Building, Land, Furniture, Fixtures	$ 1,762,500	$ 9,693,750	$ 5,287,500	$ 881,250	$ 17,625,000
Equipment/Uniforms/Radios/Furniture, etc.	$ 100,000	$ 325,000	$ 160,000	$ 35,000	$ 620,000
Vehicles (11)	$ 400,000	$ 40,000	$ -	$ -	$ 440,000
IT/Dispatch/Financial Services Equipment and Software	$ 300,000	$ 50,000	$ 10,000	$ 25,000	$ 385,000
Miscellaneous (Office Supplies, Animal Food, Medicine, etc.)	$ 30,000	$ 80,000	$ 25,000	$ 20,000	$ 155,000
Total Startup Costs	$ 2,592,500	$ 10,188,750	$ 5,482,500	$ 961,250	$ 19,225,000

Animal Services JPA Estimated Startup Costs — Field-Service-Only

Cost Component	Total Annual Estimated Lease Cost	Total Estimated Purchase Cost	Annual Estimated Lease Cost Distribution			
			Field Services (Includes Dispatch)	Shelter Center Operations	Veterinary Services	Administration
Building/Land (Lease Rates in Pasadena - $30 Per Suare Foot Per Year; Estimated Building at 2,000 Square Feet)	$ 60,000	N/A	$ 24,000	$ -	$ -	$ 36,000
Furniture	$ -	$ 80,000	$ -	$ -	$ -	$ -
Employee Equipment/Uniforms, Radios, Office Supplies, etc.	$ -	$ 60,000	$ -	$ -	$ -	$ -
Vehicles	$ -	$ 440,000	$ -	$ -	$ -	$ -
IT Equipment, Dispatch Equipment, Financial Software and Hardware	$ -	$ 200,000	$ -	$ -	$ -	$ -
Leasing Fees	$ -	$ -	$ -	$ -	$ -	$ -
Total Costs	$ 60,000	$ 780,000	$ 24,000	$ -	$ -	$ 36,000

This page was intentionally left blank

APPENDIX 2

ANIMAL SERVICES JPA DEBT FINANCING CALCULATIONS – FULL-SERVICE

This page was intentionally left blank

Animal Services JPA Debt Financing Calculations — Full-Service

Long Term Debt		
Net Bond Proceeds for Applicable Startup Costs	$	17,625,000
Debt Issuance Costs	$	264,375
Debt Service Reserve Requirement	$	1,300,000
Total Bond Size	**$**	**19,189,375**
Terms:		
Interest Rate		3%
Maturity		20 years

Short Term Lease Financing		
Net Proceeds for Applicable Startup Costs	$	1,445,000
Debt Issuance Costs	$	21,675
Total Lease Size	**$**	**1,466,675**
Terms:		
Interest Rate		3%
Maturity		5 years

Amortization Schedule — Longer Term Bonds				
Year	Total Debt Service	Principal	Interest	Outstanding Debt
1	$ 1,289,827	$ 714,146	$ 575,681	$ 18,475,229
2	$ 1,289,827	$ 735,571	$ 554,257	$ 17,739,658
3	$ 1,289,827	$ 757,638	$ 532,190	$ 16,982,021
4	$ 1,289,827	$ 780,367	$ 509,461	$ 16,201,654
5	$ 1,289,827	$ 803,778	$ 486,050	$ 15,397,876
6	$ 1,289,827	$ 827,891	$ 461,936	$ 14,569,985
7	$ 1,289,827	$ 852,728	$ 437,100	$ 13,717,257
8	$ 1,289,827	$ 878,310	$ 411,518	$ 12,838,947
9	$ 1,289,827	$ 904,659	$ 385,168	$ 11,934,288
10	$ 1,289,827	$ 931,799	$ 358,029	$ 11,002,490
11	$ 1,289,827	$ 959,753	$ 330,075	$ 10,042,737
12	$ 1,289,827	$ 988,545	$ 301,282	$ 9,054,191
13	$ 1,289,827	$ 1,018,202	$ 271,626	$ 8,035,990
14	$ 1,289,827	$ 1,048,748	$ 241,080	$ 6,987,242
15	$ 1,289,827	$ 1,080,210	$ 209,617	$ 5,907,032
16	$ 1,289,827	$ 1,112,616	$ 177,211	$ 4,794,415
17	$ 1,289,827	$ 1,145,995	$ 143,832	$ 3,648,420
18	$ 1,289,827	$ 1,180,375	$ 109,453	$ 2,468,046
19	$ 1,289,827	$ 1,215,786	$ 74,041	$ 1,252,260
20	$ 1,289,827	$ 1,252,260	$ 37,568	$ 0
	$ 25,796,548	$ 19,189,375	$ 6,607,173	

Amortization Schedule — Short Term Lease				
Year	Total Debt Service	Principal	Interest	Outstanding Debt
1	$ 320,255	$ 276,255	$ 44,000	$ 1,190,420
2	$ 320,255	$ 284,543	$ 35,713	$ 905,877
3	$ 320,255	$ 293,079	$ 27,176	$ 612,799
4	$ 320,255	$ 301,871	$ 18,384	$ 310,927
5	$ 320,255	$ 310,927	$ 9,328	$ 0
	$ 1,601,276	$ 1,466,675	$ 134,601	

	Field Services (Includes Dispatch)	Shelter Center Operations	Veterinary Services	Administration	Total
Total Estimated Annual First Year Debt Service	$ 216,352	$ 853,483	$ 460,777	$ 79,470	$ 1,610,083

This page was intentionally left blank

APPENDIX 3

ANIMAL SERVICES JPA ESTIMATED REVENUE – FULL-SERVICE AND FIELD-SERVICE-ONLY

This page was intentionally left blank

Animal Services JPA Estimated Revenue — Full-Service

Line Item	Total (Normalized Year)	Cost Center Allocation — Normalized Year			
		Field Services (Includes Dispatch)	Shelter Center Operations	Veterinary Services	Administration
City Contract Fees - Alhambra	$ 107,813	$ 33,604	$ 36,404	$ 12,601	$ 25,203
City Contract Fees - Arcadia	$ 318,256	$ 99,197	$ 107,463	$ 37,199	$ 74,398
City Contract Fees - Bradbury	$ 18,894	$ 5,889	$ 6,380	$ 2,208	$ 4,417
City Contract Fees - Duarte	$ 62,000	$ 19,325	$ 20,935	$ 7,247	$ 14,494
City Contract Fees - La Cañada Flintridge	$ 92,414	$ 28,804	$ 31,205	$ 10,802	$ 21,603
City Contract Fees - Monrovia	$ 161,394	$ 50,305	$ 54,497	$ 18,864	$ 37,728
City Contract Fees - Pasadena	$ 1,598,989	$ 498,386	$ 539,918	$ 186,895	$ 373,790
City Contract Fees - Rosemead	$ 62,000	$ 19,325	$ 20,935	$ 7,247	$ 14,494
City Contract Fees - San Gabriel	$ 350,000	$ 109,091	$ 118,182	$ 40,909	$ 81,818
City Contract Fees - San Marino	$ 81,959	$ 25,546	$ 27,674	$ 9,580	$ 19,159
City Contract Fees - Sierra Madre	$ 50,962	$ 15,884	$ 17,208	$ 5,957	$ 11,913
City Contract Fees - South Pasadena	$ 159,810	$ 49,811	$ 53,962	$ 18,679	$ 37,358
Total City Contract Fees	**$ 3,064,489**	**$ 955,166**	**$ 1,034,763**	**$ 358,187**	**$ 716,374**
Impound Fees - Alhambra	$ 6,000	$ 1,870	$ 2,026	$ 701	$ 1,403
Impound Fees - Arcadia	$ 2,300	$ 717	$ 777	$ 269	$ 538
Impound Fees - Bradbury	$ 40	$ 12	$ 14	$ 5	$ 9
Impound Fees - Duarte	$ 2,000	$ 623	$ 675	$ 234	$ 468
Impound Fees - La Cañada Flintridge	$ 1,300	$ 405	$ 439	$ 152	$ 304
Impound Fees - Monrovia	$ 1,700	$ 530	$ 574	$ 199	$ 397
Impound Fees - Pasadena	$ 23,000	$ 7,169	$ 7,766	$ 2,688	$ 5,377
Impound Fees - Rosemead	$ 1,300	$ 405	$ 439	$ 152	$ 304
Impound Fees - San Gabriel	$ 1,300	$ 405	$ 439	$ 152	$ 304
Impound Fees - San Marino	$ 1,700	$ 530	$ 574	$ 199	$ 397
Impound Fees - Sierra Madre	$ 300	$ 94	$ 101	$ 35	$ 70
Impound Fees - South Pasadena	$ 2,200	$ 686	$ 743	$ 257	$ 514
Total Impound Fees	**$ 43,140**	**$ 13,446**	**$ 14,567**	**$ 5,042**	**$ 10,085**
License Fees - Alhambra	$ 101,991	$ 31,789	$ 34,438	$ 11,921	$ 23,842
License Fees - Arcadia	$ 84,992	$ 26,491	$ 28,699	$ 9,934	$ 19,868
License Fees - Bradbury	$ 6,374	$ 1,987	$ 2,152	$ 745	$ 1,490
License Fees - Duarte	$ 61,194	$ 19,074	$ 20,663	$ 7,153	$ 14,305
License Fees - La Cañada Fintridge	$ 80,743	$ 25,167	$ 27,264	$ 9,437	$ 18,875
License Fees - Monrovia	$ 127,488	$ 39,737	$ 43,048	$ 14,901	$ 29,802
License Fees - Pasadena	$ 286,849	$ 89,407	$ 96,858	$ 33,528	$ 67,056
License Fees - Rosemead	$ 39,946	$ 12,451	$ 13,488	$ 4,669	$ 9,338
License Fees - San Gabriel	$ 7,437	$ 2,318	$ 2,511	$ 869	$ 1,738
License Fees - San Marino	$ 53,120	$ 16,557	$ 17,937	$ 6,209	$ 12,418
License Fees - Sierra Madre	$ 46,746	$ 14,570	$ 15,784	$ 5,464	$ 10,928
License Fees - South Pasadena	$ 53,120	$ 16,557	$ 17,937	$ 6,209	$ 12,418
Total License Fees	**$ 950,000**	**$ 296,104**	**$ 320,779**	**$ 111,039**	**$ 222,078**
Penalties - Alhambra	$ 1,582	$ 493	$ 534	$ 185	$ 370
Penalties - Arcadia	$ 6,222	$ 1,939	$ 2,101	$ 727	$ 1,454
Penalties - Bradbury	$ 105	$ 33	$ 36	$ 12	$ 25
Penalties - Duarte	$ 844	$ 263	$ 285	$ 99	$ 197
Penalties - La Cañada Fintridge	$ 5,800	$ 1,808	$ 1,958	$ 678	$ 1,356
Penalties - Monrovia	$ 4,535	$ 1,413	$ 1,531	$ 530	$ 1,060
Penalties - Pasadena	$ 15,818	$ 4,930	$ 5,341	$ 1,849	$ 3,698
Penalties - Rosemead	$ 844	$ 263	$ 285	$ 99	$ 197
Penalties - San Gabriel	$ 2,109	$ 657	$ 712	$ 247	$ 493
Penalties - San Marino	$ 2,742	$ 855	$ 926	$ 320	$ 641
Penalties - Sierra Madre	$ 1,055	$ 329	$ 356	$ 123	$ 247
Penalties - South Pasadena	$ 4,745	$ 1,479	$ 1,602	$ 555	$ 1,109
Total Penalties	**$ 46,400**	**$ 14,462**	**$ 15,668**	**$ 5,423**	**$ 10,847**

Line Item	Total (Normalized Year)	Cost Center Allocation — Normalized Year			
		Field Services (Includes Dispatch)	Shelter Center Operations	Veterinary Services	Administration
Daily Board Fees	$ 35,000	$ 10,909	$ 11,818	$ 4,091	$ 8,182
State Unaltered Penalty Fees	$ -	$ -	$ -	$ -	$ -
Owner Relinquishment Fees	$ -	$ -	$ -	$ -	$ -
Medical Treatment Fees	$ 169,800	$ 52,925	$ 57,335	$ 19,847	$ 39,694
DOA Fees	$ 1,800	$ 561	$ 608	$ 210	$ 421
DOA Pickup Fees	$ 7,300	$ 2,275	$ 2,465	$ 853	$ 1,706
Cremation Fees	$ 28,000	$ 8,727	$ 9,455	$ 3,273	$ 6,545
Adoption Fees	$ 500,500	$ 156,000	$ 169,000	$ 58,500	$ 117,000
Spay / Neuter Fees	$ 200,000	$ 62,338	$ 67,532	$ 23,377	$ 46,753
Vaccinations/ Medications	$ 18,000	$ 5,610	$ 6,078	$ 2,104	$ 4,208
Vaccination Clinics	$ 189,800	$ 59,158	$ 64,088	$ 22,184	$ 44,369
Emergency Vet Service	$ -	$ -	$ -	$ -	$ -
Microchip Fees	$ 35,000	$ 10,909	$ 11,818	$ 4,091	$ 8,182
Outside Veterinary Services	$ -	$ -	$ -	$ -	$ -
Owner Relinquishment Pickup Fee	$ 8,000	$ 2,494	$ 2,701	$ 935	$ 1,870
Euthanasia - Service Fee	$ 500	$ 156	$ 169	$ 58	$ 117
Euthanasia - Pick Up Fee	$ 500	$ 156	$ 169	$ 58	$ 117
Quarantine / Protective Custody	$ -	$ -	$ -	$ -	$ -
Admin Citation Fees	$ -	$ -	$ -	$ -	$ -
Business License Fees	$ -	$ -	$ -	$ -	$ -
Total Other Consumer Fees	$ 1,194,200	$ 372,218	$ 403,236	$ 139,582	$ 279,164
Total Consumer Fees	$ 2,233,740	$ 696,231	$ 754,250	$ 261,086	$ 522,173
Investment Income	$ 5,000	$ 1,558	$ 1,688	$ 584	$ 1,169
Donations	$ 50,000	$ 15,584	$ 16,883	$ 5,844	$ 11,688
Grants	$ -	$ -	$ -	$ -	$ -
Retail Sales	$ -	$ -	$ -	$ -	$ -
Cash - Over/Short	$ -	$ -	$ -	$ -	$ -
Miscellaneous	$ 100,000	$ 31,169	$ 33,766	$ 11,688	$ 23,377
Total Other Revenues	$ 155,000	$ 48,312	$ 52,338	$ 18,117	$ 36,234
Initial Member Agencies' Contribution for Non-Finance Eligible Startup Costs (Initial Year Only)	$ 155,000	$ 30,000	$ 80,000	$ 25,000	$ 20,000
Total All Revenues	$ 5,608,229	$ 1,729,708	$ 1,921,350	$ 662,390	$ 1,294,781

Animal Services JPA Estimated Revenue — Field-Service-Only

Line Item	Total (Normalized Year)	Cost Center Allocation — Normalized Year			
		Field Services (Includes Dispatch)	Shelter Center Operations	Veterinary Services	Administration
City Contract Fees - Alhambra	$ 53,906	$ 49,414	$ -	$ -	$ 4,492
City Contract Fees - Arcadia	$ 159,128	$ 145,867	$ -	$ -	$ 13,261
City Contract Fees - Bradbury	$ 9,447	$ 8,660	$ -	$ -	$ 787
City Contract Fees - Duarte	$ -	$ -	$ -	$ -	$ -
City Contract Fees - La Cañada Flintridge	$ 46,207	$ 42,356	$ -	$ -	$ 3,851
City Contract Fees - Monrovia	$ 80,697	$ 73,972	$ -	$ -	$ 6,725
City Contract Fees - Pasadena	$ 799,494	$ 732,870	$ -	$ -	$ 66,625
City Contract Fees - Rosemead	$ -	$ -	$ -	$ -	$ -
City Contract Fees - San Gabriel	$ 175,000	$ 160,417	$ -	$ -	$ 14,583
City Contract Fees - San Marino	$ 40,979	$ 37,564	$ -	$ -	$ 3,415
City Contract Fees - Sierra Madre	$ 25,481	$ 23,358	$ -	$ -	$ 2,123
City Contract Fees - South Pasadena	$ 79,905	$ 73,246	$ -	$ -	$ 6,659
Total City Contract Fees	**$ 1,470,245**	**$ 1,347,724**	**$ -**	**$ -**	**$ 122,520**
Impound Fees - Alhambra	$ -	$ -	$ -	$ -	$ -
Impound Fees - Arcadia	$ -	$ -	$ -	$ -	$ -
Impound Fees - Bradbury	$ -	$ -	$ -	$ -	$ -
Impound Fees - Duarte	$ -	$ -	$ -	$ -	$ -
Impound Fees - La Cañada Flintridge	$ -	$ -	$ -	$ -	$ -
Impound Fees - Monrovia	$ -	$ -	$ -	$ -	$ -
Impound Fees - Pasadena	$ -	$ -	$ -	$ -	$ -
Impound Fees - Rosemead	$ -	$ -	$ -	$ -	$ -
Impound Fees - San Gabriel	$ -	$ -	$ -	$ -	$ -
Impound Fees - San Marino	$ -	$ -	$ -	$ -	$ -
Impound Fees - Sierra Madre	$ -	$ -	$ -	$ -	$ -
Impound Fees - South Pasadena	$ -	$ -	$ -	$ -	$ -
Total Impound Fees	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
License Fees - Alhambra	$ 101,991	$ 93,491	$ -	$ -	$ 8,499
License Fees - Arcadia	$ 84,992	$ 77,909	$ -	$ -	$ 7,083
License Fees - Bradbury	$ 6,374	$ 5,843	$ -	$ -	$ 531
License Fees - Duarte	$ 61,194	$ 56,095	$ -	$ -	$ 5,100
License Fees - La Cañada Flintridge	$ 80,743	$ 74,014	$ -	$ -	$ 6,729
License Fees - Monrovia	$ 127,488	$ 116,864	$ -	$ -	$ 10,624
License Fees - Pasadena	$ 286,849	$ 262,945	$ -	$ -	$ 23,904
License Fees - Rosemead	$ 39,946	$ 36,617	$ -	$ -	$ 3,329
License Fees - San Gabriel	$ 7,437	$ 6,817	$ -	$ -	$ 620
License Fees - San Marino	$ 53,120	$ 48,693	$ -	$ -	$ 4,427
License Fees - Sierra Madre	$ 46,746	$ 42,850	$ -	$ -	$ 3,895
License Fees - South Pasadena	$ 53,120	$ 48,693	$ -	$ -	$ 4,427
Total License Fees	**$ 950,000**	**$ 870,833**	**$ -**	**$ -**	**$ 79,167**
Penalties - Alhambra	$ 1,582	$ 1,450	$ -	$ -	$ 132
Penalties - Arcadia	$ 6,222	$ 5,703	$ -	$ -	$ 518
Penalties - Bradbury	$ 105	$ 97	$ -	$ -	$ 9
Penalties - Duarte	$ 844	$ 773	$ -	$ -	$ 70
Penalties - La Cañada Flintridge	$ 5,800	$ 5,317	$ -	$ -	$ 483
Penalties - Monrovia	$ 4,535	$ 4,157	$ -	$ -	$ 378
Penalties - Pasadena	$ 15,818	$ 14,500	$ -	$ -	$ 1,318
Penalties - Rosemead	$ 844	$ 773	$ -	$ -	$ 70
Penalties - San Gabriel	$ 2,109	$ 1,933	$ -	$ -	$ 176
Penalties - San Marino	$ 2,742	$ 2,513	$ -	$ -	$ 228
Penalties - Sierra Madre	$ 1,055	$ 967	$ -	$ -	$ 88
Penalties - South Pasadena	$ 4,745	$ 4,350	$ -	$ -	$ 395
Total Penalties	**$ 46,400**	**$ 42,533**	**$ -**	**$ -**	**$ 3,867**

Line Item	Total (Normalized Year)	Field Services (Includes Dispatch)	Shelter Center Operations	Veterinary Services	Administration
		Cost Center Allocation — Normalized Year			
Daily Board Fees	$ -	$ -	$ -	$ -	$ -
State Unaltered Penalty Fees	$ -	$ -	$ -	$ -	$ -
Owner Relinquishment Fees	$ -	$ -	$ -	$ -	$ -
Medical Treatment Fees	$ -	$ -	$ -	$ -	$ -
DOA Fees	$ 1,800	$ 1,650	$ -	$ -	$ 150
DOA Pickup Fees	$ 7,300	$ 6,692	$ -	$ -	$ 608
Cremation Fees	$ 28,000	$ 25,667	$ -	$ -	$ 2,333
Adoption Fees	$ -	$ -	$ -	$ -	$ -
Spay / Neuter Fees	$ -	$ -	$ -	$ -	$ -
Vaccinations/ Medications	$ -	$ -	$ -	$ -	$ -
Vaccination Clinics	$ -	$ -	$ -	$ -	$ -
Emergency Vet Service	$ -	$ -	$ -	$ -	$ -
Microchip Fees	$ -	$ -	$ -	$ -	$ -
Outside Veterinary Services	$ -	$ -	$ -	$ -	$ -
Owner Relinquishment Pickup Fee	$ 8,000	$ 7,333	$ -	$ -	$ 667
Euthanasia - Service Fee	$ -	$ -	$ -	$ -	$ -
Euthanasia - Pick Up Fee	$ -	$ -	$ -	$ -	$ -
Quarantine / Protective Custody	$ -	$ -	$ -	$ -	$ -
Admin Citation Fees	$ -	$ -	$ -	$ -	$ -
Business License Fees	$ -	$ -	$ -	$ -	$ -
Total Other Consumer Fees	$ 45,100	$ 41,342	$ -	$ -	$ 3,758
Total Consumer Fees	$ 1,041,500	$ 954,708	$ -	$ -	$ 86,792
Investment Income	$ 2,500	$ 2,292	$ -	$ -	$ 208
Donations	$ 50,000	$ 45,833	$ -	$ -	$ 4,167
Grants	$ -	$ -	$ -	$ -	$ -
Retail Sales	$ -	$ -	$ -	$ -	$ -
Cash - Over/Short	$ -	$ -	$ -	$ -	$ -
Miscellaneous	$ 50,000	$ 45,833	$ -	$ -	$ 4,167
Total Other Revenues	$ 102,500	$ 93,958	$ -	$ -	$ 8,542
Initial Member Agencies' Contribution for Non-Finance Eligible Startup Costs (Initial Year Only)	$ 50,000	$ 30,000	$ -	$ -	$ 20,000
Total All Revenues	$ 2,664,245	$ 2,426,391	$ -	$ -	$ 237,854

APPENDIX 4

ANIMAL SERVICES JPA ESTIMATED PERSONNEL COSTS – FULL-SERVICE

This page was intentionally left blank

Animal Services JPA Estimated Personnel Costs — Full-Service

Fulltime Position	Number of FTEs	Cost Center	Cost Ctr Code	Estimated Salary Range	Total Fully Burdened Personnel Cost	Salary — Estimated Full-Time Salary (Mid-Range)	Total Unburdened Salary	Overtime	Social Security Retirement	Health	Dental / Vision	Life Insurance / Disability	Workers Compensation	Unemployment	Other Fringe Benefits	Total Burden/Fringe	Total Burden/Fringe % of Total Salary
Director	1	Administration	1	145,000 - 190,000	$ 219,371	$ 167,500	$ 167,500	$ -	$ 12,814	$ 10,800	$ 410	$ 210	$ 10,050	$ 838	$ 16,750	$ 51,871	31.0%
Deputy Director	1	Administration	1	130,000 - 170,000	$ 197,645	$ 150,000	$ 150,000	$ -	$ 11,475	$ 10,800	$ 410	$ 210	$ 9,000	$ 750	$ 15,000	$ 47,645	31.8%
Supervising Administrative Assistant	1	Administration	1	65,000 - 88,000	$ 102,945	$ 76,500	$ 76,500	$ 4,200	$ 5,852	$ 10,800	$ 410	$ 210	$ 4,590	$ 383	$ -	$ 22,245	27.6%
Financial Administrator	1	Administration	1	75,000 - 110,000	$ 117,009	$ 92,500	$ 92,500	$ -	$ 7,076	$ 10,800	$ 410	$ 210	$ 5,550	$ 463	$ -	$ 24,509	26.5%
Financial Specialist	1	Administration	1	65,000 - 88,000	$ 98,745	$ 76,500	$ 76,500	$ -	$ 5,852	$ 10,800	$ 410	$ 210	$ 4,590	$ 383	$ -	$ 22,245	29.1%
IT Administrator	1	Administration	1	72,000 - 100,500	$ 109,874	$ 86,250	$ 86,250	$ -	$ 6,598	$ 10,800	$ 410	$ 210	$ 5,175	$ 431	$ -	$ 23,624	27.4%
Facility Manager	1	Shelter Operations	3	60,000 - 80,000	$ 91,325	$ 70,000	$ 70,000	$ -	$ 5,355	$ 10,800	$ 410	$ 210	$ 4,200	$ 350	$ -	$ 21,325	30.5%
HR Director	1	Administration	1	80,000 - 110,000	$ 119,863	$ 95,000	$ 95,000	$ -	$ 7,268	$ 10,800	$ 410	$ 210	$ 5,700	$ 475	$ -	$ 24,863	26.2%
Compliance Officer	1	Field Services	2	70,000 - 105,000	$ 111,301	$ 87,500	$ 87,500	$ -	$ 6,694	$ 10,800	$ 410	$ 210	$ 5,250	$ 438	$ -	$ 23,801	26.2%
Shelter Director	1	Shelter Operations	3	80,000 - 110,000	$ 119,863	$ 95,000	$ 95,000	$ -	$ 7,268	$ 10,800	$ 410	$ 210	$ 5,700	$ 475	$ -	$ 24,863	26.2%
Animal Care Manager	1	Shelter Operations	3	60,312 - 81,276	$ 92,238	$ 70,800	$ 70,800	$ -	$ 5,416	$ 10,800	$ 410	$ 210	$ 4,248	$ 354	$ -	$ 21,438	30.3%
Animal Care Staff (12)																	
Animal Care Staff	1	Shelter Operations	3	39,500 - 56,200	$ 70,241	$ 47,850	$ 47,850	$ 4,200	$ 3,661	$ 10,800	$ 410	$ 210	$ 2,871	$ 239	$ -	$ 18,191	34.9%
Animal Care Staff	1	Shelter Operations	3	39,500 - 56,200	$ 70,241	$ 47,850	$ 47,850	$ 4,200	$ 3,661	$ 10,800	$ 410	$ 210	$ 2,871	$ 239	$ -	$ 18,191	34.9%
Animal Care Staff	1	Shelter Operations	3	39,500 - 56,200	$ 70,241	$ 47,850	$ 47,850	$ 4,200	$ 3,661	$ 10,800	$ 410	$ 210	$ 2,871	$ 239	$ -	$ 18,191	34.9%
Animal Care Staff	1	Shelter Operations	3	39,500 - 56,200	$ 70,241	$ 47,850	$ 47,850	$ 4,200	$ 3,661	$ 10,800	$ 410	$ 210	$ 2,871	$ 239	$ -	$ 18,191	34.9%
Animal Care Staff	1	Shelter Operations	3	39,500 - 56,200	$ 70,241	$ 47,850	$ 47,850	$ 4,200	$ 3,661	$ 10,800	$ 410	$ 210	$ 2,871	$ 239	$ -	$ 18,191	34.9%
Animal Care Staff	1	Shelter Operations	3	39,500 - 56,200	$ 70,241	$ 47,850	$ 47,850	$ 4,200	$ 3,661	$ 10,800	$ 410	$ 210	$ 2,871	$ 239	$ -	$ 18,191	34.9%
Animal Care Staff	1	Shelter Operations	3	39,500 - 56,200	$ 70,241	$ 47,850	$ 47,850	$ 4,200	$ 3,661	$ 10,800	$ 410	$ 210	$ 2,871	$ 239	$ -	$ 18,191	34.9%
Animal Care Staff	1	Shelter Operations	3	39,500 - 56,200	$ 70,241	$ 47,850	$ 47,850	$ 4,200	$ 3,661	$ 10,800	$ 410	$ 210	$ 2,871	$ 239	$ -	$ 18,191	34.9%
Animal Care Staff	1	Shelter Operations	3	39,500 - 56,200	$ 70,241	$ 47,850	$ 47,850	$ 4,200	$ 3,661	$ 10,800	$ 410	$ 210	$ 2,871	$ 239	$ -	$ 18,191	34.9%
Animal Care Staff	1	Shelter Operations	3	39,500 - 56,200	$ 70,241	$ 47,850	$ 47,850	$ 4,200	$ 3,661	$ 10,800	$ 410	$ 210	$ 2,871	$ 239	$ -	$ 18,191	34.9%
Animal Care Staff	1	Shelter Operations	3	39,500 - 56,200	$ 70,241	$ 47,850	$ 47,850	$ 4,200	$ 3,661	$ 10,800	$ 410	$ 210	$ 2,871	$ 239	$ -	$ 18,191	34.9%
Animal Care Staff	1	Shelter Operations	3	39,500 - 56,200	$ 70,241	$ 47,850	$ 47,850	$ 4,200	$ 3,661	$ 10,800	$ 410	$ 210	$ 2,871	$ 239	$ -	$ 18,191	34.9%
Animal Intake Coordinator	1	Shelter Operations	3	48,552 - 65,424	$ 80,686	$ 57,000	$ 57,000	$ 4,200	$ 4,361	$ 10,800	$ 410	$ 210	$ 3,420	$ 285	$ -	$ 19,486	31.8%
Community Cat Coordinator	1	Shelter Operations	3	48,552 - 65,424	$ 80,686	$ 57,000	$ 57,000	$ 4,200	$ 4,361	$ 10,800	$ 410	$ 210	$ 3,420	$ 285	$ -	$ 19,486	31.8%
Customer Care Staff (8)																	
Customer Care Staff	1	Administration	1	42,000 - 58,000	$ 72,695	$ 50,000	$ 50,000	$ 4,200	$ 3,825	$ 10,800	$ 410	$ 210	$ 3,000	$ 250	$ -	$ 18,495	34.1%
Customer Care Staff	1	Administration	1	42,000 - 58,000	$ 72,695	$ 50,000	$ 50,000	$ 4,200	$ 3,825	$ 10,800	$ 410	$ 210	$ 3,000	$ 250	$ -	$ 18,495	34.1%
Customer Care Staff	1	Administration	1	42,000 - 58,000	$ 72,695	$ 50,000	$ 50,000	$ 4,200	$ 3,825	$ 10,800	$ 410	$ 210	$ 3,000	$ 250	$ -	$ 18,495	34.1%
Customer Care Staff	1	Administration	1	42,000 - 58,000	$ 72,695	$ 50,000	$ 50,000	$ 4,200	$ 3,825	$ 10,800	$ 410	$ 210	$ 3,000	$ 250	$ -	$ 18,495	34.1%
Customer Care Staff	1	Administration	1	42,000 - 58,000	$ 72,695	$ 50,000	$ 50,000	$ 4,200	$ 3,825	$ 10,800	$ 410	$ 210	$ 3,000	$ 250	$ -	$ 18,495	34.1%
Customer Care Staff	1	Administration	1	42,000 - 58,000	$ 72,695	$ 50,000	$ 50,000	$ 4,200	$ 3,825	$ 10,800	$ 410	$ 210	$ 3,000	$ 250	$ -	$ 18,495	34.1%
Customer Care Staff	1	Administration	1	42,000 - 58,000	$ 72,695	$ 50,000	$ 50,000	$ 4,200	$ 3,825	$ 10,800	$ 410	$ 210	$ 3,000	$ 250	$ -	$ 18,495	34.1%
Customer Care Staff	1	Administration	1	42,000 - 58,000	$ 72,695	$ 50,000	$ 50,000	$ 4,200	$ 3,825	$ 10,800	$ 410	$ 210	$ 3,000	$ 250	$ -	$ 18,495	34.1%
Adoptions Manager	1	Shelter Operations	3	60,000 - 80,000	$ 91,325	$ 70,000	$ 70,000	$ -	$ 5,355	$ 10,800	$ 410	$ 210	$ 4,200	$ 350	$ -	$ 21,325	30.5%
Adoptions Specialists (2)																	
Adoptions Specialist	1	Shelter Operations	3	42,000 - 58,000	$ 72,695	$ 50,000	$ 50,000	$ 4,200	$ 3,825	$ 10,800	$ 410	$ 210	$ 3,000	$ 250	$ -	$ 18,495	34.1%
Adoptions Specialist	1	Shelter Operations	3	42,000 - 58,000	$ 72,695	$ 50,000	$ 50,000	$ 4,200	$ 3,825	$ 10,800	$ 410	$ 210	$ 3,000	$ 250	$ -	$ 18,495	34.1%
Volunteer Coordinator I-II	1	Shelter Operations	3	42,500 - 70,000	$ 79,829	$ 56,250	$ 56,250	$ 4,200	$ 4,303	$ 10,800	$ 410	$ 210	$ 3,375	$ 281	$ -	$ 19,379	32.1%
Outreach Coordinator	1	Administration	1	42,500 - 70,000	$ 79,829	$ 56,250	$ 56,250	$ 4,200	$ 4,303	$ 10,800	$ 410	$ 210	$ 3,375	$ 281	$ -	$ 19,379	32.1%
Public Information Officer	1	Administration	1	65,000 - 94,000	$ 106,369	$ 79,500	$ 79,500	$ 4,200	$ 6,082	$ 10,800	$ 410	$ 210	$ 4,770	$ 398	$ -	$ 22,669	27.1%
Social Media Outreach Coordinator	1	Administration	1	42,500 - 70,000	$ 75,629	$ 56,250	$ 56,250	$ -	$ 4,303	$ 10,800	$ 410	$ 210	$ 3,375	$ 281	$ -	$ 19,379	34.5%
Foster Manager	1	Shelter Operations	3	52,000 - 70,000	$ 81,052	$ 61,000	$ 61,000	$ -	$ 4,667	$ 10,800	$ 410	$ 210	$ 3,660	$ 305	$ -	$ 20,052	32.9%
Foster Coordinator	1	Shelter Operations	3	48,000 - 65,000	$ 80,115	$ 56,500	$ 56,500	$ 4,200	$ 4,322	$ 10,800	$ 410	$ 210	$ 3,390	$ 283	$ -	$ 19,415	32.0%
Transfer Coordinator	1	Shelter Operations	3	48,000 - 65,000	$ 80,115	$ 56,500	$ 56,500	$ 4,200	$ 4,322	$ 10,800	$ 410	$ 210	$ 3,390	$ 283	$ -	$ 19,415	32.0%
Behavior Manager	1	Shelter Operations	3	48,000 - 65,000	$ 80,115	$ 56,500	$ 56,500	$ 4,200	$ 4,322	$ 10,800	$ 410	$ 210	$ 3,390	$ 283	$ -	$ 19,415	32.0%
Behaviorist	1	Shelter Operations	3	42,500 - 58,000	$ 71,554	$ 49,000	$ 49,000	$ 4,200	$ 3,749	$ 10,800	$ 410	$ 210	$ 2,940	$ 245	$ -	$ 18,354	34.5%
Chief Veterinarian	1	Veterinary Services	4	110,000 - 165,000	$ 168,376	$ 137,500	$ 137,500	$ -	$ 10,519	$ 10,800	$ 410	$ 210	$ 8,250	$ 688	$ -	$ 30,876	22.5%
Staff Veterinarian (2)																	
Staff Veterinarian	1	Veterinary Services	4	95,000 - 145,000	$ 152,600	$ 120,000	$ 120,000	$ 4,200	$ 9,180	$ 10,800	$ 410	$ 210	$ 7,200	$ 600	$ -	$ 28,400	22.9%
Staff Veterinarian	1	Veterinary Services	4	95,000 - 145,000	$ 152,600	$ 120,000	$ 120,000	$ 4,200	$ 9,180	$ 10,800	$ 410	$ 210	$ 7,200	$ 600	$ -	$ 28,400	22.9%
Health Program Coordinator	1	Veterinary Services	4	80,000 - 110,000	$ 124,063	$ 95,000	$ 95,000	$ 4,200	$ 7,268	$ 10,800	$ 410	$ 210	$ 5,700	$ 475	$ -	$ 24,863	25.1%
Registered Vet Tech (2)																	
Registered Vet Tech	1	Veterinary Services	4	50,000 - 70,000	$ 84,110	$ 60,000	$ 60,000	$ 4,200	$ 4,590	$ 10,800	$ 410	$ 210	$ -	$ -	$ -	$ 19,910	31.0%
Registered Vet Tech	1	Veterinary Services	4	50,000 - 70,000	$ 84,110	$ 60,000	$ 60,000	$ 4,200	$ 4,590	$ 10,800	$ 410	$ 210	$ 3,600	$ 300	$ -	$ 19,910	31.0%
Health Technicians (3)																	
Health Technician	1	Veterinary Services	4	39,500 - 56,200	$ 70,241	$ 47,850	$ 47,850	$ 4,200	$ 3,661	$ 10,800	$ 410	$ 210	$ 2,871	$ 239	$ -	$ 18,191	34.9%
Health Technician	1	Veterinary Services	4	39,500 - 56,200	$ 70,241	$ 47,850	$ 47,850	$ 4,200	$ 3,661	$ 10,800	$ 410	$ 210	$ 2,871	$ 239	$ -	$ 18,191	34.9%
Health Technician	1	Veterinary Services	4	39,500 - 56,200	$ 70,241	$ 47,850	$ 47,850	$ 4,200	$ 3,661	$ 10,800	$ 410	$ 210	$ 2,871	$ 239	$ -	$ 18,191	34.9%
Field Services Director	1	Field Services	2	80,000 - 110,000	$ 119,863	$ 95,000	$ 95,000	$ -	$ 7,268	$ 10,800	$ 410	$ 210	$ 5,700	$ 475	$ -	$ 24,863	26.2%
Lead Animal Control Officers (2)																	
Lead Animal Control Officer	1	Field Services	2	52,000 - 70,000	$ 83,052	$ 61,000	$ 61,000	$ 2,000	$ 4,667	$ 10,800	$ 410	$ 210	$ 3,660	$ 305	$ -	$ 20,052	31.8%
Lead Animal Control Officer	1	Field Services	2	52,000 - 70,000	$ 83,052	$ 61,000	$ 61,000	$ 2,000	$ 4,667	$ 10,800	$ 410	$ 210	$ 3,660	$ 305	$ -	$ 20,052	31.8%
Lead Investigator	1	Field Services	2	52,000 - 70,000	$ 83,052	$ 61,000	$ 61,000	$ 2,000	$ 4,667	$ 10,800	$ 410	$ 210	$ 3,660	$ 305	$ -	$ 20,052	31.8%
Animal Control Officers (10)																	
Animal Control Officer I	1	Field Services	2	44,000 - 59,280	$ 74,578	$ 51,650	$ 51,650	$ 4,200	$ 3,951	$ 10,800	$ 410	$ 210	$ 3,099	$ 258	$ -	$ 18,728	33.5%

Fulltime Position	Number of FTEs	Cost Center	Cost Ctr Code	Estimated Salary Range	Total Fully Burdened Personnel Cost	Estimated Full-Time Salary (Mid-Range)	Total Unburdened Salary	Overtime	Social Security Retirement	Health	Dental / Vision	Life Insurance / Disability	Workers Compensation	Unemployment	Other Fringe Benefits	Total Burden/Fringe	Total Burden/Fringe % of Total Salary
						Salary			**Fringe Benefits**								
Animal Control Officer I	1	Field Services	2	44,000 - 59,280	$ 74,578	$ 51,650	$ 51,650	$ 4,200	$ 3,951	$ 10,800	$ 410	$ 210	$ 3,099	$ 258	$ -	$ 18,728	33.5%
Animal Control Officer I	1	Field Services	2	44,000 - 59,280	$ 74,578	$ 51,650	$ 51,650	$ 4,200	$ 3,951	$ 10,800	$ 410	$ 210	$ 3,099	$ 258	$ -	$ 18,728	33.5%
Animal Control Officer II	1	Field Services	2	48,552 - 65,424	$ 80,115	$ 56,500	$ 56,500	$ 4,200	$ 4,322	$ 10,800	$ 410	$ 210	$ 3,390	$ 283	$ -	$ 19,415	32.0%
Animal Control Officer II	1	Field Services	2	48,552 - 65,424	$ 80,115	$ 56,500	$ 56,500	$ 4,200	$ 4,322	$ 10,800	$ 410	$ 210	$ 3,390	$ 283	$ -	$ 19,415	32.0%
Animal Control Officer II	1	Field Services	2	48,552 - 65,424	$ 80,115	$ 56,500	$ 56,500	$ 4,200	$ 4,322	$ 10,800	$ 410	$ 210	$ 3,390	$ 283	$ -	$ 19,415	32.0%
Animal Control Officer III	1	Field Services	2	51,756 - 69,756	$ 85,023	$ 60,800	$ 60,800	$ 4,200	$ 4,651	$ 10,800	$ 410	$ 210	$ 3,648	$ 304	$ -	$ 20,023	30.8%
Animal Control Officer III	1	Field Services	2	51,756 - 69,756	$ 85,023	$ 60,800	$ 60,800	$ 4,200	$ 4,651	$ 10,800	$ 410	$ 210	$ 3,648	$ 304	$ -	$ 20,023	30.8%
Animal Control Officer IV	1	Field Services	2	60,312 - 81,276	$ 96,438	$ 70,800	$ 70,800	$ 4,200	$ 5,416	$ 10,800	$ 410	$ 210	$ 4,248	$ 354	$ -	$ 21,438	28.6%
Animal Control Officer IV	1	Field Services	2	60,312 - 81,276	$ 96,438	$ 70,800	$ 70,800	$ 4,200	$ 5,416	$ 10,800	$ 410	$ 210	$ 4,248	$ 354	$ -	$ 21,438	28.6%
Dispatchers (4)																	
Dispatcher	1	Field Services	2	40,000 - 58,000	$ 72,695	$ 50,000	$ 50,000	$ 4,200	$ 3,825	$ 10,800	$ 410	$ 210	$ 3,000	$ 250	$ -	$ 18,495	34.1%
Dispatcher	1	Field Services	2	40,000 - 58,000	$ 72,695	$ 50,000	$ 50,000	$ 4,200	$ 3,825	$ 10,800	$ 410	$ 210	$ 3,000	$ 250	$ -	$ 18,495	34.1%
Dispatcher	1	Field Services	2	40,000 - 58,000	$ 72,695	$ 50,000	$ 50,000	$ 4,200	$ 3,825	$ 10,800	$ 410	$ 210	$ 3,000	$ 250	$ -	$ 18,495	34.1%
Dispatcher	1	Field Services	2	40,000 - 58,000	$ 72,695	$ 50,000	$ 50,000	$ 4,200	$ 3,825	$ 10,800	$ 410	$ 210	$ 3,000	$ 250	$ -	$ 18,495	34.1%
Licensing Manager	1	Field Services	2	60,000 - 80,000	$ 95,525	$ 70,000	$ 70,000	$ 4,200	$ 5,355	$ 10,800	$ 410	$ 210	$ 4,200	$ 350	$ -	$ 21,325	28.7%
Licensing Team (4)						$ -			$ -								
Animal Control Officer II	1	Field Services	2	48,000 - 65,000	$ 80,115	$ 56,500	$ 56,500	$ 4,200	$ 4,322	$ 10,800	$ 410	$ 210	$ 3,390	$ 283	$ -	$ 19,415	32.0%
Animal Control Officer II	1	Field Services	2	48,000 - 65,000	$ 80,115	$ 56,500	$ 56,500	$ 4,200	$ 4,322	$ 10,800	$ 410	$ 210	$ 3,390	$ 283	$ -	$ 19,415	32.0%
Animal Control Officer II	1	Field Services	2	48,000 - 65,000	$ 80,115	$ 56,500	$ 56,500	$ 4,200	$ 4,322	$ 10,800	$ 410	$ 210	$ 3,390	$ 283	$ -	$ 19,415	32.0%
Animal Control Officer II	1	Field Services	2	48,000 - 65,000	$ 80,115	$ 56,500	$ 56,500	$ 4,200	$ 4,322	$ 10,800	$ 410	$ 210	$ 3,390	$ 283	$ -	$ 19,415	32.0%
Total Full-Time Personnel	77				$ 6,816,685	$ 4,951,200	$ 4,951,200	$ 253,800	$ 378,767	$ 831,600	$ 31,570	$ 16,170	$ 297,072	$ 24,756	$ 31,750	$ 1,611,685	

Fringe Rates as Percent of Unburdened Salary or Annual Cost	
Other Retirement Plan	7.65%
Health Exec Management	$ 10,800
Health All Others	$ 10,800
Dental / Vision	$ 410
Life Ins / Disability	$ 210
Workers Comp	6.0%
Unemployment	0.50%
Other	10%

APPENDIX 5

ANIMAL SERVICES JPA COST MODEL SUMMARY – FULL-SERVICE

This page was intentionally left blank

Animal Services JPA Cost Model Summary — Full-Service

	Total (Normalized Year)	Normalized Year			
		Field Services (Includes Dispatch)	Shelter Center Operations	Veterinary Services	Administration
Operating Revenues:					
Contract Agency Charges	$ 3,064,489	$ 955,166	$ 1,034,763	$ 358,187	$ 716,374
Impound Fees	$ 43,140	$ 13,446	$ 14,567	$ 5,042	$ 10,085
Animal Licenses	$ 950,000	$ 296,104	$ 320,779	$ 111,039	$ 222,078
Penalties	$ 46,400	$ 14,462	$ 15,668	$ 5,423	$ 10,847
Other Consumer Fees	$ 1,194,200	$ 372,218	$ 403,236	$ 139,582	$ 279,164
Other Revenues (Donations, Fundraisers, Other Charges)	$ 155,000	$ 48,312	$ 52,338	$ 18,117	$ 36,234
Initial Member Agencies' Contribution for Non-Finance Eligible Startup Costs (Initial Year Only)	$ 155,000	$ 30,000	$ 80,000	$ 25,000	$ 20,000
Total Operating Revenues	$ 5,608,229	$ 1,729,708	$ 1,921,350	$ 662,390	$ 1,294,781
Operating Expenses:					
Personnel Cost	$ 6,816,685	$ 2,014,085	$ 2,017,180	$ 976,581	$ 1,808,839
Supplies and Services	$ 2,882,000	$ 898,286	$ 973,143	$ 336,857	$ 673,714
Equipment - Post Startup	$ 10,000	$ 3,100	$ 3,400	$ 1,200	$ 2,300
Capital Improvements - Post Startup	$ 10,000	$ 3,100	$ 3,400	$ 1,200	$ 2,300
Non-Finance Eligible Startup Costs (Initial Year Only)	$ 155,000	$ 30,000	$ 80,000	$ 25,000	$ 20,000
Other Operating Expenses	$ -	$ -	$ -	$ -	$ -
Total Operating Expenses	$ 9,873,685	$ 2,948,570	$ 3,077,122	$ 1,340,838	$ 2,507,154
Total Operating Surplus/(Loss)	$ (4,265,455)	$ (1,218,863)	$ (1,155,772)	$ (678,448)	$ (1,212,373)
Other Sources/(Uses):					
Bond proceeds	$ -	$ -	$ -	$ -	$ -
Grants	$ -	$ -	$ -	$ -	$ -
Debt Service	$ (1,610,083)	$ (216,352)	$ (853,483)	$ (460,777)	$ (79,470)
Contribution for Operating Reserves	$ (493,684)	$ (153,876)	$ (166,699)	$ (57,703)	$ (115,407)
Contribution for Equipment/Capital Repair and Replacement Reserves	$ (493,684)	$ (153,876)	$ (166,699)	$ (57,703)	$ (115,407)
Operating Reserve Contribution					
Total Other Sources/(Uses)	$ (2,597,451)	$ (524,103)	$ (1,186,880)	$ (576,184)	$ (310,283)
Total Full-Service Animal Services JPA Net Surplus/(Loss)	$ (6,862,906)	$ (1,742,966)	$ (2,342,653)	$ (1,254,632)	$ (1,522,656)

Note: Reserve contribution is 5% of operating expense

This page was intentionally left blank

APPENDIX 6

ANIMAL SERVICES JPA ESTIMATED PERSONNEL COSTS – FIELD-SERVICE-ONLY

This page was intentionally left blank

Animal Services JPA Estimated Personnel Costs — Field-Service-Only

Fulltime Position	Number of FTEs	Cost Center	Cost Ctr Code	Estimated Salary Range	Total Fully Burdened Personnel Cost	Estimated Full-Time Salary (Mid-Range)	Total Unburdened Salary	Overtime/Call Back	Social Security Retirement	Health	Dental / Vision	Life Insurance / Disability	Workers Compensation	Unemployment	Other Fringe Benefits	Total Burden/Fringe	Total Burden/Fringe % of Total Salary
Director	1	Administration	1	145,000 - 190,000	$ 219,371	$ 167,500	$ 167,500	$ -	$ 12,814	$ 10,800	$ 410	$ 210	$ 10,050	$ 838	$ 16,750	$ 51,871	31.0%
Financial Specialist	1	Administration	1	65,000 - 88,000	$ 98,745	$ 76,500	$ 76,500	$ -	$ 5,852	$ 10,800	$ 410	$ 210	$ 4,590	$ 383	$ -	$ 22,245	29.1%
Field Services Director	1	Field Services	2	80,000 - 110,000	$ 119,863	$ 95,000	$ 95,000	$ -	$ 7,268	$ 10,800	$ 410	$ 210	$ 5,700	$ 475	$ -	$ 24,863	26.2%
Lead Animal Control Officers (2)																	
Lead Animal Control Officer	1	Field Services	2	52,000 - 70,000	$ 83,052	$ 61,000	$ 61,000	$ 2,000	$ 4,667	$ 10,800	$ 410	$ 210	$ 3,660	$ 305	$ -	$ 20,052	31.8%
Lead Animal Control Officer	1	Field Services	2	52,000 - 70,000	$ 83,052	$ 61,000	$ 61,000	$ 2,000	$ 4,667	$ 10,800	$ 410	$ 210	$ 3,660	$ 305	$ -	$ 20,052	31.8%
Lead Investigator	1	Field Services	2	44,000 - 59,280	$ 72,436	$ 51,700	$ 51,700	$ 2,000	$ 3,955	$ 10,800	$ 410	$ 210	$ 3,102	$ 259	$ -	$ 18,736	34.9%
Animal Control Officers (10)																	
Animal Control Officer I	1	Field Services	2	44,000 - 59,280	$ 74,578	$ 51,650	$ 51,650	$ 4,200	$ 3,951	$ 10,800	$ 410	$ 210	$ 3,099	$ 258	$ -	$ 18,728	33.5%
Animal Control Officer I	1	Field Services	2	44,000 - 59,280	$ 74,578	$ 51,650	$ 51,650	$ 4,200	$ 3,951	$ 10,800	$ 410	$ 210	$ 3,099	$ 258	$ -	$ 18,728	33.5%
Animal Control Officer I	1	Field Services	2	44,000 - 59,280	$ 74,578	$ 51,650	$ 51,650	$ 4,200	$ 3,951	$ 10,800	$ 410	$ 210	$ 3,099	$ 258	$ -	$ 18,728	33.5%
Animal Control Officer II	1	Field Services	2	48,552 - 65,424	$ 80,115	$ 56,500	$ 56,500	$ 4,200	$ 4,322	$ 10,800	$ 410	$ 210	$ 3,390	$ 283	$ -	$ 19,415	32.0%
Animal Control Officer II	1	Field Services	2	48,552 - 65,424	$ 80,115	$ 56,500	$ 56,500	$ 4,200	$ 4,322	$ 10,800	$ 410	$ 210	$ 3,390	$ 283	$ -	$ 19,415	32.0%
Animal Control Officer II	1	Field Services	2	48,552 - 65,424	$ 80,115	$ 56,500	$ 56,500	$ 4,200	$ 4,322	$ 10,800	$ 410	$ 210	$ 3,390	$ 283	$ -	$ 19,415	32.0%
Animal Control Officer III	1	Field Services	2	51,756 - 69,756	$ 85,023	$ 60,800	$ 60,800	$ 4,200	$ 4,651	$ 10,800	$ 410	$ 210	$ 3,648	$ 304	$ -	$ 20,023	30.8%
Animal Control Officer III	1	Field Services	2	51,756 - 69,756	$ 85,023	$ 60,800	$ 60,800	$ 4,200	$ 4,651	$ 10,800	$ 410	$ 210	$ 3,648	$ 304	$ -	$ 20,023	30.8%
Animal Control Officer IV	1	Field Services	2	60,312 - 81,276	$ 96,438	$ 70,800	$ 70,800	$ 4,200	$ 5,416	$ 10,800	$ 410	$ 210	$ 4,248	$ 354	$ -	$ 21,438	28.6%
Animal Control Officer IV	1	Field Services	2	60,312 - 81,276	$ 96,438	$ 70,800	$ 70,800	$ 4,200	$ 5,416	$ 10,800	$ 410	$ 210	$ 4,248	$ 354	$ -	$ 21,438	28.6%
Dispatchers (3)																	
Dispatcher	1	Field Services	2	40,000 - 58,000	$ 68,495	$ 50,000	$ 50,000	$ -	$ 3,825	$ 10,800	$ 410	$ 210	$ 3,000	$ 250	$ -	$ 18,495	37.0%
Dispatcher	1	Field Services	2	40,000 - 58,000	$ 68,495	$ 50,000	$ 50,000	$ -	$ 3,825	$ 10,800	$ 410	$ 210	$ 3,000	$ 250	$ -	$ 18,495	37.0%
Dispatcher	1	Field Services	2	40,000 - 58,000	$ 68,495	$ 50,000	$ 50,000	$ -	$ 3,825	$ 10,800	$ 410	$ 210	$ 3,000	$ 250	$ -	$ 18,495	37.0%
Licensing Manager	1	Field Services	2	60,000 - 80,000	$ 91,325	$ 70,000	$ 70,000	$ -	$ 5,355	$ 10,800	$ 410	$ 210	$ 4,200	$ 350	$ -	$ 21,325	30.5%
Licensing Team (4)																	
Animal Control Officer II	1	Field Services	2	48,000 - 65,000	$ 75,915	$ 56,500	$ 56,500	$ -	$ 4,322	$ 10,800	$ 410	$ 210	$ 3,390	$ 283	$ -	$ 19,415	34.4%
Animal Control Officer II	1	Field Services	2	48,000 - 65,000	$ 75,915	$ 56,500	$ 56,500	$ -	$ 4,322	$ 10,800	$ 410	$ 210	$ 3,390	$ 283	$ -	$ 19,415	34.4%
Animal Control Officer II	1	Field Services	2	48,000 - 65,000	$ 75,915	$ 56,500	$ 56,500	$ -	$ 4,322	$ 10,800	$ 410	$ 210	$ 3,390	$ 283	$ -	$ 19,415	34.4%
Animal Control Officer II	1	Field Services	2	48,000 - 65,000	$ 75,915	$ 56,500	$ 56,500	$ -	$ 4,322	$ 10,800	$ 410	$ 210	$ 3,390	$ 283	$ -	$ 19,415	34.4%
Total Full-Time Personnel	24				$ 2,103,989	$ 1,546,350	$ 1,546,350	$ 48,000	$ 118,296	$ 259,200	$ 10,660	$ 5,460	$ 92,781	$ 7,732	$ 16,750	510,879	

Fringe Rates as Percent of Unburdened Salary or Annual Cost	
Health All Others	$ 10,800
Dental / Vision	$ 410
Life Ins / Disability	$ 210
Workers Comp	6.0%
Unemployment	0.50%
Other	10%

This page was intentionally left blank

APPENDIX 7

ANIMAL SERVICES JPA COST MODEL SUMMARY – FIELD-SERVICE-ONLY

This page was intentionally left blank

Animal Services JPA Cost Model Summary — Field-Service-Only

	Total (Normalized Year)	Field Services (Includes Dispatch)	Shelter Center Operations	Veterinary Services	Administration
		Normalized Year			
Operating Revenues:					
Contract Agency Charges	$ 1,470,245	$ 1,347,724	$ -	$ -	$ 122,520
Impound Fees	$ -	$ -	$ -	$ -	$ -
Animal Licenses	$ 950,000	$ 870,833	$ -	$ -	$ 79,167
Penalties	$ 46,400	$ 42,533	$ -	$ -	$ 3,867
Other Consumer Fees	$ 45,100	$ 41,342	$ -	$ -	$ 3,758
Other Revenues (Donations, Fundraisers, Other Charges)	$ 102,500	$ 93,958	$ -	$ -	$ 8,542
Initial Member Agencies' Contribution for Non-Finance Eligible Startup Costs (Initial Year Only)	$ 50,000	$ 30,000	$ -	$ -	$ 20,000
Total Operating Revenues	$ 2,664,245	$ 2,426,391	$ -	$ -	$ 237,854
Operating Expenses:					
Personnel Cost	$ 2,103,989	$ 1,785,873	$ -	$ -	$ 318,116
Supplies and Services	$ 625,405	$ 573,288	$ -	$ -	$ 52,117
Equipment - Post Startup	$ 4,000	$ 3,400	$ -	$ -	$ 600
Capital Improvements - Post Startup	$ 5,000	$ 4,250	$ -	$ -	$ 750
Non-Finance Eligible Startup Costs (Initial Year Only)	$ 50,000	$ 30,000	$ -	$ -	$ 20,000
Other Operating Expenses					
Total Operating Expenses	$ 2,788,394	$ 2,396,810	$ -	$ -	$ 391,583
Total Operating Surplus/(Loss)	$ (124,149)	$ 29,581	$ -	$ -	$ (153,729)
Other Sources/(Uses):					
Bond proceeds	$ -	$ -	$ -	$ -	$ -
Grants	$ -	$ -	$ -	$ -	$ -
Debt Service	$ (60,000)	$ (24,000)	$ -	$ -	$ (36,000)
Contribution for Operating Reserves	$ (139,420)	$ (127,801)	$ -	$ -	$ (11,618)
Contribution for Equipment/Capital Repair and Replacement Reserves	$ -	$ -	$ -	$ -	$ -
Operating Reserve Contribution					
Total Other Sources/(Uses)	$ (199,420)	$ (151,801)	$ -	$ -	$ (47,618)
Total Field-Service-Only Animal Services JPA Net Surplus/(Loss)	$ (323,568)	$ (122,221)	$ -	$ -	$ (201,348)

Notes: Contract charges are 50% of FY 19/20 contract payments
      Reserve contribution is 5% of operating expense
      Net operating amount excludes contract shelter services

This page was intentionally left blank

APPENDIX 8

ANIMAL SERVICES JPA COST ALLOCATION SUMMARY (NORMALIZED YEAR) – FULL-SERVICE

This page was intentionally left blank

Animal Services JPA Cost Allocation Summary (Normalized Year) — Full-Service

Jurisdiction	General Info			Estimated New Costs Per Model	Estimated Total Normalized Year Net Cost Per Model
	Current Population (DOF e-1 Jan 2020)	Population %	Net Agency Cost Per Existing Contracts		
Alhambra	86,792	16.89%	$ 107,813	$ 1,159,305	$ 1,267,118
Arcadia	57,212	11.14%	$ 318,256	$ 764,197	$ 1,082,453
Bradbury	1,052	0.20%	$ 18,894	$ 14,052	$ 32,946
Duarte	21,673	4.22%	$ 62,000	$ 289,492	$ 351,492
La Cañada Flintridge	20,461	3.98%	$ 92,414	$ 273,303	$ 365,717
Monrovia	37,935	7.38%	$ 161,394	$ 506,709	$ 668,102
Pasadena	144,842	28.19%	$ 1,598,989	$ 1,934,695	$ 3,533,684
Rosemead	54,363	10.58%	$ 62,000	$ 726,142	$ 788,142
San Gabriel	40,104	7.81%	$ 350,000	$ 535,680	$ 885,680
San Marino	13,087	2.55%	$ 81,959	$ 174,807	$ 256,765
Sierra Madre	10,816	2.11%	$ 50,962	$ 144,472	$ 195,434
South Pasadena	25,458	4.95%	$ 159,810	$ 340,050	$ 499,860
Contract Cities Total	**513,795**	**100%**	**$ 3,064,489**	**$ 6,862,905**	**$ 9,927,394**

This page was intentionally left blank

APPENDIX 9

ANIMAL SERVICES JPA COST ALLOCATION SUMMARY (NORMALIZED YEAR) – FIELD-SERVICE-ONLY

This page was intentionally left blank

Animal Services JPA Cost Allocation Summary (Normalized Year) — Field-Service-Only

Jurisdiction	General Info		Net Agency Cost Per Existing Contracts	Total Net Additional Cost for Normalized Year based on Model	Startup Cost Allocation (Population)	Estimated Net Startup Costs Plus Normalized Year Costs	Difference Current Net Agency Cost to New Estimated Net Agency Cost
	Current Population (DOF e-1 Jan 2020)	Population %					
Alhambra	86,792	16.89%	$ 53,906	$ 108,564	$ 131,760	$ 240,325	$ 186,418
Arcadia	57,212	11.14%	$ 159,128	$ 195,158	$ 86,854	$ 282,012	$ 122,884
Bradbury	1,052	0.20%	$ 9,447	$ 10,109	$ 1,597	$ 11,707	$ 2,260
Duarte	21,673	4.22%	$ -	$ 13,649	$ 32,902	$ 46,551	$ 46,551
La Cañada Flintridge	20,461	3.98%	$ 46,207	$ 59,093	$ 31,062	$ 90,155	$ 43,948
Monrovia	37,935	7.38%	$ 80,697	$ 104,587	$ 57,590	$ 162,177	$ 81,480
Pasadena	144,842	28.19%	$ 799,494	$ 890,710	$ 219,887	$ 1,110,597	$ 311,103
Rosemead	54,363	10.58%	$ -	$ 34,236	$ 82,529	$ 116,765	$ 116,765
San Gabriel	40,104	7.81%	$ 175,000	$ 200,256	$ 60,882	$ 261,138	$ 86,138
San Marino	13,087	2.55%	$ 40,979	$ 49,221	$ 19,868	$ 69,088	$ 28,109
Sierra Madre	10,816	2.11%	$ 25,481	$ 32,292	$ 16,420	$ 48,712	$ 23,231
South Pasadena	25,458	4.95%	$ 79,905	$ 95,937	$ 38,648	$ 134,586	$ 54,681
Contract Cities Total	**513,795**	**100%**	$ 1,470,245	$ 1,793,812	$ 780,000	$ 2,573,812	$ 1,103,568

Note: Contract charges are 50% of FY 19/20 contract payments

This page was intentionally left blank

APPENDIX 10

ESTIMATED CURRENT DOG LICENSING COMPLIANCE IN THE PROJECT CITIES

This page was intentionally left blank

Estimated Current Dog Licensing Compliance in the Project Cities

City	Licenses Sold in 2019	Estimated Dog Population	Estimated Dog Licensing Compliance
Alhambra	2,282	31,304	7.29%
Arcadia	2,866	20,863	13.74%
Bradbury	81	401	20.20%
Duarte	2,876	7,230	39.78%
La Cañada Flintridge	1,553	6,991	22.21%
Monrovia	2,580	14,819	17.41%
Pasadena	8,660	61,649	14.05%
Rosemead	3,063	14,794	20.70%
San Gabriel	1,280	13,325	9.61%
San Marino	922	4,422	20.85%
Sierra Madre	921	5,036	18.29%
South Pasadena	1,517	10,986	13.81%
Total	**28,601**	**191,820**	**14.91%**

United We Stand:
Supporting a comprehensive, coordinated structure and strategy to meet the homelessness crisis in Los Angeles County

A White Paper
Prepared and Adopted
by the San Gabriel Valley Council of Governments

January 21, 2021

Table of Contents

INTRODUCTION

The ever-worsening homeless crisis is a growing threat to the wellbeing, prosperity and quality of life of our region. It is likely only to intensify due to the ongoing COVID-19 pandemic. The gravity and urgency of the crisis requires a comprehensive, coordinated, Countywide structure and strategy to end the shame of tens of thousands of people living on our streets.

Acknowledging this crisis and the problems with the current homelessness services system, the Los Angeles County Board of Supervisors approved a motion, "Exploring New Governance Models to Improve Accountability and Oversight of Homeless Funds" on September 1, 2020. This motion focused on the structure and function of Los Angeles Housing Services Authority (LAHSA) but highlighted the need to examine the system as a whole. Meanwhile, LAHSA itself has convened an Ad Hoc Committee on Governance to consider similar concerns.

While we support the efforts of the County, LAHSA and the City of Los Angeles to seek a more effective coordinating structure, we believe it is critical to directly involve the remaining 87 cities that make up the County. These cities represent 60% of the County's population, nearly 40% of the population of those experiencing homelessness and are the source of the majority of the tax revenue for Measure H.

Municipalities in the San Gabriel Valley are committed to be leaders in the fight to combat homelessness. We have the need and the desire to serve the most vulnerable in our communities and to maximize local ideas, resources, and programs to this end. The San Gabriel Valley Council of Governments (SGVCOG) and its member cities developed this white paper to demonstrate our commitment to creating a more coordinated, effective homelessness services system which is capable of solving our homelessness crisis.

As demonstrated in our Homeless Report (Attachment A), we bring tangible resources to the table. Our city governments, non-profits, faith communities, healthcare providers, businesses, civic organizations and volunteers are already actively engaged in meeting this crisis. We already have boots on the ground working every day on all aspects of this challenge. What we lack is participation in a focused, flexible and responsive Countywide structure to coordinate strategy, services and funding to effectively address the causes and solutions for homelessness.

In this white paper, we lay out the background and our perspective on the shortcomings of the current approach to homelessness across LA County. We lay out a range of potential solutions. Our concerns are substantive and we believe our alternatives are realistic. We believe that failure is not an option.

The cities of the San Gabriel Valley pledge to work with the County of Los Angeles, the City of Los Angeles, our sister communities and the myriad of private, non-profit, academic, philanthropic and civic institutions across the County to mobilize an effective, efficient and equitable response to the homelessness crisis.

EXECUTIVE SUMMARY

The SGVCOG is a joint powers authority that supports regional issues and implements regional programs. The SGVCOG includes the 31 cities and unincorporated areas of Los Angeles County Supervisorial Districts 1, 4, and 5, representing 20% of the population of Los Angeles County.

The 2020 Homeless Count identified 4,555 people experiencing homelessness in the San Gabriel Valley. This represents an increase of 47% over the last five years. With the inclusion of the separate count within the separate Pasadena Continuum of Care, the homeless population of the San Gabriel Valley represents nearly 10% of the Countywide total.

Of those counted in 2020, two-thirds were unsheltered with the majority of those staying in vehicles (59.8%) and the remainder (40.2%) on the streets. One third were sheltered. People of color represent 75% of those experiencing homelessness

The SGVCOG cities are actively engaged in providing homelessness services and work with LAHSA, LA County Homeless Initiative, LA County Department of Mental Health, LA County Sheriff's Department, and various other State and County departments, nonprofits, service providers, and other municipalities. The cities of Claremont, Pomona, and La Verne are also served by Tri-City Mental Health.

Most San Gabriel Valley cities have adopted formal homelessness response plans and others are currently developing them. Several cities have used Measure H implementation funding to offer Housing Navigation services to their communities. In 2018, the City of Pomona opened a 200-bed interim housing facility, contributing much of the capital funding themselves. The region has strong networks of outreach efforts, shelters, housing assistance programs and a range of public, non-profit and faith-based social services. Finally, twenty-one SGVCOG member cities have joined the San Gabriel Valley Regional Housing Trust (SGVRHT) that is financing the planning and construction of affordable housing, including permanent supportive housing for homeless individuals and families.

Problems with the Current System:

- **Lack of Collaborative Relationship with Smaller Cities:** LAHSA and the broader County homeless services delivery system do not engage with SGV cities as partners. Yet our cities are on the front line when residents have complaints or concerns about homelessness. Without effective collaboration from LAHSA or the County, cities are largely left on their own to address the needs of their homeless residents. At worst, this can lead to duplicative efforts with LAHSA that are a waste of precious resources. County and LAHSA programs would be more effective if they built on the close relationship that city governments have with their communities and their knowledge of local conditions. To do this, there must be an effort to understand the specific needs of these small communities and collaborate with jurisdictions to implement these more targeted approaches. Communication and transparency need to be improved to build trust and collaboration.
- **Lack of Funding for Locally-Based and Supported Initiatives and Programs:** Cities throughout the County have constrained funding to address a wide range of issues, including homelessness, transportation, public safety, parks, and stormwater. Under the

current system, when cities propose an innovative solution, it does not appear to be taken seriously unless it can be applied County-wide. Funding for locally-based and locally-supported initiatives and programs can leverage Measure H funding for greater impact. Other countywide tax measures, including Measure W (Water), Measure A (Parks), Measure M (Transportation), Measure R (Transportation), have all included a "local return" component that have allowed cities to implement projects and programs customized to local needs.

- **Poor Communication and Lack of Transparency:** If one thing is clear about the homelessness crisis in LA County, it is that it's not clear who is accountable. The roles, missions and responsibilities of County government, the County's Homeless Initiative and LAHSA and individual cities overlap or leave gaps. Currently, cities struggle to access information about programs, do not have direct access to appropriate contacts that can answer questions and respond to concerns. There is a lack of timely and accurate shared data about people experiencing homelessness served in their communities. When cities are able to find appropriate contacts, it can be difficult to get clear and concise direction from LAHSA and the County. At times, staff receive different answers from different people, creating confusion and making program implementation more difficult. Further complicating these issues is that cities often interact with LAHSA in both its capacity as an administrator of funding and as a direct service provider though its outreach teams.

Potential Solutions:

- **Increasing Representation Within the Current System:** LAHSA was created nearly three decades ago as a joint structure for the County and the City of Los Angeles to administer funding for homeless programs, primarily from the Federal government. Much has changed since then, including the passage of Measure H and the increased role of the State government in funding homeless programs. The nature and distribution of homelessness has also fundamentally changed. There is widespread recognition that greater clarity, coordination and innovation is necessary to effectively deal with the growing homelessness crisis. Many options have been proposed for restructuring the governance of homeless strategy, funding, programs and policies. Among the models are restructuring LAHSA to act as the primary entity for expanded countywide coordination. These include using the Metro board as a model; adding representatives from all the Service Planning Areas or the Councils of Government; and a new model implemented in King County (Seattle) that has a bifurcated board structure to direct policy and operations and includes representation from elected officials, experts and people with lived experience.
- **More Autonomy Within the Current System:** Even without restructuring governance, there can be improvements within the current system by granting greater autonomy on programming and funding within each Service Planning Area and with the cities they cover.

The white paper proposes additional proposals for improving the delivery of services to reduce homelessness. Finally, it poses the option that in the absence of consensus on a comprehensive coordinated strategy and structure to effectively address the growing crisis, the San Gabriel Valley is prepared to accept independent responsibility for administering our own Continuum of Care. Of

course, this would require an appropriate allocation of resources. We are hopeful we can work together, collaboratively, to improve the current system.

BACKGROUND

The San Gabriel Valley Council of Governments (SGVCOG) is a regional government planning agency that aims to maximize the quality of life in the San Gabriel Valley. We are a joint powers authority that consists of 31 incorporated cities, unincorporated communities in Los Angeles County Supervisorial Districts 1, 4, and 5, and three San Gabriel Valley Municipal Water Districts. The SGVCOG works on issues of importance to its member agencies, including homelessness, transportation, the environment, and water, and seeks to address these regionally.

The SGVCOG is the largest and most diverse sub-regional council of governments in Los Angeles County. The San Gabriel Valley encompasses nearly 400 square miles and has more than two million residents of thirty-one cities that are represented by 161 councilmembers. In comparison, the City of Los Angeles, with a population of four million, is represented by fifteen councilmembers. This allows councilmembers in San Gabriel Valley cities to be closely in tune with the concerns of their constituents and to shape local policy accordingly.

Our communities each have a unique character and history and often face unique challenges that they have varying resources to address. Our member cities' populations range from 1,008 in the City of Industry and 1,084 in the City of Bradbury to 117,000 in the City of El Monte and 156,000 in the City of Pomona.

It's a diverse region: of the residents in the San Gabriel Valley, 44.7% identify as Hispanic or Latino; 25.7% as Asian; 24.8% as white non-Hispanic; 2.4% as Black; and 2.4% as Native American, Alaskan Native, Native Hawaiian, or another race.

At the time of the 2010 Census, 61% of residents in the San Gabriel Valley lived in owner-occupied housing, while 39% lived in rental housing units.

While our member cities have unique needs and resources, our communities also face many of the same challenges and have developed a unified voice to maximize resources, achieve sustainable solutions, and advocate for regional and member interests to improve the quality of life in the San Gabriel Valley.

Scope of Homelessness

In January 2020, the Greater Los Angeles Point-in-Time (PIT) Count determined there were 4,555 people experiencing homelessness within the SPA 3, the boundaries of which closely mirror those of the SGVCOG. The number of people experiencing homelessness in the San Gabriel Valley has steadily increased since 2015, when 3,093 people were identified through the PIT Count.

Number of People Experiencing Homelessness (Point in Time Count)
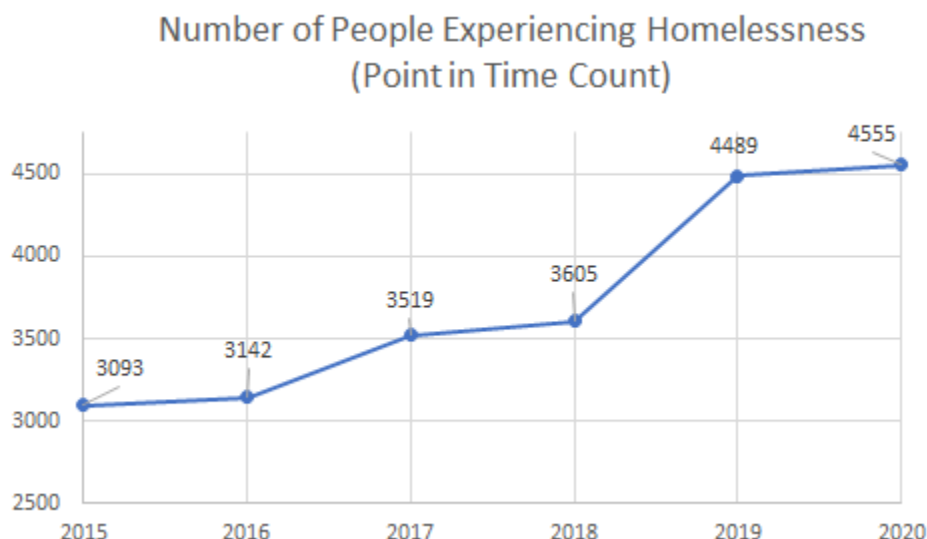
Just as our cities have varying populations, needs, and resources, our communities experience varying levels of homelessness. The 2020 Point-In-Time Count determined there was a range of homelessness in each of our cities - from 0 people experiencing homelessness (PEH) in some communities to 723 people experiencing homelessness in another, with a median of 68 PEH in each SGV city.

Of the people experiencing homelessness within the San Gabriel Valley who were captured through the PIT Count, the majority are unsheltered: 66.5% were unsheltered, with 59.8% of those staying in vehicles (59.8%) and the remaining (40.2%) staying outdoors on the streets, in parks, or in tents. 33.5% were sheltered, sleeping in emergency shelters or transitional housing.

Other key concerns from the region's 2020 Point-in-Time Count data of concern to our region include the following:

- People experiencing chronic homelessness rose 40%
- Number of seniors 62 and over experiencing homelessness rose 13%, 68.7% of whom are unsheltered
- People of color represent 75% of those experiencing homelessness

Our cities recognize the complex vulnerabilities many of those living on the street in the San Gabriel Valley face, with 28% living with serious mental illness and 33% having a substance use disorder. We seek to prioritize the expansion of the mental health and substance abuse services these individuals need to rebuild their lives.

Our region also has deep concern with the impacts of the COVID-19 pandemic on housing stability and homelessness. The 2020 PIT count data predates the pandemic, and the full effects on homelessness in the region remain to be seen.

While the PIT count data provides one metric for measurement, it does not capture the full breadth of homelessness in the region. The PIT count records the presence of homelessness on just a few nights supplemented with metrics and formulas that are extrapolated to determine the PIT count, which can produce significant over-counts and under-counts. The PIT count data also does not account for those persons experiencing homelessness (PEH) that may not reside permanently in the region but may travel and spend time here.

Regional Homelessness Response

As the homeless population has risen over the last 5 years, so too has the amount of San Gabriel Valley resources allocated to policies and programs to respond to the regional homelessness crisis. The cities of the SGVCOG are strongly committed to providing homelessness services and have supplemented the programs and funding administered by LAHSA and the County to provide additional resources to PEH in their communities. Nineteen cities have developed homelessness response plans, with five more cities currently developing plans to be approved by their City Councils in the coming months. The SGVCOG received an influx of $5.625 million from the State Budget in FY 2020, and the majority of those funds have been allocated to these cities to implement their homeless plans. With additional funding supported by the County's Measure H Innovation Fund - which provided approximately $1.5 million to the San Gabriel Valley - in total, 22 cities are utilizing these funds to implement prevention, diversion, rapid rehousing programs, and other pilot programs aimed at reducing homelessness in the San Gabriel Valley. This funding has supplemented funding that some communities received from Measure H implementation grants, which they also used to provide additional housing navigation services to their communities. Recently, during spring and summer 2020, 11 cities participated in the SGVCOG's hygiene program (funded by the County) to provide people experiencing homelessness increased access to hygiene services during the pandemic and to mitigate the spread of COVID-19 in our unhoused neighbors.

These programs often fill key gaps in the larger homeless services system. For example, there is currently a serious lack of funding for rapid rehousing in the San Gabriel Valley, with CES programs often unable to take new clients after the first few months of the fiscal year. With the funding sources listed above, the SGVCOG and its member cities are able to provide additional case management and housing navigation and rapid rehousing slots - as well as targeted outreach

and incentives to landlords to increase the supply of available units - to provide more resources to house our homeless population.

Even with limited staff, cities have also allocated staff resources to ensure that their city can respond to homelessness. Cities' homelessness response falls within a variety of city departments, often working in coordination with one another. Cities' homelessness response teams are staffed in different departments, with some in the City Manager's Offices, some in departments of community/neighborhood/human services, housing departments, economic development departments, police departments, and fire departments. Our cities work with LAHSA, the LA County Homeless Initiative, LA County Department of Mental Health, LA County Sheriff's Department, and various other State and County departments, nonprofits, service providers, and other municipalities. The cities of Claremont, Pomona, and La Verne are also served by Tri-City Mental Health.

Our region is committed to providing shelter to those experiencing homelessness and developing affordable housing to stop the inflow into homelessness. In 2018, the City of Pomona opened a 200-bed interim housing facility, contributing much of the capital funding themselves. The region has strong networks of churches, one of which provides shelter for families, and another of which provides winter shelter locations, in addition to those operated at County parks each year. Smaller scale programs offer transitional housing to youth or families, or residential treatment for substance use disorder. The cities of Baldwin Park and Pomona operate housing authorities to offer rental assistance to qualifying families and individuals through a Housing Choice Voucher Program (HCV). Our cities have engaged in advocacy to use surplus and underutilized public properties to meet the needs of those with mental illness. In 2020, the SGVCOG also started the San Gabriel Valley Regional Housing Trust (SGVRHT) - which has been joined by twenty-one SGVCOG member cities to date - to fund and finance the planning and construction of homeless housing, and extremely-low, very-low, and low-income housing projects. Already, the SGVRHT has issued funding letters of commitment to projects that would provide more than 100 housing units o for the region, 30% of which would serve extremely-low income households or homeless residents.

White Paper Development Process

To inform the white paper, the SGVCOG engaged its thirty-one member cities and formed a working group of representatives from the following 11 cities: Arcadia, Baldwin Park, Claremont, Duarte, Glendora, Montebello, Monterey Park, Pomona, San Dimas, South El Monte, and South Pasadena. Stakeholders included City Managers, Assistant City Managers, Directors of Community/Neighborhood/Human Services, Public Safety Outreach Coordinators, and Police Chiefs. During a three-month period from September to November 2020, the working group met five times.

The white paper was developed through a multi-phase process. The first component included information gathering and assessment to understand the problems with the existing homelessness response system, as well as our region's current resources and programs. Subsequent meetings each focused on one section of the white paper.

The white paper was reviewed by the SGVCOG's City Manager's Steering Committee, Homelessness Committee (made up of elected officials and staff from 10 of our member cities and one LA County Supervisorial District), and ultimately approved by the SGVCOG Governing Board.

The purpose of this white paper is to address the systemic problems with the current homelessness response system, identify comprehensive solutions, confirm our commitment to best practices and programs, and demonstrate our desire to lead the region to a more effective, County-wide coordinated strategy to combat homelessness. While the white paper includes a strong focus on recommendations for reform at LAHSA, it also acknowledges and discusses other challenges within the LA County homeless services system, including administration and distribution of Measure H funds and the implementation of other County programs. This approach has allowed us to look more comprehensively – and make broader recommendations – on the County's entire homeless services system.

The white paper does this by approaching the following topics:
- Exploring the causes and impacts of systemic problems with the current homelessness response system, especially as they relate to smaller cities;
- Identifying comprehensive solutions; and
- Confirming the San Gabriel Valley's commitment to best practices and programs and to affirming a willingness to lead the region to a more effective, County-wide coordinated strategy to combat homelessness.

PROBLEMS WITH THE CURRENT SYSTEM

To identify solutions, it is important to have a good understanding of the existing problems. To that end, the first section of this white paper articulates these obstacles, provides examples of how this impacts service delivery to PEH, and identifies potential root causes. These problems prevent the SGVCOG's cities, the County, and LAHSA from most effectively assisting and housing people experiencing homelessness (PEH) and prevent homelessness.

The SGVCOG has identified the following specific problems and their impacts, which will be discussed in more detail below:
- Lack of Collaborative Relationship with Smaller Cities
- Poor Communication and Lack of Transparency
- Lack of Funding for Locally-Based and Supported Initiatives and Programs

Lack of Collaborative Relationship with Smaller Cities

In general, LAHSA and the broader County homeless services delivery system often do not effectively collaborate with cities. While the County provides opportunities for consultation on Measure H funding priorities, that input has limited impact on the ultimate decision-making. Cities do not feel informed of programs before they are implemented and, at times, it appears that cities are viewed as obstacles rather than partners.

In small cities, the relationship between residents and the city is much closer than in larger jurisdictions (e.g. County of Los Angeles; City of Los Angeles). Cities' councils and staff are on the front line in addressing homelessness and responding to residents, and they are expected to address issues. This means that programs that are much more localized and responsive to city-specific conditions. With limited support from and collaboration with LAHSA or the County, cities are largely left on their own to address the needs of their homeless residents. At worst, this can lead to duplicative efforts with LAHSA that are a waste of precious resources.

Examples
Specific examples of this lack of collaboration between LAHSA, the County, and the cities are as follows:
- **Project Roomkey:** During the recent initial rollout of Project Roomkey, cities were not consulted or informed as potential project sites were identified and pursued. This approach not only created the impression that cities were being deliberately excluded from the discussion but also likely created more opposition, as cities were not able to properly prepare for the launch of Project Roomkey in their communities. Neither staff nor councilmembers had adequate information on the program implementation and had many questions that were unanswered, such as the following:
  - What additional city services/resources (if any) would need to be provided to those sites?
  - Would cities receive transient occupancy tax on the occupied rooms?
  - Who would be housed in these Project Roomkey sites?
  - Would homeless residents from their communities have first priority?
  - Where would Project Roomkey residents go after sites were decommissioned?

Instead, the County's and LAHSA's efforts moved forward without the cities' engagement, leaving councilmembers and residents concerned and frustrated by the lack of up-front information and engagement. It was difficult to overcome this initial lack of collaboration: even as LAHSA and the County attempted to engage cities as Project Roomkey advanced, there was still distrust and uncertainty about the program and its implementation. With a collaborative approach, questions could have been discussed and addressed prior to project launch which would have led to a more successful launch of the Project Roomkey program.

- **Point-in-Time Count:** Cities have often raised the issue that the LAHSA Homeless Count methodology produces a PIT count which is substantially different from a city's understanding of its homeless count, based on its knowledge of its homeless populations. This has in the past included either a substantial undercount or overcount. For example, from 2019 to 2020, the City of Baldwin Park experienced a 100% increase in its homeless count, to 555. This number seemed improbable given Baldwin Park's size, efforts related to address homelessness locally, and observations of staff. To that end, Baldwin Park City staff spent significant time and effort to identify the reason for the significant increase and raised these concerns to LAHSA. However, no action was taken and City staff were left unable to provide an adequate explanation to the community. Baldwin Park's experience is consistent with the experience of other San Gabriel Valley communities. When cities have raised these concerns and presented specific corrections to the official count, no action has been taken.

  City staff are deeply knowledgeable about their communities, and, in some instances, may have collected data throughout the year. LAHSA and the County should collaborate with cities on this data, in order to make better decisions and better direct resources and services to specific areas. This is extremely important from both a political and technical level. City level counts are also highly significant to each community's perception of progress made against homelessness. A PIT count is less accurate at smaller geographies, so it's important to fully vet and understand the data and analyze the reasons for significant changes, especially to assess if the significant change is the result of an error. Input from and meaningful collaboration with cities could resolve these serious discrepancies.

Key Cause: Lack of Representation
The SGVCOG believes that these issues may arise from the fact that LAHSA only represents the City of Los Angeles and the County of Los Angeles, and only representatives from the City and County of Los Angeles are seated on the LAHSA Commission. There are 84 other cities in the County that are also part of the LA Continuum of Care that do not have representation at the level where the most impactful decisions about homelessness are made. Instead, cities are considered as one of many stakeholders within the process, rather than as an independent partner that is also responsible for providing services to its residents. County Departments that provide numerous services to PEH have a seat at the table in discussions on how to address homelessness. However, departments that provide services to PEH in the other 84 cities are not a recognized part of these discussions. Without a seat at the table, it is impossible for true collaboration with all cities.

The SGVCOG recognizes that collaboration is challenging in a region so large and diverse, with thirty-one jurisdictions in the San Gabriel Valley, each with its own council members, ordinances, programs, and staff. However, it is critical to providing the most effective services and resources to our unhoused residents. San Gabriel Valley cities have a shared goal of ending homelessness,

and each city implements the approach that is most responsive to the needs of all of its community members and is based on the resources available, historical knowledge of their communities, and previous experiences.

LAHSA programs could benefit from the close relationship that cities have with their communities and their knowledge of local conditions. To do this, there must be an effort to understand the specific needs of these small communities and collaborate with jurisdictions to implement these more targeted approaches.

Lack of Funding for Locally-Based and Supported Initiatives and Programs

Cities have had limited access to funding that can be used to develop and implement programs that would best serve their communities. This is despite the fact that County residents passed Measure H, voting to tax themselves to provide additional resources to address homelessness. Other tax measures - Measure W (Water), Measure A (Parks), Measure M (Transportation), Measure R (Transportation) - have all included a "local return" component that have allowed cities to implement these unique programs. In each of these instances, the "local return" is only one component of the funding allocation, and there is still significant funding that is allocated towards regional projects and programs.

Local return is missing from Measure H. Instead, Measure H funding is managed by the County, where cities participate merely as minor stakeholders amongst a group of other stakeholders. This mindset has been demonstrated in the various stakeholder meetings used to develop the Measure H Approved Strategies to Combat Homelessness. At these meetings, the majority of representatives have been from County departments or the homeless services system, with very limited representation from cities.

As a result, cities have had limited access to funding that could be used to develop and implement programs that would best serve their communities. This has severely limited cities' flexibility or creativity to create programs that uniquely serve their own communities. Moreover, even when cities propose an innovative solution, it does not appear to be taken seriously unless it can be applied County-wide.

Examples
Specific examples demonstrating the lack of locally-available funding are as follows:
- **Burdensome Funding Requirements:** When Measure H funding from the County is provided, it comes with numerous restrictions. When cities received grants for the implementation of their homeless plans, the County placed restrictions on how the funding could be used and provided cities with little ability to reprogram funds. This left funding that could have supported PEH unused because cities could not use the funds as originally intended but also could not reprogram it. Funding also cannot be used for law enforcement, even if the funding is not used for enforcement activities. Funding also has program standards which small cities are not equipped to provide, such as retaining Licensed Clinical Social Worker (LCSW) level staff. This is especially problematic given that many small cities cannot support enough city staffing to adequately address homelessness issues. Finally, LAHSA appears to apply Federal restrictions to the Measure H, locally-generated

funds. These overly-burdensome requirements do not increase the transparency or effectiveness of the use of funds - they merely increase the time and capacity required by cities and LAHSA to administer and implement the funds.

- **Prohibition on Funding for Law Enforcement Implementation:** In some communities, police or fire departments are the first responders to PEH in their communities and, as such, lead cities' homeless response efforts. With limited resources, cities must use the resources that they have in order to make an impact. Moreover, police officers are on the streets in their communities and often know their local homeless populations. However, with LAHSA's and the County's restrictions, cities that engage their law enforcement to implement homeless programs are precluded from many resources that could support their efforts to address homelessness. They do not have access to data; they have limited access to the county-wide resources that are intended to serve the whole County. Law enforcement has been prevented from communicating directly with the SPA 3 outreach coordinator, even though a strong prior relationship existed. While partnerships with LAHSA's Homeless Engagement Teams (HET) have been made, these teams don't have the resources to adequately communicate and build partnerships with each city. Departments have specialized staff and trained mental health personnel that respond to the homeless within their communities and help to place PEH into housing. For example, in Monterey Park, where the Police Department leads homeless outreach efforts and where several Project Roomkey sites were located, officers were able to house several individuals in temporary Project Roomkey housing. Monterey Park officers worked closely with their assigned County Mental Health team to provide mental health services to those PEH in need.

  With LAHSA's and the County's restrictions, cities that engage their law enforcement to implement homeless programs are precluded from many resources that could support their efforts to address homelessness. These blanket determinations prohibiting engagement with law enforcement have hampered efforts to address homelessness in those communities. PEH would be better served by improving coordination and identifying opportunities to fund those innovative and unique programs, even if they fall within law enforcement agencies. In the longer-term, PEH would also be well-served by efforts to develop and implement a mental health-first response, rather than enforcement, first response. The SGVCOG is currently undertaking an effort to incorporate these services on a regional level. However, even as this effort advances, law enforcement will play a role and, to most effectively provide services to PEH, they should be provided with access to the data and services to do so effectively.

Key Cause: Lack of Understanding of Cities
The 31 independent cities in the San Gabriel Valley - and an additional 54 other independent cities also in the LA Continuum of Care - are each unique, and operate differently from the City and County of Los Angeles. Cities have unique and diverse stakeholders and different programs, procedures, and policies to serve these stakeholders. Neither LAHSA nor the County Homeless Initiative appears to understand this diversity or to value the diversity and information that cities do bring to the table. As discussed previously, cities have an intimate knowledge of their communities, as well as their homeless populations. The overall homeless services system would benefit greatly if LAHSA and the Homeless Initiative made a more concerted effort to understand

the diversity of individual cities and worked with them to support more localized homelessness programs, rather than try to apply a one-size-fits-all approach across the entire County.

City government is the most effective level of government where residents, service providers, faith communities, businesses, and non-profit organizations can work together to develop solutions that work best for their communities. Acknowledging this fact would allow for more opportunities to identify and implement unique solutions.

Poor Communication and Lack of Transparency

As alluded to previously, there is poor communication between LAHSA, the County, and cities. Cities have no centralized point of contact at LAHSA or the County, nor do they have access to appropriate contacts that can answer questions about programs, respond to concerns, and provide data about PEH served in their communities. Further complicating these issues is that cities often interact with LAHSA in both its capacity as an administrator of funding and as a direct service provider though its outreach teams.

When cities are able to find appropriate contacts, it can be difficult to get clear and concise direction from LAHSA and the County. At times, staff receive different answers from different people, creating confusion and making program implementation more difficult. It often seems that information is being withheld from cities, creating the appearance of a lack of transparency.

Examples
Specific examples of this lack of communication and transparency are as follows:
- **Data Sharing:** HMIS is the critical component of data sharing in the County's homeless services system. However, staff are often denied access. In some instances, HMIS access is denied because city staff are members of law enforcement, or, in some cases, simply work closely with law enforcement. Cities are working to use HMIS as a part of an effort to better coordinate their services with the broader system, to share knowledge of individual clients' whereabouts, and to better target city resources and avoid duplication. Without HMIS access, cities are hindered from embracing the principles of the Coordinated Entry System (CES) - intended to be a no-wrong door, county-wide system - while at the same time being encouraged to follow the CES process. It has led to numerous instances of cities working with a particular person experiencing homelessness, only to learn later that they had a case manager elsewhere actively looking for them, or that a service provider was working with someone actively receiving services from a city program. Alternatively, when clients working with a city are later connected to services, their new provider does not have the context which could have been already entered into HMIS. Though cities attempt to facilitate information sharing through individual communications, this is much less efficient or effective. There likely are legitimate issues related to privacy; however, LAHSA has not partnered with cities to attempt to overcome these issues. With genuine collaboration and communication, LAHSA could learn from other contexts in which cities or law enforcement have access to sensitive information and apply these best practices to HMIS and other data.

Without full access to data and information-sharing systems, work done by cities or smaller community-based providers (either separately or in coordination with cities) is not effectively coordinated within the system. As a result, services remain fractured. Even as new initiatives, such as Housing Central Command, aim to unify diverse resources, smaller cities or independent public housing authorities are not included. The need for improved communication is especially critical when cities are impacted by homelessness in areas outside of their jurisdiction. Cities have few options related to homelessness in County parks or Caltrans property within or near their borders, or in unincorporated County which borders the city, and which may not even be in the same SPA.

- **Undermining Public Support for and Success of Measure H:** Beyond the impact on PEH, these problems jeopardize the success of Measure H and challenge the goodwill of residents that want to see progress in addressing homeless in their communities. San Gabriel Valley cities receive numerous complaints regarding the lack of progress made surrounding homelessness, despite the promises of Measure H. Cities, shut off from influencing the services delivery system, cannot assist in a meaningful way. Cities that do not have their own housing navigators - funded using separate funding - or existing relationships with CES providers or outreach teams can only themselves access services for their homeless residents by using the Homeless Outreach Portal (LA-HOP), which can only commit to a response within days. Alternatively, cities can direct their residents to use the same process to request services. If and when an outreach team arrives days later - at which time the PEH may or may not still be there in need of services - nothing appears to change. Then, when programs like Project Roomkey are launched in a community and are not preceded by community engagement, city staff and elected officials are the ones responsible for addressing community complaints. Because they are provided little or no information - and are not in control of the programs, they have little to offer. Community members who wish to serve their homeless neighbors have comparatively few options to get involved. This sours future support in communities for any measure to extend homeless services funding, putting in jeopardy the future of Measure H, as well as the system we have all worked so hard to build.

Key Cause: Lack of Trust
It appears that LAHSA and the County do not trust the cities' partnership in addressing homelessness. They do not appear to trust cities' ability to develop and administer programs responsibly, nor do they appear to trust cities to appropriately use the data to serve their homeless populations. LAHSA and the County have focused on creating an overarching system and establishing best practices but have not actively involved the cities in this process. As a result, an understanding of local context and situation is not included.

Our cities truly are willing partners in the fight against homelessness and having more communication with and trust in cities to develop and implement programs that are responsive to the local communities will lead to a stronger system. Currently, nonexistent and/or slow communication prevents the timely resolution of problems, creates confusion, and, ultimately makes program implementation more difficult. It undermines the intended approach of CES and the County homeless system to have a no-wrong door approach and ensure that PEH receive services as quickly and efficiently as possible.

Cities have developed - and want to continue to develop - their own programs that serve their communities, and they want these programs to be recognized as legitimate components of the County's homeless services system.

POTENTIAL SOLUTIONS

The SGVCOG believes there are multiple alternatives that would address the issues discussed in detail in the previous section. The SGVCOG believes these alternatives would strengthen the County's overall homeless services delivery system. These alternatives would be more responsive to the partners in small cities around the County and allow for more robust collaboration and coordination between all partners participating in the fight to end homelessness in LA County.

Our proposed solutions include both recommendations to improve the system at a high level as well as smaller-scale adjustments to be made concurrently. While most of these recommendations focus on LAHSA, we recognize that many would instead require changes to the policies of the County and its respective departments. In particular, our recommendations 1b, 2b, 2c, 2d, 2e, 3a, and 3c are just as applicable to the County system as to LAHSA. All fall into one of the following categories:

- Increasing Representation Within the Current System
- More Autonomy Within the Current System
- Additional Improvements to the Current System
- Independent Control

Our hope is that it will be possible to resolve the issues identified without necessitating a wholesale overhaul of the current system or the creation of new entities. We believe that starting from scratch in that way is only in the best interest of all involved if sufficient alternatives cannot be agreed upon. To that end, it is our intent to only advocate for the options in the "Independent Control" category after first attempting to find an agreeable resolution to our concerns from among the other categories.

Increasing Representation Within the Current System

Recommendation 1a: Increase Representation and Seats on the LAHSA Commission
The SGVCOG believes that, within the current system, there must be increased representation for jurisdictions besides the City and County of Los Angeles. Seats should be added to the LAHSA Commission, to provide a voice to and increase knowledge of other areas of the region and smaller cities.

The SGVCOG proposes that jurisdictions other than the City of Los Angeles and the County of Los Angeles should have representation that is equal to that of the City and the County. Four potential approaches are summarized in Table 1, below.

Model	Representation Structure

Add Council of Government (COG) Based Representation	• 5 seats for the City of Los Angeles
	• 5 seats for the County of Los Angeles
	• 5 seats allocated to COGs according to their population, excluding portions in the City of Los Angeles and unincorporated County. That could be divided potentially as follows:
	  • San Gabriel Valley COG (approx. 2 million people)
	  • Gateway Cities COG (approx. 2 million people)
	  • South Bay Cities COG (approx. 1.3 million people)
	  • Westside Cities COG and the Las Virgenes/Malibu COG (Combined) (approx. 500,000 people)
	• San Fernando COG, Arroyo Verdugo COG, and North Los Angeles County COG (Combined) (approx. 1.35 million people)

Los Angeles County Metropolitan Transportation Authority (Metro) board	• 5 seats for the City of Los Angeles • 5 seats for the County of Los Angeles • 5 seats selected by the City Selection Committee

Add Service Planning Area (SPA) Based Representation	• 5 seats for the City of Los Angeles
	• 5 seats for the County of Los Angeles
	• 5 seats allocated to all 8 SPAs according to their population, excluding portions in the City of Los Angeles and unincorporated County. That could be divided potentially as follows:
	  • SPAs 1 and 2 (Combined) (approx. 1.3 million people)
	  • SPA 3 (approx. 2 million people)
	  • SPAs 4 and 5 (Combined) (approx. 550,000 people)
	  • SPA 7 (approx. 2 million people)
	  • SPAs 6 and 8 (Combined) (approx. 1.8 million people)

King County (Seattle) Regional Homelessness Authority	• A Governing Committee
	  • One seat for the Mayor of Los Angeles, three seats for LA Councilmembers
	  • Five seats for the Supervisors
	  • Five seats for elected officials representing the other 87 cities
	  • Two seats representing people with lived experience with homelessness
	• An Implementation Board of twelve members with specialized skills and experience appointed by the County, the City of Los Angeles and the smaller cities in the County.

Table 1.
Summary of Possible Governance Structures.

Many problems identified stem from the fact that LAHSA does not represent the other 84 cities in LA County that are also members of the LA CoC and behaves accordingly. While this solution does not solve other specific problems immediately, it allows for appropriate representation to ensure issues in all categories can be addressed over time. It takes the existing structure and improves it incrementally, preventing the disruption associated with building out a new system. Because small cities would have direct authority within the LAHSA structure, LAHSA staff would start to appropriately prioritize their needs, and those cities would have advocates within LAHSA they could call upon as specific situations arise. It also would provide cities with trusted insight into how decisions are being made.

Issue(s) Addressed
- Lack of Collaborative Relationship with Smaller Cities
- Lack of Funding for Locally-Based and Supported Initiatives and Programs
- Poor Communication and Lack of Transparency.

Key Considerations
We recommend an option that provides representation directly to COGs so that the representatives can be more fully accountable to the diverse interests of cities within those regions, rather than only the city they represent. If such alternatives are chosen, the portions of each COG or SPA which are composed of the City of Los Angeles or unincorporated County should not be considered for population weighting purposes, and those entities should recuse themselves from the selection of representatives. Otherwise, this will continue to provide them with disproportionate influence over the homeless services system. Where a seat is to be shared by multiple COG's or SPA's, they could be provided with the option of jointly selecting their representative or rotating who makes the selection. Additionally, policies would need to be created surrounding cities which are not members of any COG or are members of multiple COG's.

This change must still be accompanied by a shift in perspective by LAHSA to view cities and their commissioners as full partners and to endeavor to understand how cities function. Because small cities would not be able to collectively enact any change on their own even with five votes, cities would need to feel assured that the voices of their new commissioners would be listened to.

Critically, this would not resolve cities' concerns as to funding allocations and other decisions related to homelessness made by the County, which must be addressed separately.

Recommendation 1b: Increase Small City Representation on Stakeholder Groups
The SGVCOG requests that LAHSA and the County commit to providing seats dedicated to small cities on advisory bodies, ad hoc committees, and/or stakeholder groups whenever they are formed. The County Homeless Initiative and County Departments should make frequent use of such groups when making decisions which affect the entire County. This will allow for important, otherwise overlooked considerations to be raised from the beginning and provide cities with influence in more areas.

Specifically, the County should form a standing advisory group comprised of cities to provide input on funding decisions. This will better ensure equitable distribution of Measure H funding to regions and jurisdictions around the County.

Issue(s) Addressed
- Lack of Collaborative Relationship with Smaller Cities

Key Considerations
A thoughtful process would need to be developed to determine which entities select these representatives. Those selected would need to bring the perspective of small cities as a group, but it is also necessary for each region to advocate for their distinct needs. Whenever possible, representation from multiple areas should be provided. We also recommend adding additional seats to such bodies for people with lived experience with homelessness.

More Autonomy Within the Current System

Recommendation 2a: Modify LAHSA's Mission to Acknowledge its Services to All Cities
The SGVCOG recommends modifications to LAHSA's mission to specify that it represents and services all 85 cities that are members of the LA CoC, to clarify responsibilities, and to provide more responsibilities to the cities. This would include, for example, committing to always consult cities for input on siting locations and for developing overall strategy in each area. By including the need to be accountable to smaller cities in its mission, LAHSA staff would better grasp the importance of understanding the priorities and structures of all member cities. By requiring that LAHSA obtain early input from cities on matters which affect them, strategies will be better tailored to local needs and foreseeable problems would be averted.

Issue(s) Addressed
- Lack of Collaborative Relationship with Smaller Cities

Key Considerations
Modifications to written policy must be accompanied by good faith collaboration. Because any outline of responsibilities will not be able to capture all circumstances, it will be important to develop strong relationships and active lines of communication to address each new situation.

Recommendation 2b: Incorporate City Input into Program Design
Cities should be given the opportunity to provide input on program design and on the development of Requests for Proposals (RFPs) and Scopes of Required Services, as well as a process to request exemptions from certain requirements. This should also include public funding related to homelessness administered through any County department. This would allow for the removal of barriers to small cities or small providers being awarded funding through the LAHSA RFP process or otherwise. These changes could include, but not be limited to:
- Allowing for programs to target a catchment area approved by the cities but smaller than the whole SPA.
- Removing requirements related to having Licensed Clinical Social Worker level staff.
- Removing prohibitions on funding law enforcement.

This would better facilitate cities being directly awarded funding and to support smaller scale programs by trusted community providers. Both cities and smaller-scale community providers are sometimes unable to meet the program requirements that LAHSA and/or the County require, which unreasonably restricts funding to larger social services providers with the expansive

infrastructure necessary to meet these program requirements. It would allow cities who operate their local homeless services through or in close coordination with their police departments to continue these programs, taking advantage of the knowledge that police departments have of their communities. It would allow cities to prioritize the use of surplus or underutilized public properties in innovative ways.

While homelessness is a regional issue, the SPA is too broad a catchment area for providing services and housing to PEH in a region as large and diverse as the San Gabriel Valley. This requirement could prevent PEH from receiving services in their own communities. For many in our region, PEH may be unable to receive services in their community, separating them from those who speak their language or from foods from their community of origin. This undermines our shared goals related to cultural competency. Our communities may be understanding of serving some PEH from neighboring cities, but requiring the acceptance of referrals from the entire SPA can displace PEH from their established communities, which serves neither housed nor unhoused residents of the San Gabriel Valley. Allowing cities to collaboratively determine a local catchment area of 2-5 cities solves these problems while allowing for flexibility.

Issue(s) Addressed
- Lack of Funding for Locally-Based and Supported Initiatives and Programs

Key Considerations
This process would need to be ongoing and allow for flexibility as new programs are designed or new problems are identified.

Recommendation 2c: Create No-Wrong Door Communication Approach with Cities
LAHSA and the County should provide a "no wrong door" style central point of contact for cities who would be empowered to determine answers to new, city-specific problems. LAHSA and the County would develop better, formal mechanisms within their own structures for engaging with cities as stakeholders and incorporating their input when making decisions.

This would solve a variety of issues related to a collaborative relationship and responsiveness to questions or needs. It would create a mechanism for solutions to novel problems to be developed in a timely manner. This point of contact could be tasked with ensuring there is always outreach to cities when a new program may be located in their jurisdiction.

Issue(s) Addressed
- Poor Communication and Lack of Transparency
- Lack of Collaborative Relationship with Smaller Cities

Key Considerations
A key element to this solution is that the contact would have the ability to prioritize these issues within LAHSA and facilitate decision making. Providing a single point of contact without this ability only solves a small portion of the problem.

Recommendation 2d: Make Funding and Programming Decisions at the SPA-level
Funding and programming decisions should be made at the SPA-level rather than at the County-level, incorporating meaningful input and engagement from stakeholders in each SPA. This could

include distinct allocations foreach Measure H strategy to each SPA and/or SPA-specific RFPs. This could also include allowing SPAs to determine the most impactful ways of allocating funding and implementing programs at the SPA-level, for example developing catchment areas for the purposes of providing services to PEH. This could resolve issues of a mismatch between the strategies for programs and funding determined for each sub-region at the County level and their actual needs. This could also allow for SPAs to develop a more thoughtful approach to providing services and housing for PEH

Issue(s) Addressed
- Lack of Funding for Locally-Based and Supported Initiatives and Programs

Key Considerations
A thoughtful engagement of SPA-level stakeholders would be needed to make these decisions.

Recommendation 2e: Increase Measure H Allocations to Cities and COGs
The County should increase the Measure H allocation to cities and COGs, with a dedicated minimum funding level for each year.

Ensuring a consistent local return will bring Measure H more in line with other County sales tax measures. It would help to address a variety of concerns which were raised with respect to local control and needs. Creating more locally-controlled programs allows for more responsiveness to community concerns and improves public perception about the impact made by Measure H.

Issue(s) Addressed
- Lack of Funding for Locally-Based and Supported Initiatives and Programs
- Lack of Collaborative Relationship with Smaller Cities

Key Considerations
The use of previous allocations of funding to COGs demonstrated their ability to use this funding effectively to create city-specific programs while also maximizing opportunities to build regional partnerships and economies of scale. By providing dedicated funding on an ongoing basis, it will become possible to create long-term programs.

Recommendation 2f: Collect Input on the PIT Methodology from Cities Prior to Finalizing
LAHSA should provide an opportunity for input from each City on the data and methodology used to calculate their city level PIT count before it is finalized, as may be possible within HUD guidelines. This can include input on the correct multiplier to use for the number of individuals per car, tent, or makeshift structure, as well as ensuring the census includes a count of areas within each city with disproportionately high or low concentrations of unsheltered individuals.

This lowers the likelihood of an official overcount or undercount which is at odds with the observations of those who know the city well. It prevents fluctuations from year to year related more to how the count was conducted than changes in reality. It will allow for better data related to the geographic distribution of the homeless population within SPA 3 to inform program targeting decisions.

Issue(s) Addressed
- Lack of Collaborative Relationship with Smaller Cities

Key Considerations
Cities can provide valuable information about their homeless population both when planning for the PIT count and when functioning as a check against inaccurate data or conclusions afterwards.

Additional Improvements to the Current System

Recommendation 3a: Increase Flexibility in Implementing Programs
LAHSA and the County should provide increased flexibility in implementing programs. Overall, there should be more flexibility, whether through modifications to existing program types or the option of proposing new ones. This could include, for example, funding more, smaller programs rather than fewer, larger programs, or the funding of creative programs proposed by cities. LAHSA should not set minimum numbers of PEH to be served by proposed programs and should not restrict the number of providers to be awarded in each SPA. Program funding levels should be set to make smaller programs feasible. This would allow for more access centers, interim housing programs, winter shelters, safe parking sites, and rapid rehousing providers. Currently, the limited number of these programs in each SPA hinders program access by PEH, prevents access to funds by smaller providers, and leads to greater neighborhood pushback as compared to the same funds split across more programs. Program implementation should acknowledge the resources and needs across the region. For example, there should be a greater priority placed on expanding resources for those that suffer with mental health and substance abuse challenges. Program implementation should focus on identifying opportunities to use and expand existing programs and facilities, including vacant, government-owned buildings, to better provide the services these individuals need to rebuild their lives.

This will allow for versions of programs which fit better into communities or otherwise better meet local needs. Using the same amount of funding for smaller programs allows for better geographic distribution, lowers neighborhood impact, and facilitates the participation of smaller providers. For example, in the 2020 Access Centers RFP, in which LAHSA added more funding overall to SPA 3 but did not increase the number of sites. The funding available would have been sufficient to fund two or three smaller programs capable of carrying out the full scope of required services. The current approach leaves most of the region without any nearby access center.

Issue(s) Addressed
- Lack of Funding for Locally-Based and Supported Initiatives and Programs

Key Considerations
This should be addressed both through the creation of the "menu" of programs available to be implemented, but also within RFP documents themselves. RFPs should be less specific in mandating, for example, how many programs will be selected per SPA, and should state more generally the goals that programs must meet, allowing for some discretion in the proposal itself.

Recommendation 3b: Allow Cities to Access HMIS
LAHSA should create a streamlined way for cities to access HMIS and collaborating to resolve any legitimate privacy concerns. LAHSA should provide a clear process for beginning HMIS participation, and standard policies related to privacy concerns cities are likely to face.

This will allow cities to participate in HMIS who do not currently do so either because of lack of a clear avenue to gain access, or because they are prohibited from doing so. Where privacy concerns must be addressed, a collaborative process could result in cities adopting the appropriate policies to resolve them.

Issue(s) Addressed
- Poor Communication and Lack of Transparency

Key Considerations
This should include a clear mechanism to produce city level data and reports to best take advantage of increased HMIS use.

Recommendation 3c: Better Integrate Law Enforcement into Homeless Response
LAHSA and the County should better incorporate homeless outreach within law enforcement. This could be based on the existing model operated by the Department of Mental Health (DMH) with local law enforcement. For example, Monterey Park has a DMH psychiatric social worker assigned to their police department. This person works in conjunction with their officers who focus on homeless outreach. This clinician is mandated to follow the County's privacy and program standards and policies, but this individual is integrated with this local city team. LAHSA could utilize a similar model, assigning an outreach worker to each independent city or to groups of cities depending on their size and/or PIT count. This integration could better tailor outreach to specific community needs.

This will allow the homeless services system to take advantage of the knowledge local law enforcement has of their city. It will reduce fragmentation between the larger system and the work currently taking place in cities who operate their homelessness programs through their police departments.

Issue(s) Addressed
- Poor Communication and Lack of Transparency
- Lack of Collaborative Relationship with Smaller Cities

Key Considerations
The appropriate points of contact and areas for integration will vary by city depending on their law enforcement structure or methods of operating homeless services within their city.

Recommendation 3d: Expand Participation in Housing Central Command
LAHSA and the County should expand participation in Housing Central Command by smaller cities and independent public housing authorities (PHAs) once it expands beyond its pilot phase. This would better streamline the use of these entity's resources to address homelessness in their communities.

Issue(s) Addressed
  ● Poor Communication and Lack of Transparency

Key Considerations

PHAs have different policies and differing approaches to homelessness which may influence their relationship to Housing Central Command.

Independent Control

Should all attempts to reform or restructure LAHSA fail or be determined to be infeasible, the San Gabriel Valley could pursue the creation or expansion of an entity or entities independent of LAHSA to administer and manage Measure H and other funding. This could include:
  ● Administration of the majority of funds and programs directly through the COGs
  ● Forming new homeless services authorities to serve each sub-region.
  ● Forming a new homeless services authority to serve the County minus the City of LA
  ● Administration of the majority of funds and programs directly through each city.

Such an entity or entities could, with the necessary approvals, join the Pasadena, Glendale, or Long Beach Continuums of Care (CoC) or create independent CoCs.

Managing funding independently would allow cities to solve all or most of the problems we have identified. Because such an overhaul comes with downsides in terms of disruption of the current system, we hope that these problems can be resolved through other means. However, we view these options as effective solutions to prioritize if other methods fail.

These smaller entities also may be better equipped to act as the fiscal agent to administer funds, as LAHSA struggles to do. Smaller entities could provide more timely payments to providers and cities and be responsive to fiscal questions.

Issue(s) Addressed
  ● Lack of Collaborative Relationship with Smaller Cities
  ● Lack of Funding for Locally-Based and Supported Initiatives and Programs
  ● Poor Communication and Lack of Transparency

Key Considerations

The governance structure of any new entity created would need to be thoughtful to ensure problems of representation are not duplicated and that the needs of all member cities are taken into account. Additionally, Measure H funding would need to be allocated to the respective entities proportionally, either by PIT count, population, or amount of sales taxes collected within their borders. The costs associated with these options should be borne by new or existing County funding.

Recommendation	Collaboration with Smaller Cities	Funding for Local Programs	Communication and Transparency
Additional LAHSA Commission seats for smaller cities	X	X	X
Dedicated seats for smaller cities on advisory bodies, ad hoc committees, and/or stakeholder groups.	X		
Expansion/clarification of LAHSA's mission and responsibilities to specify that it represents and serves all 88 cities.	X		
Formally incorporate cities' input into program design, RFPS, and SOWS and allow cities to be exempted from certain RFP requirements		X	
Provide a "no wrong door" style central point of contact for cities who would be empowered to determine answers to new, city-specific problems.	X		X
Making funding and programming decisions at the SPA-level rather than Countywide.		X	
Increasing the Measure H allocation to cities and COG's, with a dedicated minimum annual funding level.	X	X	
Providing an opportunity for input from each City on the data and methodology used to calculate their city level PIT count before it is finalized.	X		
Increased flexibility in implementing programs.		X	
Streamline access for cities to HMIS, collaborating to resolve any legitimate privacy concerns.			X
Better incorporating homeless outreach within law enforcement.	X		X

Participation in Housing Central Command by smaller cities and independent public housing authorities.			X
The selection of an entity or entities independent of LAHSA to manage Measure H and other funding.	X	X	X

Table 2.
Summary of Proposed Recommendations.

DEMONSTRATING COMMITMENT TO QUALITY PROGRAMS AND SERVICES

The San Gabriel Valley is committed to continuing to pursue philosophies which lead to quality programs and services and align with nationally recognized best practices. Our existing practices and plans demonstrate this, and we intend to deepen our commitment to them as our work expands. This demonstrates that funding will be used effectively as the San Gabriel Valley is provided with more autonomy as our recommended solutions are put into effect. While this may look different depending on the level of autonomy provided, these principles will guide the work to combat homelessness in the San Gabriel Valley regardless.

Pursuing Best Practices

All programs in the San Gabriel Valley will follow nationally and regionally recognized best practices, such as those mandated by HUD or recommended by the National Alliance to End Homelessness. These include, but are not limited to, Housing First, Harm Reduction, Trauma-informed Care, Cultural Competency, and a focus on equity, including racial equity and a distribution of funds and services among subpopulations.

Our programs will be operated in accordance with program standards, facilities standards, and performance targets substantially similar to those currently in use by LAHSA. They will follow best practices in terms of caseload ratios and the use of interventions such as motivational interviewing. With respect to unsheltered homelessness in our communities, cities will follow a public health approach which prioritizes services over enforcement as recommended by LAHSA's Principles and Practices for Local Responses to Unsheltered Homelessness. PEH served in our communities will benefit from non-discrimination, equal access, and grievance policies similar to those currently in use. Overall, funds which cities or the COG control will be put to use according to the Measure H strategies.

In order to support the implementation of these philosophies, staff at individual cities who focus on homelessness will provide education on the importance of these best practices to their city councils, particularly to councilmembers who may sit on the LAHSA commission or other boards which oversee homeless services.

CES Participation and Regional Services

Programs in the San Gabriel Valley will participate in the Coordinated Entry System and operate from a regional perspective. Our work will continue to prioritize administering the VI-SPDAT in all programs and entering all participants into CES. City or COG funded programs will require collaboration with CES providers through case conferencing and other venues. Any permanent housing we control will be allocated according to LA County CES prioritization policies. Our programs will participate in HMIS and use it to the fullest extent possible. The only exception to this would be where prohibited by LAHSA, as outlined in the "problems" section of this paper.

Site based programs, such as interim housing, will be structured to serve a portion of the region. Many of our cities already address homelessness in cohorts of neighboring cities. As locally-controlled homelessness programming expands, the remaining cities can form themselves into self-selected cohorts of two to five cities each. These cohorts will form the basis of the catchment

area that each site based program would serve, rather than the entire SPA, and eligibility criteria would include having contact with an outreach team while in that area or otherwise having ties to a member city. In this way, local programs will have a regional approach while serving PEH from the communities where the sites are located.

Use of Local Resources and Control

Our communities commit to using local resources and control to effectively expand the homeless services delivery system. Once the above-mentioned cohorts of cities are formed, we will work to site interim housing beds in each one. By doing so, interim housing options will be available to PEH anywhere in the SPA, resolving a key limitation of this approach. The number of beds within each catchment area will be in accordance with targets to be determined at a later time, for example, 10% of each area's PIT count.

It will be important for member cities to maintain a level of control over beds in their catchment area. This could include the targeting of specific encampments, the use of preference lists, or a set-aside of beds to be filled specifically by city referral. This will not preclude the integration of interim housing into CES, such as by using eligibility criteria related to acuity or housing match status.

Our communities will also support the siting of permanent supportive housing within our communities. We will prioritize using surplus land for homeless services and affordable housing and are actively working to identify parcels for this purpose. We will also prioritize leveraging funding such as CDBG and the Regional Housing Trust to support regional goals. Our cities will prioritize the use of surplus or underutilized public properties, particularly to address the needs of those with mental illness or substance use disorder.

CONCLUSION

The challenges and recommendations emphasized in the sections above highlight the opportunity for all stakeholders in the County of Los Angeles to come together and build a comprehensive, coordinated, Countywide structure and strategy to end the shame of tens of thousands of people living on our streets. Business-as-usual will not solve this problem, so all County stakeholders must rise to face this challenge. The SGVCOG looks forward to actively participating in the formation of a better and more responsive homeless services system for all.

JANUARY 2021

Housing & Homelessness Report

SGVCOG
San Gabriel Valley Council of Governments

SGVRHT | San Gabriel Valley Regional Housing Trust

CONTENTS

CITY PROGRAM OVERVIEWS

BACKGROUND

In 2019 and 2020, the San Gabriel Valley Council of Governments (SGVCOG) was awarded more than $7.2 million – through a $5.6 million State budget allocation, a $1.5 million Los Angeles County Measure H Innovation Funds allocation, and a $113,320 State COVID-19 Emergency Homelessness Funds allocation via the County – to support housing and homelessness programs in the San Gabriel Valley. Given that homelessness is a multi-faceted crisis, the SGVCOG aims to tackle homelessness with a multi-faceted approach.

$5.6M IN STATE FUNDING

$1.5M IN COUNTY FUNDING

$113K IN COVID-19 EMERGENCY FUNDS

$7.2M IN TOTAL FUNDING

Attachment A

Based on extensive stakeholder engagement, the following ten regional needs were identified. The SGVCOG Governing Board allocated funding to ten categories of programming accordingly.

- **Affordable housing** to meet current demand and to stop the inflow to homelessness due to inadequate housing supply
- **City homeless plan implementation resources**
- **Development of homeless plans** for those cities that had not previously completed plans
- **Prevention and diversion assistance** and problem solving resources to prevent residents from becoming homeless
- **Pilot programs** to test innovative, scalable solutions to homelessness
- **Workforce development and training** for youth at risk of homelessness
- **Landlord outreach and incentives** to encourage landlords to accept tenants who are experiencing homelessness
- **Increased City-service provider coordination** to build capacity
- **Alternative crisis response** for people experiencing homelessness (PEH) and mental health crises

By Spring 2020 with the outbreak of COVID-19, an additional urgent need became clear:

- **Increased access to hygiene services to mitigate the spread of COVID-19** in our unhoused neighbors

These ten categories of programming aim to both serve people actively experiencing homelessness and to stop the inflow into homelessness. By fall 2020, all programs were underway.

SAN GABRIEL VALLEY REGIONAL HOUSING TRUST

SAN GABRIEL VALLEY REGIONAL HOUSING TRUST

21 MEMBER CITIES

$1.55M IN INITIAL FUNDING

$1.00M IN STATE FUNDING FOR CAPITAL COSTS

$350K IN COUNTY FUNDING FOR CAPITAL COSTS

$200K IN COUNTY FUNDING FOR OPERATIONS

The San Gabriel Valley Regional Housing Trust (SGVRHT) was **formed in February 2020 as a Joint Powers Authority (JPA)** to finance the planning and construction of affordable and homeless housing. The SGVRHT is governed by a nine-member Board of Directors composed of elected officials from seven cities that are members of the SGVRHT and two housing and homelessnesss experts. The SGVRHT currently boasts **21 member cities**. Membership is required to serve on the Board of Directors and to be eligible for SGVRHT project financing.

MEMBER CITIES

Alhambra	Duarte	Montebello
Arcadia	El Monte	Pasadena
Azusa	Glendora	Pomona
Baldwin Park	Irwindale	San Gabriel
Claremont	La Cañada Flintridge	South El Monte
Covina	La Verne	South Pasadena
Diamond Bar	Monrovia	West Covina

ACCOMPLISHMENTS

PROJECT PIPELINE

In July 2020, the SGVRHT adopted bylaws, underwriting criteria, and loan guidelines and established the San Gabriel Valley Project Pipeline, a list of 13 projects totaling 672 units of affordable and permanent supportive housing in need of gap financing in the region.

PLHA FUNDS

Several cities have allocated a portion or the entirety of their 2020 Permanent Local Housing Allocation (PLHA) funds to the SGVRHT. Member cities can allocate their PLHA funds to the SGVRHT for program eligible expenses, including use as capital funds to finance affordable and homeless housing and activity costs incurred to operate the SGVRHT's programs. PLHA funds dedicated to the SGVRHT are eligible for use as matching funds for the LHTF program.

PROJECT PIPELINE
CITY | FUNDING GAP/REQUEST

ALHAMBRA | $3,000,000
50 units of low and extremely low-income housing

ARCADIA | $1,800,000
9 units of affordable housing

BALDWIN PARK | $7,500,000
120 units for low-income families and homeless veterans

BALDWIN PARK | $1,500,000
55 units of affordable housing

BALDWIN PARK | $6,000,000
13 units of affordable housing plus workforce housing

CLAREMONT | $500,000
15 units of affordable housing for low-income and homeless seniors

DUARTE | $7,000,000
60-70 units of affordable housing

EL MONTE | $37,000,000
Up to 100 units of transitional housing for homeless housing

POMONA | $2,000,000
125 units of affordable housing for low and very low-income families

POMONA | $1,350,000
56 units of affordable housing

SOUTH EL MONTE | $1,300,000
140 units of affordable housing for low-income seniors

SOUTH EL MONTE | $4,000,000
Transitional housing for homeless families

SOUTH PASADENA | $14,000,000
Rehab Caltrans property for affordable housing

CAPACITY BUILDING

The SGVRHT received planning funds from sources including the State, member cities, and Southern California Association of Governments through Regional Early Action Planning (REAP). These funds will be used to increase the SGVRHT's capacity to obtain and leverage funds to increase affordable housing in the San Gabriel Valley.

PROJECTS UNDERWAY AND ANTICIPATED THIS YEAR INCLUDE:

- **Strategic plan and funding strategy development** to best address the specific housing needs of the region and most effectively leverage funds to augment affordable and homeless housing production

- **Donor recognition program and capital campaign development to secure private funds.** As a JPA, the SGVRHT is eligible to receive both public and private funds. The funding strategy will enable the SGVRHT to solicit private investment and increase capital funds to be invested in affordable and homeless housing projects across the region.

- **Housing construction and financing innovation study.** The SGVRHT is investing in a study to identify innovations in both construction and financing methods to reduce the cost and time required to produce affordable and homeless housing to help meet the urgent need.

Planning efforts to increase affordable and homeless housing including:
- affordable housing incubator
- housing leadership academy
- surplus land inventory
- land trust

- **Homeless housing pilot program.** The SGVRHT is providing capital and technical assistance to:

  - **create small-scale emergency shelters** in interested member cities through the **use of prefabricated tiny home shelters** (non-congregate shelter)

  - **collaborate with the County and member cities** to ensure onsite service provision

  - **address the emergency shelter needs of the San Gabriel Valley** quickly and at a relatively low cost

Tiny home shelter examples

CITY HOMELESSNESS PROGRAMS

CITY HOMELESSNESS PROGRAMS

22 CITIES

$4.08M IN FUNDING

79% OF FUNDING TO DIRECT SERVICES

The SGVCOG is providing $4,075,495 in funding to its member cities to implement three programs:

- **Homeless Plan Implementation**
- **Prevention and Diversion**
- **Pilot Programs**

Cities submitted applications for these programs during the Spring 2020, with the Pilot Programs being the only competitive program.

CITY HOMELESSNESS PROGRAMS

Cities are receiving **an average of $185,454** to implement these three programs. **78.8%** of the funding has been allocated towards direct services, with the majority (**60.3%**) going towards financial assistance and **18.6%** towards the provision of those services. **10.1%** is assigned to law enforcement, **5.5%** to encampment cleanup, **3.8%** to other categories, like data collection and marketing, and **1.8%** to administration.

Other
3.8%

Admin
1.8%

Encampment Cleanup
5.5%

Law Enforcement
9.8%

Service Provision
18.6%

Financial Assistance
60.4%
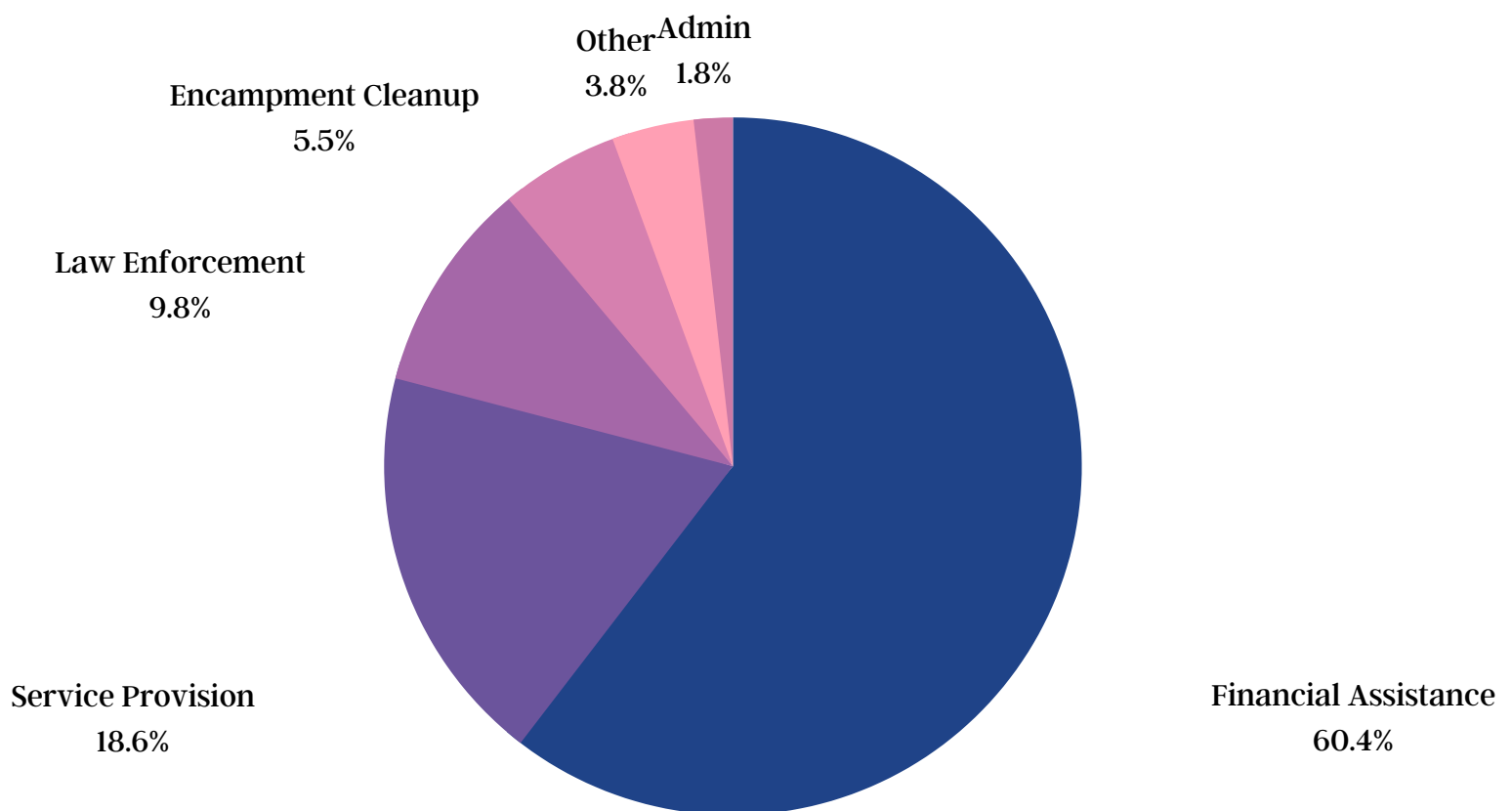
HOMELESS PLAN IMPLEMENTATION

19 CITIES

$3.3M IN STATE FUNDING

$50-250K ALLOCATION PER CITY

Resources to implement city homelessness response plans have been a major need for the SGVCOG's member cities. Cities with completed homeless plans were allocated funding based on population. Nineteen member cities are using this funding to undertake a variety of activities to implement their plans, from providing case management, housing navigation, and legal services to supporting local shelters and food banks and supplementing the city prevention and diversion program.

CITY IMPLEMENTATION ACTIVITES:

Housing Navigation

Case Management

Legal Services

Shelter and Food Bank Support
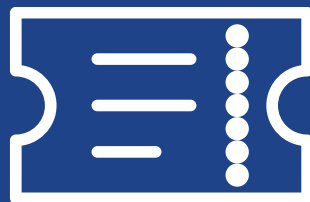
Rental Assistance and Vouchers
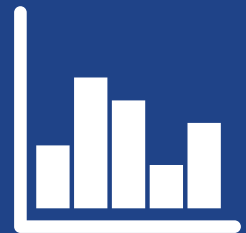
Data Collection

Public Outreach and Education

First Response Training

Prevention and Diversion

SHARED HOUSING NAVIGATION

Several cities expressed the need for housing navigation services, including a part-time housing navigator. An efficient and cost-effective way to provide these services was to procure a single provider, with Union Station Homeless Services ultimately selected as the provider. Cities were able to opt into the program with their homeless plan implementation funds and were able to choose city-specific services (e.g. a city-dedicated housing navigator just for their city) or to add supplemental housing placements. The program was also structured to include funding for rapid rehousing rental subsidies.

Housing navigation uses a case manager to work with homeless clients and direct them towards housing as quickly as possible.

SHARED NAVIGATOR

Alhambra, Baldwin Park, Irwindale, La Puente, South Pasadena, West Covina

CITY-DEDICATED NAVIGATOR

Arcadia, La Verne

Page 216 of 350

PREVENTION AND DIVERSION

Recognizing the need to stop the inflow into homelessness, **22 member cities** are implementing Prevention and Diversion programs. Program activities include:

- **conducting** problem solving conversations with each client

- **determining** each client's needs and resources

- **empowering** clients to identify existing resources to overcome their barriers

- **providing** financial assistance if determined to prevent clients from becoming homeless

22 CITIES

$450K IN TOTAL FUNDING

$400K IN COUNTY FUNDING

$50K IN STATE FUNDING

$15K ALLOCATION PER CITY

ACCOMPLISHMENTS

5 individuals and 4 families provided assistance to prevent homelessness

52 City staff completed SGVCOG or LAHSA problem solving training

PILOT PROGRAMS

The **Pilot Programs aim to test innovative direct homeless solutions** and is providing initial funding for the set-up or implementation of innovative pilot projects on a small scale. The program will focus on collecting data and performance metrics on the pilot projects in order to assess whether they could be successfully implemented on a wider scale.

$610K IN TOTAL FUNDING

$515K IN COUNTY FUNDING

$95K IN STATE FUNDING

$103K AVERAGE ALLOCATION PER CITY
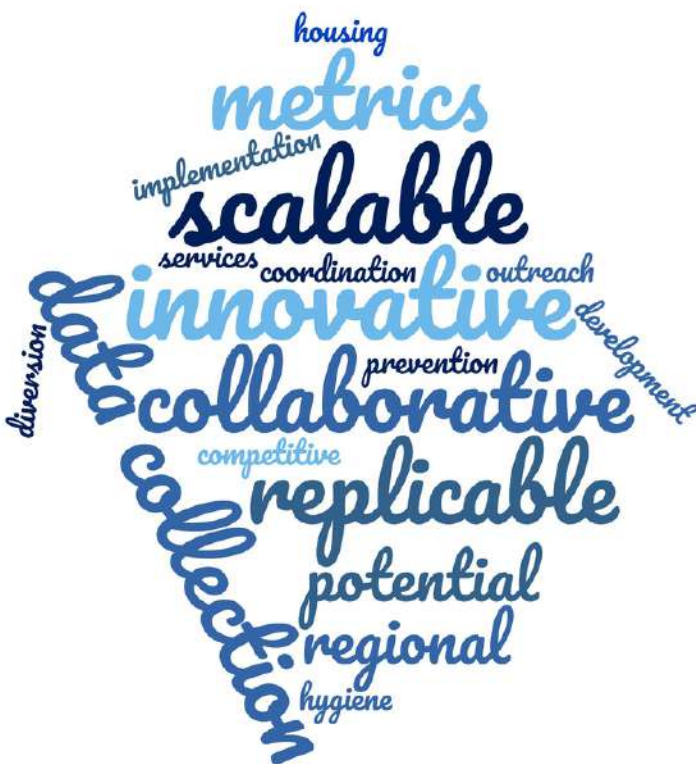
Four cities are implementing the following Pilot Programs. More details can be found on each City's program overview page.

- **Arcadia:** Pop-up homeless services center with restrooms, showers, laundry facilities, food, etc.
- **Claremont:** Roommate matching program to identify residents with vacant rooms available for roommates
- **Covina:** Mobile hygiene program with case management services
- **Monrovia:** Emergency COVID Housing Impact Program ("eCHIP")

Page 218 of 350

GREEN PATH CAREERS PILOT PROGRAM

Five cities (Baldwin Park, Duarte, Irwindale, La Verne, West Covina) are enrolled in the Green Path Careers Program, a Transition Age Youth (TAY) workforce development pilot program. The program is a collaborative effort between the SGVCOG, the Southern California Regional Energy Network, Hathaway-Sycamores, and the LA County Department of Workforce Development, Aging and Community Services (WDACS).

Launched in December 2020, the program enrolled 10 youth from the San Gabriel Valley who will be provided:

- no-cost home energy audit training
- workforce and financial literacy skills
- a paid work experience
- job application and interview assistance to enter the high-growth energy efficiency field

ACCOMPLISHMENTS

10 youth enrolled in program

5 partner agencies engaged

HOMELESS PLAN DEVELOPMENT

HOMELESS PLAN DEVELOPMENT

Five cities are currently developing homelessness response plans. **Diamond Bar, Monterey Park, Rosemead, San Gabriel, and Temple City** have worked with Focus Strategies and have conducted internal and external stakeholder engagement, identified current resources and needs, and developed key goals, supporting actions, and metrics for evaluating success. The plans will be adopted by City Councils in January and February 2021.

Key goals from the five homeless plans are as follows:

- **Promote** affordable housing development and preservation
- **Enhance** City homelessness response services, including prevention and diversion efforts
- **Advance** strategies to maximize opportunities in existing rental market to house people experiencing or at-risk of homelessness
- **Participate** in ongoing regional and countywide strategies to develop a more robust regional service delivery system
- **Increase** community education on homelessness and resources

LANDLORD OUTREACH & INCENTIVE

LANDLORD OUTREACH & INCENTIVE

The Landlord Outreach and Incentive Program will support landlords willing to accept clients who have experienced homelessness and provide financial support to encourage landlord participation for **20 participating cities**.

SGA Marking and Union Station Homeless Services are coordinating to implement the program.

- SGA has conducted outreach to landlords, distributing a survey that received over 100 responses.

  - Based on survey data, program will target individual owners rather than property management companies and will highlight the program as a business opportunity offering stability

- SGA will identify potential participating landlords and enroll in program

- Union Station will work with those landlords to provide financial incentives to accept tenants experiencing homelessness.

The program will soon be available at **LandlordIncentives.org** with the taglines **"The Most Rewarding Way to Rent"** and **"Lease With Peace of Mind"**.

ACCOMPLISHMENTS

100 responses to landlord survey

Marketing and outreach plan developed from survey data

SERVICES COORDINATION PROGRAM

SERVICES COORDINATION PROGRAM

The services coordination program aims to enhance coordination between municipalities and service providers in the San Gabriel Valley. The program will enable the region to continually plan, execute, evaluate, and enhance its programs and projects, as well as strengthen inter-agency communication, program marketing, and community outreach and engagement. The project will do so in two ways:

Virtual Resource Hub & Map

- Development and maintenance of a virtual "one-stop shop" resource hub that municipal staff, members of the public, and other stakeholders can use to find resources and information about homelessness and homeless services in the San Gabriel Valley
- Include GIS mapping of all service providers and Coordinated Entry System (CES) access points in the region

Targeted City Meetings

- Targeted meetings with cities to determine gaps in services and create action plans
- Connect City staff with additional resources and increase coordination with service providers
- Leverage existing technology including the "one-stop shop" website, resources, and existing partnerships to promote information-sharing and facilitate shared decision-making

HOMELESS, MENTAL HEALTH, & CRISIS RESPONSE STUDY

CRISIS RESPONSE STUDY

As communities across the country aim to re-imagine public safety and crisis response, the long-standing Eugene, Oregon CAHOOTS (Crisis Assistance Helping Out On The Streets) program has gained national attention. Cities around the country, from Oakland and New York to Denver and Austin, have begun to replicate the CAHOOTS model.

Based on regional interest in a mobile crisis response program like CAHOOTS, the SGVCOG will be conducting a study on how such a regional homeless, mental health, and crisis response program could be developed and implemented in the San Gabriel Valley. The project will deeply involve regional stakeholder and community engagement and will produce an actionable implementation plan for the region.

CAHOOTS in Eugene, OR

CRISIS RESPONSE STUDY

Key issues to be analyzed by the study are as follows:

- What is the existing volume of emergency and non-emergency calls and what percent could be responded to by this type of approach?

- How would the program work alongside local police departments, LA County Sheriff's Department, local fire departments, other first responders, emergency communications centers, and mental health service providers (e.g. DMH, Tri-City Mental Health)?

- What services could the program provide? (e.g. crisis counseling, housing assistance, suicide prevention, substance abuse support, etc.)

- How would the program specifically serve people experiencing homelessness?

- Who else is implementing this type of work in the region? In the country? How are they implementing the program?

- Are there agencies in the region with the capacity and expertise to implement the program? What qualifications/certifications would be needed of personnel?

- How much would the program cost? What are potential funding sources?

- What would the potential cost savings be? (e.g. police department costs? emergency medical systems costs, including ambulance. transport and emergency room services?)

HYGIENE PROGRAM

HYGIENE PROGRAM

In May 2020, the SGVCOG received $113,320 of State COVID-19 Emergency Homelessness funds from the County Homeless Initiative to expand hygiene services for people experiencing homelessness. The program launched in June and concluded in August.

Participating cities used the funding to add portable toilets and handwashing stations, open public restrooms that had closed, extend public restroom hours, provide mobile showers, and distribute hygiene kits.

With remaining funding, SGVCOG staff assembled 2000 hygiene kits and provided them to cities and Union Station to distribute.

With the closure of so many public spaces due to the pandemic, this program provided increased access to hygiene services mitigating COVID-19 outbreaks in the region's unhoused community.

$113K   IN FUNDING

11   CITIES

SGVCOG staff hygiene kit assembly

HYGIENE PROGRAM

ACCOMPLISHMENTS

11 new locations with services made available

71 new hand soap dispensers installed

400 showers provided

500 people provided access to hygiene services per day

4,030 hygiene kits distributed

21,228 hours of expanded service

CITY PROGRAM OVERVIEWS

City of Alhambra

ENROLLED IN:

- *Regional Housing Trust*
- *Homeless Plan Implementation*
- *Shared Housing Navigator*
- *Prevention and Diversion*
- *Landlord Outreach and Incentive*
- *Hygiene Program*

PREVENTION AND DIVERSION

- Los Angeles Centers for Alcohol and Drug Abuse (L.A. CADA) and the City will provide street outreach services and vouchers for overnight stays, transitional housing, or permanent housing,

HOMELESS PLAN IMPLEMENTATION

- Funding allocated to shared housing navigator and housing vouchers

- Officer/Corporal will participate on the Homeless Outreach Mental Evaluation (HOME) Team along with the Alhambra School District and Union Station to connect people experiencing homelessness to resources.

ACCOMPLISHMENTS

HYGIENE PROGRAM

1000 hygiene kits purchased and distributed

City of Arcadia

ENROLLED IN:

- *Regional Housing Trust*
- *Homeless Plan Implementation*
- *Prevention and Diversion*
- *Pilot Program*
- *Landlord Outreach and Incentive*
- *Hygiene Program*

PREVENTION AND DIVERSION

- Union Station housing navigator and City staff to implement program, conduct problem-solving conversations, and determine resources, both financial and non-financial, to prevent clients from becoming homeless.

HOMELESS PLAN IMPLEMENTATION

- City-dedicated housing navigator through SGVCOG contract with Union Station Homeless Services

- Housing vouchers for housing navigator to place clients into housing

- Emergency resources (housing, meals, etc.) for City staff to provide people experiencing homelessness

- Homeless Education and Liaison Program (HELP) team and Police and Fire Department outreach

ACCOMPLISHMENTS

PILOT PROGRAM - HOMELESS RESOURCE HUB

The City launched a pop-up Homeless Resource Hub to provide services to individuals experiencing homelessness, including **mobile showers, a laundry facility, restrooms, case managers/housing navigators from Union Station Homeless Services, and medical support** from the Arcadia Fire Department. The program **launched on November 5, 2020** and will operate once per week. The City plans on holding **a total of 27 events** throughout the course of the pilot program.

City of Azusa

ENROLLED IN:

- *Regional Housing Trust*
- *Homeless Plan Implementation*
- *Prevention and Diversion*
- *Landlord Outreach and Incentive*
- *Hygiene Program*

PREVENTION AND DIVERSION

- Expand existing City Library Neighborhood Connections program and create a housing displacement response plan, including creating an application process and eligibility requirements and tracking services provided and the outcomes.

HOMELESS PLAN IMPLEMENTATION

- Expand the Neighborhood Connections program to March 2022 to provide food, clothing, hygiene supplies, and other basic needs, conduct care coordination screening and provide problem solving-solving assistance.

  - **Goal to enroll 75 unduplicated and 200 duplicated individuals or family members**

- Homeless Assistance Liaison Officer (HALO) and Code Enforcement outreach to provide resource guides and referrals to case management services.

ACCOMPLISHMENTS

Integrated new programming into existing library-based Neighborhood Connections program

Developed guidelines for problem solving interventions, eligibility, consent and follow-up and referrals from Union Station

NEIGHBORHOOD CONNECTIONS

City of Baldwin Park

ENROLLED IN:

- *Regional Housing Trust*
- *Homeless Plan Implementation*
- *Shared Housing Navigation*
- *Prevention and Diversion*
- *Green Path Career Pilot Program*
- *Landlord Outreach and Incentive*
- *Hygiene Program*

HOMELESS PLAN IMPLEMENTATION

- Funding allocated to shared housing navigator and housing vouchers
- Funding allocated to prevention, diversion, and rapid rehousing program

PREVENTION AND DIVERSION

- Emergency housing response program under the Baldwin Park Housing Division and Recreation and Community Services to support individuals and families who are newly homeless or are at risk of becoming homeless by providing rental and mortgage assistance
- Focus on strategies to assist lower-income households in gaining self-sufficiency
- Focus on specific populations, such as highly vulnerable populations who experience homelessness at higher rates, and those affected by emergency situations such as the COVID-19 pandemic that have resulted in a loss of income

ACCOMPLISHMENTS

Served 380 individuals with hygiene kits

Installed handwashing stations and portable toilets

Placed 1 family in emergency shelter after house fire and assisted with securing new housing

City of Claremont

ENROLLED IN:

- *Regional Housing Trust*
- *Homeless Plan Implementation*
- *Prevention and Diversion*
- *Pilot Program*
- *Landlord Outreach and Incentive*
- *Hygiene Program*

PREVENTION AND DIVERSION

- Supplement City's existing Senior Case Management Program which provides senior residents and families at risk of homelessness with comprehensive resources for social services..

HOMELESS PLAN IMPLEMENTATION

- Secure family rooms at Inland Valley Hope Partners' (IVHP) Our House Family Shelter in Pomona
- Coordinate with IVHP to provide services such as weekly case management, life skills classes, psychosocial counseling, and weekly support groups

PILOT PROGRAM

- Engage landlords and homeowners to create a network of vacant rentals within city boundaries
- Engage tenants and develop a roommate matching process
- House individuals, execute tenant-roommate contracts, and execute tenant-NPO contracts

ACCOMPLISHMENTS

1 family referred to IVHP, moved into shelter, and 2 months later, moved into an affordable apartment

2 individuals and 1 family provided prevention and diversion assistance

Affordable housing project awarded PLHA funding
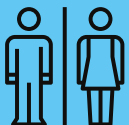
Expanded available hours of and opened previously-closed public restrooms to unsheltered community

City of Covina

ENROLLED IN:

- *Regional Housing Trust*
- *Homeless Plan Implementation*
- *Prevention and Diversion*
- *Pilot Program*
- *Landlord Outreach and Incentive*

PREVENTION AND DIVERSION

- Assist low-income eligible residents who need utility bill and financial assistance due to a temporary set-back/crisis (e.g. termination from employer, furlough/reduction in hours/pay, illness/disability, unexpected family emergency, eviction notice, etc.)

HOMELESS PLAN IMPLEMENTATION

- Support YWCA's Women in Need Growing Strong (WINGS) program to house women and children escaping domestic violence

- Support 29:11 to sustain and expand their food bank that provide meals to homeless and at-risk individuals

- Prevent 3-4 families from becoming homeless and rapidly rehouse 4 families and 7 individuals experiencing homelessness

- Develop bicycle outreach program to help make officers more approachable

PILOT PROGRAM

- Provide funding to Support Solutions to purchase a used truck to tow mobile showers to service areas within the City

- Fund an on-site case manager to assist those accessing mobile shower, connecting individuals to shelter and housing, mental health support, job training, and other services

ACCOMPLISHMENTS:
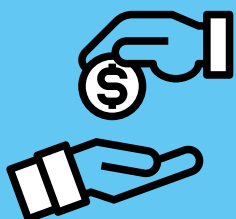
Secured additional Los Angeles Homeless Services Authority (LAHSA) grant funding to launch mobile shower pilot program by end of January 2021

City of Diamond Bar

ENROLLED IN:

- *Regional Housing Trust*
- *Homeless Plan Development*
- *Landlord Outreach and Incentive*

HOMELESS PLAN DEVELOPMENT

- .Conducted internal and external stakeholder engagement to assess current resources and needs. Interviews and input sessions were held with City staff members, County homelessness response system leaders, and non-profit and faith-based service providers.
- The following key findings emerged through the stakeholder engagement process:
  - lack of available, accessible homelessness response resources
  - insufficient supply of affordable housing
- City staff identified key goals to respond to these key findings and concerns related to homelessness and align with broader regional system strategies and efforts
- City staff will hold study session with City Council in February to review plan and will bring plan to Council for adoption in early March

ACCOMPLISHMENTS:
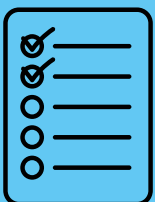
Developed a homelessness response plan (to be approved by City Council)

City of Duarte

ENROLLED IN:

- *Regional Housing Trust*
- *Homeless Plan Implementation*
- *Prevention and Diversion*
- *Green Path Career Pilot Program*
- *Landlord Outreach and Incentive*
- *Hygiene Program*

PREVENTION AND DIVERSION

- Union Station housing navigator and City staff to implement program, conduct problem-solving conversations, and determine resources, both financial and non-financial, to prevent clients from becoming homeless.

HOMELESS PLAN IMPLEMENTATION

- Duarte Public Safety Outreach Coordinator to connect those experiencing homelessness by building street-level relationships..
- Housing rights assistance by providing housing counseling for both tenants and landlords.
- Provide portable bathroom and handwashing facility for at-risk and vulnerable homeless persons.

ACCOMPLISHMENTS:

PLAN IMPLEMENTATION

15 individuals outreached to by Public Safety

HYGIENE PROGRRAM

1,319 services provided

174 individuals served

City of El Monte

ENROLLED IN:

- *Regional Housing Trust*
- *Homeless Plan Implementation*
- *Prevention and Diversion*
- *Landlord Outreach and Incentive*
- *Hygiene Program*

PREVENTION AND DIVERSION

- Implement a prevention, diversion, and rapid rehousing program that incorporates problem-solving conversations with clients in order to develop an approach towards preventing clients from falling into homelessness or minimizing the amount of time from which clients are facing homelessness.

HOMELESS PLAN IMPLEMENTATION

- Utilize Police Department's TOUCH (Transient Outreach Using Community Hands) Team to conduct outreach to connect homeless population to resources and temporary housing.
- Partner with TriCity Homelessness Cohort to implement the City's homeless plan, including developing a communications implementation plan, and developing and administering surveys to identify core principles.

ACCOMPLISHMENTS:

PREVENTION AND DIVERSION

15 individuals outreached to by Public Safety

HYGIENE PROGRRAM
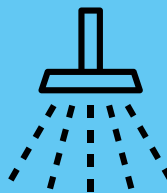
10 portable shower events held
400 showers offered to unhoused community

Page 241 of 350

City of Glendora

ENROLLED IN:

- *Regional Housing Trust*
- *Homeless Plan Implementation*
- *Prevention and Diversion*
- *Landlord Outreach and Incentive*

PREVENTION AND DIVERSION

- Implement a prevention, diversion, and rapid rehousing program that incorporates problem-solving conversations with clients in order to develop an approach towards preventing clients from falling into homelessness or minimizing the amount of time from which clients are facing homelessness.

HOMELESS PLAN IMPLEMENTATION

- Homeless Outreach Services. Teams and the Community Impact Team provide outreach to the City's homeless population by providing assistance, including motel vouchers, hygiene kits, clothing, shoes, food, and gift cards.
- Partner with Glendora Unified and Charter Oak School Districts to help identify families and youth experiencing homelessness or at-risk of homelessness.

ACCOMPLISHMENTS:

Programs continue to ramp-up in anticipation of launching. Accomplishments will be included in a future report

City of Irwindale

ENROLLED IN:

- *Regional Housing Trust*
- *Homeless Plan Implementation*
- *Prevention and Diversion*
- *Green Path Career Pilot Program*
- *Landlord Outreach and Incentive*

PREVENTION AND DIVERSION

- Union Station housing navigator and City staff to implement program, conduct problem-solving conversations, and determine resources, both financial and non-financial, to prevent clients from becoming homeless.

HOMELESS PLAN IMPLEMENTATION

- Outreach by Irwindale Police Department Homeless Outreach Coordinator to connect those experiencing homelessness to the cities' Union Station Housing Navigators and LAHSA, in addition to other direct services, such as motel vouchers.
- Housing rights assistance by providing housing counseling for both tenants and landlords.

ACCOMPLISHMENTS:

PREVENTION AND DIVERSION

2 individuals outreached to by Public Safety

City of La Puente

ENROLLED IN:

- *Homeless Plan Implementation*
- *Shared Housing Navigation*
- *Prevention and Diversion*

HOMELESS PLAN IMPLEMENTATION

- Participate in the Shared Housing Navigator program by providing input and support to the assigned housing navigator as needed. City will receive an allocation of housing vouchers that will be used be the housing navigator to house homeless clients within the City.
- Direct resources for Sheriff's Department to provide to people experiencing homelessness, including housing or motel vouchers, food, and other services.

PREVENTION AND DIVERSION

- Union Station housing navigator will implement a prevention and diversion program in the City

ACCOMPLISHMENTS:

Programs continue to ramp-up in anticipation of launching. Accomplishments will be included in a future report

City of La Verne

ENROLLED IN:

- *Regional Housing Trust*
- *Homeless Plan Implementation*
- *Shared Housing Navigation*
- *Prevention and Diversion*
- *Green Path Career Pilot Program*
- *Landlord Outreach and Incentive*

HOMELESS PLAN IMPLEMENTATION/ PREVENTION AND DIVERSION

- Union Station housing navigator will provide rapid re-housing, prevention, and diversion interventions, and case management for La Verne residents at risk of homelessness.
- Goal of serving 6 households under the rapid re-housing program, 16 households under the prevention and diversion rental/deposit interventions, and 40 households under the prevention and diversion low-cost interventions.

ACCOMPLISHMENTS:

Leveraged existing Housing Navigator from Union Station to provide rapid re-housing, prevention and diversion interventions

City of Monrovia

ENROLLED IN:

- *Regional Housing Trust*
- *Homeless Plan Implementation*
- *Prevention and Diversion*
- *Pilot Program*
- *Landlord Outreach and Incentive*
- *Hygiene Program*

HOMELESS PLAN IMPLEMENTATION

- Monrovia Homeless Outreach Team works with individuals experiencing homelessness to share information on local resources and services available
- Develop fundraising and public awareness campaign to benefit the Foothill Unity Center

PREVENTION AND DIVERSION

- Supplement City's existing Housing Displacement Response Program (HDRP)

PILOT PROGRAM - eCHIP

- Emergency COVID Housing Impact Program ("eCHIP") meets the immediate needs of residents who would face homelessness if intervention is not provided
- Utilizes existing HDRP advocates to administer necessary funds to residents, verify eligibility, and work through available financial relief options
- Tracks residents to ensure long term stability and housing retention. Success will be measured through metrics such as eviction avoidance, number of families receiving direct support, number of school-aged children who avoided housing displacement, among other metrics.

ACCOMPLISHMENTS

141 individuals and 42 families provided assistance through eCHIP Pilot Program

53 individuals outreached to by Public Safety

3 individuals and 2 families served by prevention and diversion program

2 additional portable toilets installed at Monrovia Community Center

City of Montebello

ENROLLED IN:

- *Regional Housing Trust*
- *Homeless Plan Implementation*
- *Prevention and Diversion*
- *Landlord Outreach and Incentive*

PREVENTION AND DIVERSION

- Montebello Community Assistance Program (MCAP) will implement the program, conduct problem solving conversations, determine eligibility requirements, execute tenant-landlord agreements, and provide rental and other financial assistance

HOMELESS PLAN IMPLEMENTATION

- Launch the Montebello Community Assistance Program (MCAP) within the fire department
- Conduct mental health training for all fire personnel
- Develop a Dashboard to End Homelessness to collect and analyze data to better identify outreach locations, improve outreach response times, increase communication among providers, evaluate the success of adopted strategies, and drive the City's strategic planning efforts
- Create partnerships with organizations that provide housing, homeless services, behavioral and other types of services that support those impacted by homelessness
- Create a "Hub" or "One-Stop" model for homeless services that will be client driven

ACCOMPLISHMENTS

Launched Montebello Community Assistance Program (MCAP), hiring a social worker supervisor and field response case coordinator who along with a paramedic will provide assistance to those experiencing homelessness

City of Monterey Park

ENROLLED IN:

- *Homeless Plan Development*
- *Prevention and Diversion*
- *Landlord Outreach and Incentive*
- *Hygiene Program*

PREVENTION AND DIVERSION

- Utilize existing Community Service Bureau and Problem Oriented Policing (POP) Officers to identify clients in need, conduct problem solving conversations, and provide assistance

HOMELESS PLAN DEVEOPMENT

- .Conducted stakeholder engagement with members of multiple city departments, elected officials, business leaders, and community and non-profit service providers to assess current resources and needs
- The following key findings emerged through the stakeholder engagement process:
    - increases in homelessness
    - public health and safety concerns
    - lack of affordable housing
- City staff identified key goals and strategies to respond to these key findings and concerns
- City will bring plan to Council for adoption in February or March 2021

ACCOMPLISHMENTS:

Developed a homelessness response plan (to be approved by City Council)

Opened 4 hygiene stations

City of Pomona

ENROLLED IN:

- *Regional Housing Trust*
- *Homeless Plan Implementation*
- *Prevention and Diversion*

PREVENTION AND DIVERSION

- Volunteers of America Los Angeles (VOALA) at the Hope for Home (H4H) Homeless Services Center will implement program using the problem solving model and approach.

HOMELESS PLAN IMPLEMENTATION

- Police Officers connect individuals to the Hope for Home Access Center to help individuals to gain initial access to the Coordinated Entry System.
- Provide support to Neighborhood Legal Services Los Angeles to improve the availability of legal services to residents experiencing homelessness or at risk of homelessness by providing legal help for tenants in eviction proceedings.

ACCOMPLISHMENTS:

The Neighborhood Services Department partnered with the GIS Department to design a Survey 123 tool specific to law enforcement outreach. The survey captures and collects data on the type of services the Pomona Police Department provides during outreach, the number of individuals housed, and the number of individuals directed to a Tri-City Community Navigator.

39 individuals completed Survey 123. 38 out of 39 individuals were given a housing referral

Affordable housing project awarded PLHA funding

City of Rosemead

ENROLLED IN:

- *Homeless Plan Development*
- *Prevention and Diversion*
- *Landlord Outreach and Incentive*

PREVENTION AND DIVERSION

- Eviction Prevention Program for renters in the City who do not qualify or receive any other form of financial or housing subsidies, and who are met with imminent eviction due to a crisis

HOMELESS PLAN DEVEOPMENT

- Conducted stakeholder engagement with elected officials, city staff members, homelessness response service provider agencies, community groups, and residents to assess current resources and needs
- The following key findings emerged through the stakeholder engagement process:
  - increases in homelessness
  - public health and safety concerns
  - lack of available, accessible homelessness response services and resources
  - lack of affordable housing
- City staff identified key goals and strategies to respond to these key findings and concerns
- Council will consider adoption in January 2021

ACCOMPLISHMENTS:

Engaged 26 stakeholders to provide input on the City's needs and services

Received 40 responses to homeless plan community survey

Developed a homelessness response plan (to be approved by City Council)

City of San Dimas

ENROLLED IN:

- *Prevention and Diversion*
- *Homeless Plan Implementation*
- *Landlord Outreach and Incentive*

PREVENTION AND DIVERSION

- Implement a prevention, diversion, and rapid rehousing program that incorporates problem-solving conversations with clients in order to develop an approach towards preventing clients from falling into homelessness or minimizing the amount of time from which clients are facing homelessness.

HOMELESS PLAN IMPLEMENTATION

- Offer an Emergency Rental Assistance Program designed to assist eligible residents, impacted by the COVID-19 Pandemic in hope of providing assistance to avoid homelessness.

ACCOMPLISHMENTS:

Programs leverage existing connections and staffing to maximize funding towards direct rental assistance.

Page 251 of 350

City of San Gabriel

ENROLLED IN:

- *Regional Housing Trust*
- *Homeless Plan Development*
- *Landlord Outreach and Incentive*
- *Hygiene Program*

HOMELESS PLAN DEVELOPMENT

- Conducted internal and external stakeholder engagement with elected officials, City staff members, homelessness response service provider agencies, community groups, and residents to assess current resources and needs.
- The following key findings emerged through the stakeholder engagement process:
  - lack of available, accessible homelessness response services and resources
  - public health and safety concerns
  - lack of affordable housing
- City staff identified key goals and strategies to respond to these key findings and concerns
- City will bring plan to Council for adoption in January 2021

ACCOMPLISHMENTS:

Engaged over 50 stakeholders to provide input on the City's needs and services

Received 32 responses to homeless plan community survey

Developed a homelessness response plan (to be approved by City Council)

City of South El Monte

ENROLLED IN:

- *Regional Housing Trust*
- *Landlord Outreach and Incentive*
- *Homeless Plan Implementation*
- *Prevention and Diversion*

HOMELESS PLAN IMPLEMENTATION

- Conducting a land use analysis to facilitate affordable and supportive housing.
- Law enforcement will receive training on mental health issues and will coordinate with the Department of Mental Health

PREVENTION AND DIVERSION

- Expanding existing prevention and diversion program to offer rental assistance and other resources

ACCOMPLISHMENTS:

Programs continue to ramp-up in anticipation of launching. Accomplishments will be included in a future report

City of South Pasadena

ENROLLED IN:

- *Regional Housing Trust*
- *Shared Housing Navigator*
- *Homeless Plan Implementation*
- *Prevention and Diversion*
- *Hygiene Program*

HOMELESS PLAN IMPLEMENTATION

- Shared Housing Navigator will have six rapid re-housing vouchers dedicated to South Pasadena.
- Law enforcement will provide referrals to community resources.
- The City will conduct a public outreach campaign with educational videos and workshops about homelessness.
- Portable bathroom and hygiene facilities will be added.

PREVENTION AND DIVERSION

- Existing Union Station Housing Navigator will provide financial assistance to those at risk of homelessness.

ACCOMPLISHMENTS:

An ADA accessible portable toilet with a hand sanitizer and hand washing station is available 24/7 outside the City's Library. Approximately 25 people per day use these facilities.

City of Temple City

ENROLLED IN:

- *Homeless Plan Development*

HOMELESS PLAN DEVELOPMENT

- .Conducted internal and external stakeholder engagement with elected officials, City staff members, homelessness response service provider agencies, community groups, and residents to assess current resources and needs

- The following key findings emerged through the stakeholder engagement process:
  - lack of available, accessible homelessness response services
  - public health and safety concerns
  - insufficient supply of affordable housing

- City staff identified key goals and strategies to respond to these key findings and concerns

- City will bring plan to Council for adoption in February 2021

ACCOMPLISHMENTS:

Engaged 27 stakeholders to provide input on the City's needs and services

Developed a homelessness response plan (to be approved by City Council)

City of West Covina

ENROLLED IN:

- *Regional Housing Trust*
- *Shared Housing Navigator*
- *Workforce Development Pilot*
- *Landlord Outreach and Incentive*
- *Homeless Plan Implementation*
- *Prevention and Diversion*

HOMELESS PLAN IMPLEMENTATION

- Shared Housing Navigator will have four rapid re-housing vouchers dedicated to West Covina
- Law enforcement will provide referrals to housing navigation and other resources

PREVENTION AND DIVERSION

- Existing Union Station Housing Navigator will provide financial assistance to those at risk of homelessness
- Motel vouchers can act as "bridge housing" for those working with the navigator

ACCOMPLISHMENTS:

Program leverages existing Union Station staff resources to devote more funding to direct financial assistance

Close collaboration with LAHSA allows staff to effectively identify those in need of program services

West Covina
Municipal Health Department

OVERVIEW AND SUMMARY

CITY OF WEST COVINA HEALTH DEPARTMENT
HEALTHY PEOPLE, HEALTHY ENVIRONMENT, HEALTHY COMMUNITY

INTRODUCTION

The West Covina Municipal Health Department (the Department) will create and promote a healthy community that focuses on the physical, mental, and social well-being of all our residents. Through public education, prevention of disease and injury, health promotion, accessibility to health services, policy and environment, and a healing response to public health challenges.

The Department is committed to the compassionate attainment of a safe and healthy community. We recognize the social determinates of health lead to disparity in health equity and strive to eliminate barriers to optimal health services, respecting the diversity of those we serve.

The Department values the contributions of our health care providers and collaboratively engages community health partners to maximize and sustain high quality public health services. We harness available resources in our community and are good stewards of those resources entrusted to us by the public.

We are committed to developing and continuously improving a comprehensive public health program that exceeds core competencies. A critical aspect of the Department will be Health Promotion. Health Promotion aims to engage and empower individuals to choose healthy behaviors that address and prevent the root causes of ill health. It increases an individual's control over their own health, including social and environmental interventions to benefit and protect personal health and quality of life.

Health services are not limited to the hospital and clinics, but include the access to safe housing, access to transportation, healthy food, clean water, air quality and access to parks.

The health and safety of our community members are the Department's top priorities. The Department will uphold critical public health laws and regulations, expand access to health coverage and services, advance equity, and address public health epidemics. The Department will diligently follow the guidance and requirements of the State of California Department of Public Health as well as the Centers for Disease Control and Prevention (CDC).

The Department will perform the following essential functions as described in the following pages:
- Collection, tabulation and analysis of all public health and vital statistics
- Health Education Programs/Health Promotion
- Communicable Disease Control (including availability of adequate isolation facilities)

- 1 -

- Medical, nursing education and other services to promote maternal and childcare
- Environmental Health and Sanitation Services/Program
- Laboratory Services
- Services in Nutrition
- Services in Chronic Disease
- Services Directed to Social Factors Affecting Health
- Services in Occupational Health
- Appropriate Services in the Field of Family Health Planning
- Public Health Nursing Services to Provide for the Preventative and Therapeutic Care of the Population Served

For the purposes of this document we have organized public health programs into two broad categories:

- *Community and Personal Wellness* – those programs designed to improve health outcomes for individuals, families and the community at large; and
- *Environmental Health and Sanitation* – prevention programs designed to ensure that facilities, institutions, and the environment are free from contamination and unhealthful or disease-causing conditions.

CITY OF WEST COVINA PUBLIC HEALTH
Community and Personal Wellness Program

PURPOSE AND OBJECTIVES

The purpose/goal of the Community and Personal Wellness Program is to improve community and personal health outcomes through education, prevention, and access to treatment for all members of the community. The overall objectives of the Program are to:

- Promote Individual and community wellness by providing information, prevention, and support services that foster healthy life.
- Endeavoring to ensure that all citizens, especially disadvantaged and vulnerable communities and individuals, have access to adequate healthcare

ORGANIZATIONAL MODEL

To the extent possible the Department will provide services through partnerships with, and /or referrals to existing institutions including but not limited to hospitals, clinics, physicians and other healthcare providers, and educational institutions. The Department will provide direct services when necessary to assure availability. This approach has the dual advantages of efficiency and avoidance of duplication. Additionally, this approach enlists a multitude of community members in the common effort to promote community health and wellness.

FUNDING

The City intends to use grants, subventions, fees and other funding streams to fund Department activities. This will include the City's pro rata share of Federal funding streams such as CDC and other Department of Health and Human Services programs.

PROGRAM IMPLEMENTATION

The City will implement a comprehensive suite of services upon activation, with additional services to be provided as need and funding permit. Agreements (MOUs, contracts, and other arrangements) with partners and services providers will ensure that services are delivered in accordance with legal requirements and best practices and include reporting and oversight provisions that allow the Department of monitor implementation and take corrective action as necessary.

The Department will perform the following essential functions:

Collection, tabulation and analysis of all public health and vital statistics.

Collection, tabulation and analysis of public health and vital statistics will be supervised by the Health Director/health officer together with the local registrar, epidemiologist, medical consultants, and administrative staff working with federal, state, county and other local health agencies together with our local community partners. Our community partners will include local academic centers such as USC and Loma Linda University; local health care systems such as AHMC Healthcare Inc., Emanate Health, City of Hope; health care facilities including several skilled nursing facilities and assisted living facilities; local health plans including CareMore, SCAN Health Plan, Central Health Plan; medical groups including Optum who has the nation's most powerful commercial health data system and analytic program; pharmacies to collect local medications usage and institutions including school districts, American Cancer Society, American Diabetes Association, Alzheimer Association and the American Heart Association…etc.

The health and vital statistics program will be divided into two main categories, Vital Records and Health Information System.

Records of births and deaths will be obtained from local physicians, hospitals, and clinic, as well as from the LA County Medical Examiner/Coroner. Records will be maintained in a searchable database and reported to the California Department of Public Health in accordance with CDPH procedures.

The Department will implement a Health Information System (HIS) to support the various Department programs and public health objectives to include:
- Epidemiological disease and risk factor surveillance
- Medical and public health outcomes assessment
- Program planning and evaluation
- Quality assurance and performance measurement
- Policy development, analysis, and revision
- Health education and health information dissemination

Health Education Programs

The goal of the Health Education program is to increase the quality, availability and effectiveness of educational and community-based programs designed to prevent disease and injury, improve health, and enhance quality of life.

- 4 -

The Department will employ health education strategies to facilitate voluntary adaptations of behavior that are conducive to health. Our health education program will seek to influence a range of behavior including participation in health-promoting activities, appropriate use of health services, support of mother-infant-child health and adherence to appropriate medical and nutritional regimens. The health promotion program will encompass a broader set of education, policy, organizational, environmental, and economic interventions to support behavior and conditions of living conducive to health.

Community Health education programs will include disease prevention including asthma, cancer, diabetes, hypertension, cardiovascular disease; accident and injury prevention; violence prevention; health promotion, and diseases reversal program with a whole person and community-based approach. Programs will be provided onsite and off-site including schools, churches, temples, hospitals, and health centers. Other delivery methods will include printed materials, local Spectrum TV Channel 3 and Internet. Due to our diverse cultural and linguistic population and increasing number of immigrants to our community, we will partner with various local organizations to better bring our message to these underserved vulnerable population.

To support the goals and objectives of the West Covina Municipal Health Department, post-graduate level health care professional education will be provided to local area physicians, dentists, nurses, pharmacists, dieticians, nutritionists, case managers, social service managers, medical assistants, dental assistants and other health care providers.

These educational programs will be conducted by the City's Health Director/officer, medical consultants, and health care professionals.

Communicable Disease Control (including availability of adequate isolation facilities)

The goal of the Communicable Disease Control program is to identify, prevent and control designated communicable diseases and illnesses to protect and save lives

The Department will provide disease surveillance and investigation of diseases utilizing the California Reportable Disease Information Exchange (CalREDIE) to conduct disease reporting and surveillance. The surveillance program will build and maintain working relationships with our community health care partners to facilitate mandated disease reporting including physicians, veterinarians, podiatrists, nurse practitioners, physician assistants, nurses, infection control practitioners, dentists, and administrators of health facilities, as well as the Los Angeles County Medical Examiner/Coroner.

The department will issue annual reports summarizing the annual incidence of communicable diseases, identify trends, suggest prevention protocols and methods in our community, and provide appropriate practical timely feedback to our clinical partners to protect our community's health.

Communicable disease control will include programs for tuberculosis control, HIV/Venereal Disease Prevention and Control, respiratory diseases prevention and control, emerging communicable diseases detection and prevention. These programs will be managed under the direction of the Health Director/Health Officer, supported community partners including Emanate Health, health care facilities, and federal qualified health centers (FQHC) such as the East Valley Community Health Center.

Isolation facilities depending on medical condition and when personal dwelling is not possible, will be arranged with local healthcare systems including Emanate Health, West Covina Medical Center, other health care facilities, local lodging facilities and mobile units.

Maternal, Child and Adolescent Health Program

The objectives of the Maternal, Child and Adolescent Health Program will be to:
- Improve outreach and access to quality health and human services by promoting the use of preventive health services, screening, and referrals for additional care and support
- Improve maternal health by promoting protective factors to reduce the impact of adverse life course events among women of reproductive age
- Improve infant health by promoting perinatal outreach, education, and activities to reduce infant morbidity and mortality
- Improve adolescent health through active outreach to schools and youth organizations such as sports leagues
- Improve and develop more resources to support the program

The Department staff will assess and develop policies and programs to assure the priority health needs of women of reproductive age (including pregnant women), infants, children, adolescents, and their families are met. The department will collaborate with local community organizations of FQHC including East Valley Health Center and other medical providers to improve access to quality prenatal, medical, dental, and mental health care for low-to-moderate income families. The Department will apply for assistance programs including CHDP, WIC program, SNAP, CalFresh and other food and nutritional program to assist our underserved and vulnerable population.

Post-graduate level medical and nursing continuing education will be provided by the Department together with community partners including the local health systems such as Emanate Health, and

academic centers including USC, UCLA and Loma Linda University. Community education and services will be jointly provided collaboratively with our community partners including local healthcare systems, federal qualified health centers (FQHC) including East Valley Health Center and primary care facilities.

Laboratory Services

The Department will initially contract for public health laboratory services with an accredited Public Health Laboratory under the supervision of the Health Director/health officer and the laboratory directors, Dr. Rubio Punzalan, MD, PhD and Dr. Moses Zepeda, MD.

The clinical laboratory services supporting our clinical services will be contracted with MD Lab located in La Verne, California. MD Lab a medical diagnostic laboratory.

The Department Health Director/Health Officer and Public Health Laboratory Directors will develop policies and procedures governing the local public health laboratory and ensure compliance with the California Department of Public Health guidelines and requirements. The Department will monitor the laboratory operations to ensure that our resident receive the best quality care possible.

Services in Nutrition

The Department's Nutrition and Physical Activity Program will be designed to reduce the prevalence of obesity and other chronic diseases by providing nutritional education and obesity prevention services to improve the health of West Covina residents, including information and resources on healthy eating and physical activity. The goal is to support all who live, work, shop and play here in West Covina to make healthy choice an easy choice.

The program will seek to:
- Increase consumption and access to healthy foods and beverages
- Decrease consumption of added sugar from food and beverages
- Increase intake of wide variety of rainbow color of fruits and vegetables
- Increase physical activity levels
- Improve food resource management skills such as meal planning and shopping on a budget
- Create community environments that support healthy eating and activities
- Search for resources to support our low-income, underserved and vulnerable population
- Develop screening programs to assess nutritional health status of our population

The department will collaborate with local community organizations including East Valley Health Center and other medical providers to improve access to quality nutritional counseling for low-to-moderate income families. The Department will apply for assistance programs such as WIC, SNAP, CalFresh and other food and nutritional programs to assist in meeting the needs of low income, underserved and vulnerable populations in the community.

Services in Chronic Disease Prevention and Lifestyle Management (CDPLM)

The goal of CDPLM is to help reduce people's risk factors by promoting healthy lifestyle changes involving physical activity, improving access to healthy, affordable foods, expanding science-based ways to kick the tobacco habit and facilitate in the building of a heathy environment to promote healthy living.

The Department's Chronic Diseases Lifestyle Management Program will include disease screening for asthma, COPD, cardiovascular disease, diabetes, hypertension, cancer, hyperlipidemia, hepatitis B & C; and prevention through health education programs and disease awareness. The program will emphasize self-management instruction in proper nutrition through increased consumption of plant-based diet, reduced intake of simple carbohydrate and sugary beverages, increased physical activity, stress management, and obesity prevention. Lifestyle intervention programs including Complete Health Improvement Project (CHIP) of Lifestyle Institute of Loma Linda and Dean Ornish Lifestyle Medicine will be offered to the community for comprehensive health management.

Public Health Social Services Program (PHSS)

Toward the goal of health equity, the Department will address social determinants of health as a primary approach to achieving health equity to help residents attain their full health potential, regardless of their social position or circumstance.

The Health Director will recommend policies to address social determinants of health inequities such as poverty, unequal access to health care, lack of education, stigma, and racism are underlying, contributing factors of health inequities.

Services in Occupational Health

The goal of the Occupational Health Program is to improve worker health and safety through prevention activities in collaborating with local employers.

The Department will emphasize the well-being and safety of employees in the workplace by making available resources in the field of occupational health, with a strong focus on injury prevention and employee education. Occupational health resources include employee wellness, pre-placement testing, ergonomics, occupational therapy, and occupational medicine.

Services in Family Health Planning

The Department will support low- or no-cost community-based health providers whose clinical services include birth control, counseling, and laboratory tests. The Department will also support community-based programming for teens, including service learning and positive youth development programs, comprehensive sex education and adult-teen communication programs.

Public Health Nursing Services to Provide for the Preventative and Therapeutic Care of the Population Served

The Department will facilitate assistance to community members who have been diagnosed with a chronic illness, including heart disease, cancer, diabetes, AIDS, or other conditions classified by the medical community as preventable. Aspects to be emphasized include proven preventive approaches to health care such as routine cardiovascular exams and vaccines to significantly increase life expectancy.

SUMMARY

The City's Health Department will conduct a full suite of public health services utilizing robust community partnerships with hospitals, clinics, physicians, nurses, and other healthcare providers as well as schools and other community organizations. As an independent city health department, the Department will be able to develop and maintain face-to-face professional relationships with community partners that are impossible for a large, county-wide department serving eleven million people. The outcome, we believe, will result in a healthier community.

CITY OF WEST COVINA PUBLIC HEALTH
Environmental Health and Sanitation Services Program

PURPOSE AND OBJECTIVES

The purpose/goal of the Environmental Health Program is to protect the health, safety, and well-being of the public, and to preserve and improve the quality of the environment. In furtherance of this goal the City will:

- Organize, staff, equipment, and support an Environmental Health Department, under the direction of the Health Officer and Environmental Health Director, that applies the highest professional and technical standards and best practices in carrying out programs and services in full compliance with state statutes and polices established by the City Council.
- Develop proactive collaborative partnerships with all stakeholders including LA County Public Health, other external agencies and service providers, and the regulated community within the City with the objective of engaging the whole community in achieving a safe and healthy environment.
- Conduct inspection, permitting and enforcement programs designed to focus on eliciting response and compliance with health mandates through education and information while limiting enforcement actions to repeat and/or egregious violators.
- Promptly and fully respond to issues, concerns and questions from the regulated community and partner agencies and organizations.

ORGANIZATIONAL MODEL

In California there are a variety of organizational models for the conduct of environmental programs. Some are under the auspices of the jurisdiction's health department, and some are organized under a separate environmental services agency. In addition, some cases environmental health functions e.g., building inspections and permitting, are delegated to other jurisdictional units.

The City believes that the objective of achieving "healthy people, healthy environment, healthy community" can best be achieved by integrating environmental health programs into the overall Health Department structure to ensure seamless coordination of programs, under the direction of the Health Officer. Program execution will be achieved through:

- Development of contractual agreements with agencies that have existing staff and expertise to implement controls, policies, testing protocols and reporting requirements in accordance with Environmental Health directives, and subject to Environmental Health audit and inspection.
- As environmental health programs are closely aligned with City Engineering and Building & Safety inspection and permitting functions the City will position these functions with

experienced inspection/permitting firm, Transtech, that has an exemplary track record with the City for nearly two years of association with the City.

This structure provides the City with an efficient, cost effective organizational model that maximizes existing capabilities internal and external to the City.

Transtech Capabilities

The City has determined that Transtech has the capability to provide an organizational home for the Environmental Health Department that is already familiar with the conduct of inspection and permitting functions, and furthermore is intimately familiar with the City and with many of the facilities and facility owner/operators that will be regulated under the various environmental health programs. Transtech performs permitting and inspection operations for numerous cities, currently performing more than 500 plan checks with 5,000 supporting documents per month. Transtech performs more than 25,000 site inspections annually, including approximately 7,000 in the City of West Covina

Transtech will augment their existing staff and support resources by recruiting trained, certified and experienced personnel to perform environmental health functions and will provide administrative support to the Environmental Health Department. Surge capacity will be achieved by cross training and certifying existing inspection and permitting staff in specified EH procedures.

The IT Department, working with consultant assistance will document EH data management requirements in integrate them into the existing system, simplifying the training and other issues surrounding the introduction of new software applications. The integration of environmental inspection/permitting operations with existing processes also affords the opportunity to implement "one stop" permitting and inspections of facilities that must comply with both building codes and environmental regulations.

FUNDING

The City of West Covina has adopted the Los Angeles County Department of Public Health environmental health inspection and permitting fee schedule. It is anticipated that the schedule will provide sufficient funding for the EH Department. Startup costs are funded through Federal CARE Act funds.

PROGRAM IMPLEMENTATION

The City will implement all state-mandated programs "day one" of Environmental Health operations. The City will not opt to implement optional programs initially but implement selected

programs later. The implementation approach for each of the required that are applicable to the City. These programs is described below:

General

Transtech will staff the Environmental Health Department with experienced inspection/permitting professionals with the required certifications. Recognizing that it may take some time to fully staff the EH Department with permanent personnel, we have identified a source for retired EH professionals seeking temporary work. Permitting will be conducted at the existing facility for building permits. Transtech has identified several commercial off-the shelf (COTS) data management software packages specifically designed for EH operations and will acquire, install, and test a suitable system prior initiation of operations.

Food Safety, Defense, and Consumer Protection

The Food Safety, Defense, and Consumer Protection Program will consist of the following elements:
- Retail and Consumer Protection
- Food Facility Plan Check and Construction

This program will be conducted by EH staff. The City will opt not to request authority for Sherman Food, Drug and Cosmetic and other optional activities. There are no milk products processing facilities within the jurisdictions.

Housing and Institutions

The Housing and Institutions Program consists of the following elements:
- Substandard Housing
- Motels/Hotels
- Jails/Detention Facilities

Substandard Housing and Motels/Hotels are under the purview of the City's Community Development Department. EH will coordinate with Community Development as necessary. The jails and detention program will be administered by the EH Department.

Recreational Health

The Recreational Health Program consists of the following elements:
- Public Pools/Spas
- Public Pool Plan Check and Construction

This program will be administered by the EH Department.

Water Quality

The Water Quality program will consist of the following elements:
- Domestic Water Quality
- Cross Connections

There are 8 different water utilities that serve the residents of West Covina. The EH Department will work with the water purveyors to develop common procedures and protocols for protection of domestic water quality and memorialize procedures via contracts, MOUs, or other forms of agreement. The Cross Connections program will be administered by the EH Department.

Land Use

Land use falls under the purview of the City of West Covina Community Development Department Planning Division. The EH Department will coordinate with Planning to develop and implement appropriate environmental health land use regulations.

Solid Waste

The City of West Covina Local Enforcement Agency (LEA) is designated by the West Covina City Council, and upon certification by the State of California is empowered to implement delegated CalRecycle programs and locally designated activities. The LEA has primary responsibility for ensuring the correct operation of the closed BKK Class II Landfill and solid waste facility. Refuse management is administered through a contract with Athens Services.

Household Hazardous Waste

Through a franchise agreement with Athens Services the City of West Covina provides waste hauling services. The EH Department will work Athens services to educate residents and business owners of appropriate procedures and locations for disposal of household hazardous waste.

CUPA

CUPA administration in the City of West Covina is currently administered by the Los Angeles County Fire Department HazMat Division, in coordination with the West Covina Fire Department IAW a formal agreement. This arrangement is beneficial to both parties. The EH Department will

- 13 -

monitor CUPA activities in the City and recommend changes as may be necessary.

Stormwater Quality Compliance Inspections

The City currently contracts with John L. Hunter and Associates to conduct NPDES inspections under the City's stormwater program and to educate business owner on the requirements. Non-compliance issues are and violations are enforced through the City's Stormwater and Urban Runoff Pollution Control Ordinance. This program will continue under the direction of Environmental Health.

SUMMARY

The City of West Covina will implement all state required environmental health programs. Those programs involving inspections, permitting and enforcement will be handled directly by EH staff. Other programs will the overseen by the EH department with day-to-day administration by other departments or agencies consistent with existing programs.

Everything you need to know about

LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH

Advance the conditions that support optimal health and well-being for all.

WHO WE ARE

CORE FOCUS
- Disease Prevention
- Health Promotion
- Health Equity
- Environmental Justice

IN SERVICE OF:
- 10.2 million residents of 86 incorporated cities
- 101 unincorporated areas, and two islands.
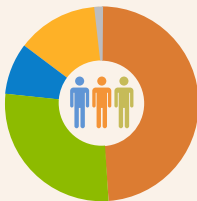
COUNTY POPULATION
- Latino: 48.8%
- White 28.0%
- Asian 14.3%
- Black 8.5%
- American Indian/Alaska Native 0.2%
- Native Hawaiian/Pacific Islander 0.2%
  - Over 200 languages are spoken

ANNUAL BUDGET
- Over $1.3 Billion
  - 80% comes from grants & fees
  - Supports 4,500 employees and multiple community initiatives

QUICK FACTS

LEADERSHIP TEAM
- Director
- Health Officer
- Chief Deputy Director
- 4 Deputy Directors
- 5 Regional Health Officers

PUBLIC HEALTH CLINIC AND COMMIUNITY SERVICES
- Sexually Transmitted Disease Prevention
- Tuberculosis Services
- Immunization Services
- Community Outreach
- Field Investigations

CENTER FOR HEALTH EQUITY
Works to ensure that everyone in LA County has the resources and opportunities needed for optimal health and well-being throughout their lives.
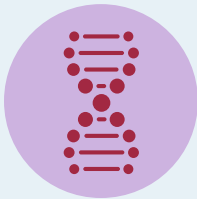
CHIEF SCIENCE OFFICER
- Center for Health Impact Evaluation
- Office of Health Assessment & Epidemiology
- Quality Improvement & Accreditation Program

4 BUREAUS
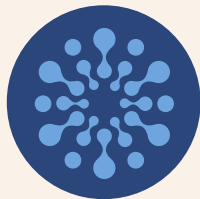
DISEASE CONTROL
- Communicable Disease Control & Prevention
- Community Services
- Clinic Services
- Division of HIV & STD Programs
- Division of Medical and Dental Affairs
- Nursing Administration
- Public Health Laboratory

HEALTH PROTECTION
- Emergency Preparedness & Response Program
- Environmental Health
- Health Facilities Inspection

HEALTH PROMOTION
- Children's Medical Services
- Chronic Disease & Injury Prevention
- Maternal, Child & Adolescent Health
- Office of Women's Health Services
- Substance Abuse Prevention & Control (including AVRC)
- LA County Domestic Violence Council

OPERATION SUPPORTS
- Administrative Services
- Compliance Management
- Contracts & Grants
- Finance
- Human Resources
- Information Systems
- Organizational Development & Training

BUREAU OF DISEASE CONTROL

Working to prevent and control communicable diseases

GETTING HEALTH CARE
- Public Health Centers offer immunizations as well as testing and treatment of Sexually Transmitted Diseases and Tuberculosis for Los Angeles County residents who don't have health insurance

PREVENTING INFECTIOUS DISEASES
- Prevents and controls infectious diseases like West Nile Virus, tuberculosis, and sexually transmitted diseases (STD's)
- Works to improve immunizations and prevent diseases in kids and adults

KEEPING FAMILIES HEALTHY
- Shares information about safe healthcare products and services
- Promotes healthy environments for people and animals
- Collaborates with organizations to keep parks open and promote healthy environments

COUNTY OF LOS ANGELES
Public Health

(DC-00001-01 (9-14-2018)

GETTING HEALTH CARE

- **Community Health Services and Vaccine Preventable Disease Control** work together to educate and vaccinate adults and children against diseases like the flu every year.

- **Community Health Services** operates 14 public health centers throughout Los Angeles County. These clinics provide free and low-cost testing and treatment of STDs and TB to Los Angeles County residents who don't have health insurance. Flu and other vaccinations are also offered for adults and children.

- *The Bureau of Disease Control also offers a variety of resources and educational opportunities to help Los Angeles County healthcare professionals provide the best care to their patients. Healthcare providers can receive health alerts, Continuing Medical Education (CME), and other information by visiting* publichealth.lacounty.gov/cme/

KEEPING FAMILIES HEALTHY

- **Health Care Consumer Protection** program shares helpful health information to the public about healthcare scams, what to do if you are a victim of a scam, recalls and warnings, alternative medicines, dietary supplements, and how to find reliable health information.

- **Veterinary Public Health** tracks animal diseases, investigates outbreaks and animal bites, and provides education and outreach to keep people and their pets healthy. The 2020 Healthy Pets Healthy Families Initiative focuses on obesity prevention for humans and their pets, including pets in emergency preparedness plans, and ensuring that pets are vaccinated and spayed/neutered.

- Parks After Dark is a cross-sector collaboration designed to keep parks open during summer evening hours when crime rates are highest and youth have fewer social and recreational opportunities. Community Health Services participates in this cross-sector collaboration.

PREVENTING INFECTIOUS DISEASES

- **Acute Communicable Disease Control** tracks diseases, investigates and responds to outbreaks, and provides education to the public. The *It's Not Just a Bite* campaign educates the public about diseases caused by mosquitoes, such as West Nile Virus and Zika.

- **Division of HIV & STD Programs** works to prevent and control the spread of HIV & STDs. STD and HIV Hotlines provide information on how and where to get tested and treated. The Protectors campaign educates the public about a daily medication called PrEP that helps you stay HIV negative.

- **Tuberculosis Control Program** tracks and investigates the spread of TB and ensures that TB patients get the treatment they need.

Community Health Services
publichealth.lacounty.gov/chs/
213-240-8251

Vaccine Preventable Disease Control
publichealth.lacounty.gov/ip/
213-351-7800

Acute Communicable Disease Control
publichealth.lacounty.gov/acd
213-240-7941

Division of HIV and STD Programs
publichealth.lacounty.gov/dhsp/
213-351-8000
HIV Hotline 1-800-367-2437
STD Hotline 1-800-758-0880

TB Control Program
publichealth.lacounty.gov/tb
213-745-0800

Healthcare Consumer Protection
publichealth.lacounty.gov/hccp/

Veterinary Public Health
publichealth.lacounty.gov/vet/
213-989-7060

BUREAU OF HEALTH PROTECTION

Working to provide safe and healthy communities.

PROTECTING RESIDENTS FROM HARMFUL ENVIRONMENTAL FACTORS

- Inspects and enforces public health laws at over 160,000 restaurants and markets, licensed housing, temporary food facilities and other permitted food facilities
- Protects children from dangers of lead poisoning in housing and harmful products
- Monitor and inspect drinking and recreational water to ensure their safety
- Monitors and inspects landfill and recycling facilities to ensure proper disposal of solid waste

BUILDING COMMUNITY RESILIENCE

- Develops educational resources and conducts community outreach to build community preparedness and resilience, especially for at risk and underserved communities
- Develops and maintains collaborative, whole community, emergency plans with partner response agencies and community partners
- Maintains 24/7 readiness to respond to emergencies, and coordinates public health emergency responses

ENSURING QUALITY CARE AND PATIENT SAFETY

- Ensures quality health care for all patients through over 7,000 inspections annually

COUNTY OF LOS ANGELES
Public Health

HPROT-00001-01(9-14-2018)

PROTECTING COMMUNITY HEALTH FROM HARMFUL ENVIRONMENTAL FACTORS

Environmental Health (EH) promotes health and quality of life by identifying, preventing, and controlling harmful environmental factors.

State and local health and safety codes give EH authority to perform investigations and inspections related to:
- Body art
- Cannabis
- Drinking water
- Environmental hazards
- Food
- Garments
- Housing
- Land use
- Lead
- Radiation Management
- Solid waste
- Toxic exposures
- Vector management
- Water quality

EH website:
publichealth.lacounty.gov/eh

Phone:
During office hours: 1-888-700-9995

BUILDING COMMUNITY RESILIENCE

Emergency Preparedness and Response Division (EPRD) is responsible for preparing for and responding to natural disasters, as well as acts of biological, radiological, and chemical terrorism.

EPRD is the central point of contact for preparedness planning and response coordination with other emergency response entities. These entities include:
- Cities of Long Beach and Pasadena public health departments
- Community and Faith-Based Organizations
- County Office of Emergency Management
- Department of Health Services
- Department of Mental Health
- Emergency Medical Services Agency
- Federal and state agencies
- Local fire and police departments

EPRD website:
publichealth.lacounty.gov/EPRP

Phone:
During office hours: 213-637-3600

ENSURING QUALITY CARE AND PATIENT SAFETY

Health Facilities Inspection Division (HFID) ensures quality health care services are provided through investigations and inspections of facilities. These facilities that include:
- Acute care hospitals
- Ambulatory surgical centers
- Congregate living health facilities
- Community care clinics
- Dialysis clinics
- Nursing homes
- Home health agencies
- Homes for the intellectually impaired
- Hospice programs

HFID website:
publichealth.lacounty.gov/hfid

Phone:
During office hours: 1-800-228-1019
24 Hours Emergency Number: 213-974-1234

BUREAU OF HEALTH PROMOTION

Working with communities to ensure access to resources needed for optimal health.

CREATING HEALTHY COMMUNITIES

- **Alcohol and Other Drug Prevention Services** changes local conditions and community norms through media campaigns, community engagement, and policy implementation.

- **Substance Use Disorder Treatment and Recovery Services** provides outpatient and residential treatment and recovery services to over 40,000 individuals.

- **Injury and Violence Prevention** implements programs that reduce death and disease due to injuries.

- **Policies for Livable, Active Communities and Environments** fosters policy changes to support healthy, safe, and active environments.

- **Tobacco Control & Prevention** reduces youth access to tobacco and increases access to smoking cessation services.

SUPPORTING HEALTHY FAMILIES

- **Help Me Grow** improves screening and referral for developmental delays in children.

- **Home Visiting** provides intensive home visiting services for high-risk, low income pregnant youth/women.

- **Positive Youth Development** engages youth in leadership activities and develops public health policies

- **California Children's Services** serves vulnerable youth with serious, life-threatening or chronic conditions.

- **Gender Based Violence Policy and Prevention** trains staff to screen clients for intimate partner violence, sexual violence, human trafficking, and provide a trauma informed response.

COUNTY OF LOS ANGELES Public Health

HPROMO-00001-01(9-14-2018)

CREATING HEALTHY COMMUNITIES

- **Substance Abuse Prevention and Control** leads and facilitates the delivery of a full spectrum of prevention, treatment, and recovery services to the residents and communities of Los Angeles County impacted by alcohol and drugs.

  -Substance Abuse Service Helpline (24/7): 1-844-804-7500

  -Online Provider Directory: sapccis.ph.lacounty.gov/sbat/

  -#BiggerChoices Teen Marijuana Prevention Campaign: publichealth.lacounty.gov/sapc/teens/

  - Website: publichealth.lacounty.gov/sapc/

- **The Division of Chronic Disease and Injury Prevention (CDIP)** creates healthy environments for Los Angeles County residents.

  - Phone: 213-351-7825

  - Email: chronic_disease@ph.lacounty.gov

  - Websites:

    publichealth.lacounty.gov/chronic

    www.choosehealthla.com

    www.LetsTalkCannabisLACounty.com/

SUPPORTING HEALTHY FAMILIES

- **The Maternal, Child, and Adolescent Health (MCAH)** facilitates services to address health priorities and primary needs of mothers, children, youth and their families.

  - Black Infant Health Program: 213-637-8473

  - Home Visiting Program: 213-639-6433

  - Childhood Lead Poisoning Prevention Program (CLPPP): 1-800-LA-4-LEAD

  - General Phone: 213-639-6400

  - Website: publichealth.lacounty.gov/mch/index.htm

- **Children's Medical Services (CMS)** provides preventive screening, diagnostics, treatment, rehabilitation, and follow-up services for children and youth with special health care needs.

  - California Children's Services: (800) 288-4584, TDD: (800) 827-1359

  - Child Health and Disability Prevention: (800) 993-2437

  - Website: publichealth.lacounty.gov/cms/

- **The Office of Women's Health (OWH)** protects, preserves, and advances the health of women by promoting health equity and increasing access to culturally competent, comprehensive health services.

  - Health Hotline: 1-800-793-8090

  - Phone: 626-293-2600

  - Website: publichealth.lacounty.gov/owh/index1.htm

August 19, 2021

Via email to Ms. Gabby Lozano at GLozano@ceo.lacounty.gov
Ms. Fesia Davenport
Chief Executive Officer
County of Los Angeles
500 W. Temple Street
Los Angeles, CA 90012

RE: INVITATION TO PRESENT AT SGVCOG GOVERNING BOARD

Dear Ms. Davenport,

On behalf of the San Gabriel Valley Council of Governments (SGVCOG), we cordially invite you to speak at one of our upcoming Governing Board meetings. The SGVCOG's monthly Governing Board meetings bring together elected officials and city staff to foster regional partnerships and efforts to develop sustainable solutions in addressing key challenges facing the San Gabriel Valley region.

Each Governing Board meeting is expected to be approximately two hours, including presentations from our external stakeholders. We sincerely invite you to join one of the upcoming meetings to provide recommendations for cities to further partner with the County and share updates on the County's initiatives, especially on Measure H funding distribution processes and homelessness projects. To accommodate your schedule, we would appreciate if you could provide us with availabilities during the following upcoming Governing Board meetings:

·   Thursday, September 16, 2021 – 4:00 PM to 6:00 PM
·   Thursday, October 21, 2021 – 4:00 PM to 6:00 PM
·   Thursday, November 18, 2021 – 4:00 PM to 6:00 PM

The SGVCOG looks forward to a continued strong partnership with the County of Los Angeles under your leadership as together we serve the needs of our communities and region. Thank you for your consideration of this invitation request and please do not hesitate to contact our Senior Management Analyst, Alexander Fung, at afung@sgvcog.org if you have any questions.

Sincerely,

Becky A. Shevlin
President
San Gabriel Valley Council of Governments

cc: Office of Supervisor Hilda Solis
         Office of Supervisor Janice Hahn
         Office of Supervisor Kathryn Barger

DATE: August 2, 2021

TO: Executive Committee

FROM: Marisa Creter, Executive Director

RE: **BROADBAND LEGISLATION – AB 41, SB 4, AND SB 743**

RECOMMENDED ACTION

Recommend the Governing Board to support AB 41, SB 4, and SB 743.

BACKGROUND

Broadband services have become increasingly essential given that residents, businesses, cities, and various stakeholders such as schools, offices, retails, and governments heavily rely on online platforms to conduct businesses. Broadband offers individuals significant time savings and digital avenues for economic prosperity. Evidently, digital skills are increasingly necessary for a growing number of jobs; however, broadband can only deliver benefits to those who have access to connect, afford, and utilize broadband services.

On August 14, 2020, Governor Newsom signed Executive Order N-73-20 to require state agencies working on closing the digital divide to accelerate activities that support mapping, data collection, funding, deployment, and adoption of high-speed internet. Following the signing of the Executive Order, several legislators drafted bills to further the State's goal in closing the digital divide.

AB 41 (WOOD)

Introduced by Assemblymember Jim Wood (D-Eureka) on December 7, 2020, AB 41 requires the California Public Utilities Commission (CPUC) to maintain and update an interactive map showing the accessibility of broadband service in the state, including but not limited to, the percentage of each census block that has broadband service meeting federal and state standards. The bill would also require the California Department of Transportation (Caltrans) to install broadband conduit capable of supporting technology-neutral telecommunication cables when undertaking a highway construction project in a priority area.

AB 41 would significantly expand upon Caltrans' broadband responsibilities by requiring Caltrans to install broadband conduit as part of most highway projects, rather than to simply collaborate with broadband providers when they wish to install broadband infrastructure. Caltrans would be required to incur an up-front expense with potential cost recovery when a broadband provider elects to use the conduit. The priority areas where Caltrans would be required to install broadband conduit would be determined by the CPUC. These priority areas are geographically diverse group of projects in rural and urban areas that will achieve the greatest reductions in the number of households, which are unserved by broadband meeting federal and state standards.

AB 41 recently passed the Assembly Floor on June 1, 2021 and was unanimously passed by the Senate Energy, Utilities, and Communications Committee and the Senate Transportation Committee

on July 5, 2021 and July 13, 2021, respectively. It is currently being reviewed by the Senate Appropriations Committee. Copies of AB 41's bill language and bill analysis can be found in Attachments A and B.

SB 4 (GONZALEZ)

Introduced by Senator Lena Gonzalez (D-Long Beach) on December 7, 2020, SB 4 extends and provides various modifications to the California Advanced Services Fund (CASF), including increasing the minimum speed of broadband infrastructure funded by the program, expanding the communities eligible for grants, and expanding the allowable expenditures from the Fund. The bill also provides the Governor's Office of Business and Economic Development with new responsibilities to facilitate streamlining of local land use approvals and construction and permit processes for projects related to broadband infrastructure deployment and connectivity. Additionally, the bill makes changes to the surcharge collection mechanism for the Deaf and Disabled Telecommunications Program.

Specifically, SB 4 updates CASF speed standards to match federal broadband standards. The bill increases the minimum speed capability requirement of CASF-funded infrastructure from 10/1 mbps to 25/3 mbps, with a goal of obtaining 100 mbps downstream or the broadband standard adopted by the Federal Communications Commission (FCC), depending on whichever is greater. The 25/3 mbps broadband speed standard has been maintained by the FCC for six years.

SB 4 recently passed the Senate Floor on June 2, 2021 and was also passed by the Assembly Committee on Communications and Conveyance on July 7, 2021. It is currently being reviewed by the Assembly Appropriations Committee. Copies of SB 4's bill language and bill analysis can be found in Attachments C and D.
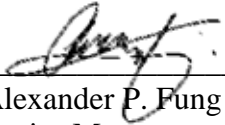
SB 743 (BRADFORD)

Introduced by Senator Steven Bradford (D-Torrance) on February 19, 2021, SB 743 requires the CPUC, upon appropriation by the Legislature, to establish a grant program to fund broadband adoption, digital literacy, and computer equipment for eligible publicly supported communities, low-income mobilehome parks, and farmworker housing. Specifically, the grant program would award funds to eligible entities for the purpose of funding computer equipment, establishing computer labs, and providing ongoing funding for broadband service and digital literacy programs.

Under the bill, publicly supported communities are identified as publicly subsidized multifamily housing developments that are wholly owned by eligible public housing agencies or an incorporated nonprofit that has received public funding to subsidize housing for residents whose annual income qualifies as "low" or "very low" income according to federal poverty guidelines. Farmworker housing is identified as housing units in which at least half of the units are available to, and occupied by, farmworkers and their households.

SB 743 was passed by the Senate on May 26, 2021 and unanimously passed the Assembly Committee on Communications and Conveyance and the Assembly Housing and Community Development Committee on June 23, 2021 and July 12, 2021, respectively. It is currently being reviewed by the Assembly Appropriations Committee. Copies of SB 743's bill language and bill analysis can be found in Attachments E and F.

SGVCOG Senior Management Analyst, Alexander Fung, will provide a presentation on this item.

Prepared by: _____

Alexander P. Fung
Senior Management Analyst

Approved by: _____

Marisa Creter
Executive Director

ATTACHMENTS

Attachment A – AB 41 Bill Language
Attachment B – AB 41 Bill Analysis
Attachment C – SB 4 Bill Language
Attachment D – SB 4 Bill Analysis
Attachment E – SB 743 Bill Language
Attachment F – SB 743 Bill Analysis

AMENDED IN SENATE JULY 14, 2021

AMENDED IN SENATE JUNE 17, 2021

AMENDED IN ASSEMBLY MAY 24, 2021

AMENDED IN ASSEMBLY APRIL 21, 2021

AMENDED IN ASSEMBLY MARCH 16, 2021

CALIFORNIA LEGISLATURE—2021–22 REGULAR SESSION

ASSEMBLY BILL   No. 41

Introduced by Assembly Member Wood
(Principal coauthor: Assembly Member Aguiar-Curry)
(Coauthors: Assembly Members Megan Dahle and Eduardo Garcia)

December 7, 2020

An act to amend Section 14051 ~~of, and to add Sections 8887.5 and 8887.7 to,~~ *of* the Government Code, and to add ~~Section~~ *Sections* 281.6 *and 281.7* to the Public Utilities Code, relating to communications.

LEGISLATIVE COUNSEL'S DIGEST

AB 41, as amended, Wood. Broadband infrastructure deployment.

~~(1) Existing law establishes the California Broadband Council for the purpose of promoting broadband deployment in unserved and underserved areas of the state and broadband adoption throughout the state for the benefit of all Californians. Under existing law, the duties of the council include identifying opportunities for state agencies and state broadband networks to share facilities, rights-of-way, or other resources related to broadband deployment and adoption and taking any other actions to ensure that state agencies are coordinating efforts and resources to promote broadband deployment and adoption.~~

94

~~This bill would require the council to define and identify priority~~
~~areas for broadband deployment within the state and to develop a~~
~~notification system to coordinate conduit deployment between the~~
~~Department of Transportation, the Public Utilities Commission, and~~
~~internet service providers.~~

~~(2) Existing law~~

(1) Existing law vests the ~~department~~ *Department of Transportation*
with full possession and control of state highways and associated
property. Existing law requires the department to notify companies and
organizations working on broadband deployment on its internet website
of specified department-led highway construction projects and authorizes
those companies and organizations to collaborate with the department
to install broadband conduits as part of those projects.

This bill would require the department, as part of those projects that
are located in priority areas, or areas that connect broadband
infrastructure to priority areas, to install broadband conduits capable
of supporting technology-neutral telecommunications cables. The bill
would require the department to develop guidelines and specifications
for the deployment of broadband infrastructure using a microtrench.
The bill would require the department to work with companies or
organizations ~~working on broadband deployment~~ *that have requested*
the installation of a broadband conduit in a state highway right-of-way
to determine an equitable way to pay or reimburse the department for
costs relating to broadband conduit planning, installation, and
maintenance.

~~(3) Under existing~~

(2) Under existing law, the Public Utilities Commission has
regulatory authority over public utilities, including telephone
corporations. Existing law requires the commission to develop,
implement, and administer the California Advanced Services Fund
program to encourage deployment of high-quality advanced
communications services to all Californians that will promote economic
growth, job creation, and the substantial social benefits of advanced
information and communications technologies.

This bill would require the commission, in collaboration with other
relevant state ~~agencies,~~ *agencies and stakeholders,* to ~~compile and~~
maintain *and update* a statewide, ~~publically~~ *publicly* accessible, and
interactive map ~~of all current and future broadband infrastructure~~
~~required to connect all Californians to high-quality broadband service.~~
showing the accessibility of broadband service in the state, as provided.

The bill would require the commission, in collaboration with relevant stakeholders, to identify state highway rights-of-way where installation of open-access middle-mile broadband infrastructure should be prioritized to achieve the greatest reductions in the rate of households unserved by broadband that meets federal and state standards.

Vote: majority. Appropriation: no. Fiscal committee: yes. State-mandated local program: no.

The people of the State of California do enact as follows:

1   ~~SECTION 1.   Section 8887.5 is added to the Government Code,~~
2   ~~to read:~~
3   ~~8887.5.   (a) The California Broadband Council shall define~~
4   ~~and identify priority areas for broadband deployment within the~~
5   ~~state.~~
6   ~~(b) In defining and identifying priority areas pursuant to~~
7   ~~subdivision (a), the California Broadband Council shall consider~~
8   ~~all of the following:~~
9   ~~(1) Social and economic impacts.~~
10   ~~(2) Feasibility.~~
11   ~~(3) Anchor institutions.~~
12   ~~(4) Income levels.~~
13   ~~(5) Opportunities for resource management.~~
14   ~~(6) The number of households with broadband access.~~
15   ~~(7) Equity.~~
16   ~~(8) Strategic corridors.~~
17   ~~(9) State contracts.~~
18   ~~SEC. 2.   Section 8887.7 is added to the Government Code, to~~
19 ~~read:~~
20   ~~8887.7.   (a) The California Broadband Council shall develop~~
21 ~~a notification system to coordinate conduit deployment between~~
22 ~~the Department of Transportation, the Public Utilities Commission,~~
23 ~~and internet service providers.~~
24   ~~(b) For purposes of this section, "internet service provider" has~~
25 ~~the same meaning as defined in Section 3100 of the Civil Code.~~
26   ~~SEC. 3.~~
27   *SECTION 1.*   Section 14051 of the Government Code is
28 amended to read:
29   14051. (a) For purposes of this section:
30   ~~(1)~~

94

 1 *(1) "Broadband provider" means a facilities-based provider*
 2 *of broadband, as defined in Section 5830 of the Public Utilities*
 3 *Code.*
 4 *(2)* "Companies or organizations working on broadband
 5 deployment" includes, but is not limited to, local governments,
 6 nonprofit organizations, cable television corporations, as defined
 7 in Section 216.4 of the Public Utilities Code, and telephone
 8 corporations, as defined in Section 234 of the Public Utilities Code.
 9 ~~(2) "Internet service provider" has the same meaning as defined~~
10 ~~in Section 3100 of the Civil Code.~~
11 (3) "Priority area" means an area identified ~~as a priority area~~
12 ~~by the California Broadband Council~~ pursuant to Section ~~8887.5.~~
13 *281.7 of the Public Utilities Code.*
14 (b) (1) During the project planning phase of a department-led
15 highway construction project that was initiated on or after January
16 1, 2017, is parallel to the highway, and involves construction
17 methods that are suitable for installing broadband conduit, the
18 department shall notify companies and organizations working on
19 broadband deployment of the project on its internet website to
20 encourage collaborative broadband installations.
21 (2) For the purpose of supporting technology-neutral
22 telecommunication cables, after receiving notification from the
23 department, a company or organization working on broadband
24 deployment may collaborate with the department to install a
25 broadband conduit as part of the project.
26 (3) The department, as part of each project located in a priority
27 area or an area that connects broadband infrastructure to a priority
28 area, shall, in consultation with the Public Utilities Commission
29 and ~~internet service providers,~~ *broadband providers,* install a
30 broadband conduit capable of supporting technology-neutral
31 telecommunications cables.
32 (4) The department, in consultation with stakeholders, on or
33 before January 1, 2018, shall develop guidelines to facilitate the
34 installation of broadband conduit on state highway rights-of-way.
35 The guidelines shall address access to information on assets and
36 collaboration on future projects.
37 (5) The department shall work with companies or organizations
38 ~~working on broadband deployment~~ *that have requested the*
39 *installation of a broadband conduit in a state highway right-of-way*
40 to determine an equitable way to pay or reimburse the department

94

 1 for costs relating to broadband conduit planning, installation, and
 2 maintenance.
 3   (c) The department shall develop guidelines and specifications
 4 for the deployment of broadband infrastructure using a microtrench.
 5   ~~SEC. 4.~~
 6   *SEC. 2.* Section 281.6 is added to the Public Utilities Code, to
 7 read:
 8   281.6. (a) The commission, in collaboration with ~~the California~~
 9 ~~Broadband Council and all~~ relevant state ~~agencies,~~ *agencies and*
10 *stakeholders,* shall ~~compile and~~ maintain *and update* a statewide,
11 ~~publically~~ *publicly* accessible, and interactive map showing ~~current~~
12 ~~and future planned broadband infrastructure and broadband~~
13 ~~infrastructure required to connect every Californian with high-speed~~
14 ~~internet access. The map shall include all of the following layers:~~
15 *the accessibility of broadband service in the state, including, but*
16 *not limited to, information identifying the percentage of each*
17 *census block that has broadband service meeting federal and state*
18 *standards.*
19   ~~(1) Established broadband deployed and operated by all state~~
20 ~~agencies.~~
21   ~~(2) A statewide relief map of current upload and download~~
22 ~~speeds.~~
23   ~~(3) Regional, county, and municipal deployment plans' future~~
24 ~~planned broadband infrastructure.~~
25   ~~(4) Priority broadband deployment scenarios submitted by~~
26 ~~regional broadband consortiums.~~
27   ~~(5) Agricultural working lands.~~
28   ~~(6) Railways.~~
29   ~~(7) Forthcoming highway construction projects led by the~~
30 ~~Department of Transportation that fall within the scope of Section~~
31 ~~14051 of the Government Code, commonly known as the "Dig~~
32 ~~Once" policy.~~
33   ~~(b) The commission shall identify and include broadband service~~
34 ~~speeds for the following data points on the map:~~
35   ~~(1) United States Postal Service offices.~~
36   ~~(2) Airports.~~
37   ~~(3) Ferry stations.~~
38   ~~(4) Amtrak stations.~~
39   ~~(5) Public schools.~~
40   ~~(6) Tribal lands.~~

1 (7) Public libraries.
2 (8) Colleges and universities.
3 (9) Public fairgrounds, including, but not limited to, district
4 agricultural associations, county fairs, citrus fairs, and the
5 California State Fair.
6 (10) Hospitals.
7 (11) Grange halls.
8 (12) ALERTWildfire cameras.
9 (13) California welcome centers.
10 (14) California roadside rest areas.
11 (15) Crowdsourced data at a household level.
12 (16) Electronic vehicle charging stations.
13 (c) The map shall include an interactive request for service
14 function. Individual households who perceive that they have
15 inadequate or unsatisfactory service may submit a request for
16 improved internet service to the commission using the interactive
17 request for service function on the map. Individual households
18 will be asked to identify minimum desired internet speeds, at what
19 monthly cost, and for the household's physical address. The
20 commission shall periodically update the statewide service relief
21 layer described in paragraph (2) of subdivision (a) to display the
22 collected information from the interactive request for service
23 function.
24 (d) The commission
25 *(b) The commission may collect from providers of broadband*
26 *services information necessary to establish and update the map*
27 *required pursuant to this section.*
28 *(c) The commission* shall also create a notification feature on
29 the map for individuals. Using this feature, an individual may sign
30 up to be notified when updates are made to the layers described
31 in subdivision (a) and data points described in subdivision (b),
32 based on an appropriate radius to their home address. *map.*
33 (e)
34 *(d)* For the purposes of this section, "broadband" has the same
35 meaning as defined in Section 5830.
36   *SEC. 3. Section 281.7 is added to the Public Utilities Code, to*
37 *read:*
38   *281.7. (a) For purposes of this section, the following*
39 *definitions apply:*

1   *(1) "Middle-mile broadband infrastructure" means the portion*
2 *of a telecommunications network linking the core network to the*
3 *local network plant or a last-mile interconnection point.*
4   *(2) "Open-access" means infrastructure that allows any*
5 *broadband provider to connect to the network on*
6 *nondiscriminatory terms and conditions. This connection may be*
7 *offered on a leased basis.*
8   *(b) The commission, in collaboration with relevant stakeholders,*
9 *shall identify state highway rights-of-way where installation of*
10 *open-access middle-mile broadband infrastructure should be*
11 *prioritized.*
12   *(c) In prioritizing state highway rights-of-way, the commission*
13 *shall prioritize a geographically diverse group of projects in rural*
14 *and urban areas of the state on the basis of those projects that will*
15 *achieve the greatest reductions in the rate of households unserved*
16 *by broadband meeting federal and state standards.*
17   *(d) Upon identifying and prioritizing projects pursuant to this*
18 *section, the commission shall transmit the list of priority projects*
19 *to the Department of Transportation and publish the list on the*
20 *commission's internet website.*

O

SENATE COMMITTEE ON TRANSPORTATION
Senator Lena Gonzalez, Chair
2021 - 2022 Regular

Bill No:	AB 41	**Hearing Date:**	07/13/2021
Author:	Wood		
Version:	6/17/2021		
Urgency:	No	**Fiscal:**	Yes
Consultant:	Randy Chinn		

SUBJECT: Broadband infrastructure deployment

DIGEST: This bill requires the California Public Utilities Commission (CPUC) to maintain and update a statewide map showing the accessibility of broadband service including the percentage of each census block that has broadband service meeting federal and state standards and requires Caltrans to install broadband conduit, as specified.

ANALYSIS:

Existing law:

1) Gives the California Public Utilities Commission (CPUC) broad data collection authority while limiting public access to information submitted to the CPUC. Existing law specifies that utility information submitted to the CPUC can be made public through an order of the CPUC through a proceeding or hearing. Any present or former officer or employee of the CPUC who divulges confidential information is guilty of a misdemeanor. (Public Utilities Code §§583-584)

2) Requires Caltrans to notify entities working on broadband deployment about transportation projects suitable for broadband conduit installation prior to construction and develop guidelines to facilitate the installation of broadband conduit on state highway rights-of-way. The guidelines must address access to information on existing assets and collaboration on future projects. (Government Code §14051)

This bill:

1) Requires the CPUC to update an interactive map showing the accessibility of broadband service in the state, including, but not limited to, the percentage of each census block that has broadband service meeting federal and state standards.

2) Requires Caltrans to install broadband conduit when undertaking a highway construction project in a priority area, as defined.

(*This description reflects amendments, which the author committed to take as a condition of approval by the Senate Energy, Utilities and Communications Committee.*)

COMMENTS:

1) *Author's Statement.* As we develop our state infrastructure, we need to maximize opportunities for broadband deployment when we already have open trenches or are laying fiber. There is a recognition that the solutions presented in AB 41 will not apply to every single improvement of a state right of way. However, this bill intends to ensure that all possible connections and efficiencies are weighed seriously and in good faith. Californians are no longer asking "if" they will be connected, but "how". This bill seizes upon planned infrastructure upgrade opportunities to prepare California for a future that is already here.

2) *More Broadband Please.* The Legislature has recognize the lack of widespread and affordable broadband service since the 1990s. Numerous efforts and programs have attempted to close this digital divide, which has both urban and rural roots.
Yet the COVID-19 pandemic made clear that despite those efforts, the digital divide remains and that bridging it is more important than ever.

One important component of the digital divide is the lack of broadband infrastructure, particularly in rural areas. Federal efforts have recognized the usefulness of the highway system right-of-way in helping build out that network.
A June 14, 2012 Executive Order by President Obama required the Department of Transportation to work with State and local governments to help them develop and implement best practices on broadband deployment. Regarding state policy, in August 2020 Governor Newsom issued Executive Order N-73-20, which directs state agencies to take necessary actions to accelerate the deployment of broadband, including directing CalSTA, Caltrans, and the California Transportation Commission to identify and incorporate the installation of conduit and/or fiber into appropriate and feasible transportation projects along strategic corridors. And the 2021-22 state budget provides $7 billion in federal and state funding over two years to fund state broadband infrastructure projects and programs, of which $4 billion is for the development

of a state-owned open access "middle mile" broadband network near the state's highways. (Please see the Senate Energy, Utilities and Communications Committee analysis for a more thorough discussion of the state of broadband deployment.)

3) *Good Fit.* Broadband conduit is a pipe in which broadband lines, typically fiber optic cable, can be installed. Laying the conduit simultaneously with a highway construction project can significantly reduce costs. Once the conduit is placed, a broadband provider can subsequently install the fiber optic cable. This bill significantly expands upon Caltrans' broadband responsibilities by requiring Caltrans to install broadband conduit as part of most highway projects, rather than to simply collaborate with broadband providers when they wish to install broadband infrastructure. The bill will require Caltrans to incur an up-front expense with potential cost recovery if and when a broadband provider elects to use the conduit.

4) *It's a Priority.* The priority areas where Caltrans must install broadband conduit will be determined by the CPUC. The priority areas shall be a geographically diverse group of projects in rural and urban areas that will achieve the greatest reductions in the number of households, which are unserved by broadband meeting federal and state standards.

5) *Questions of Caltrans Involvement.* There is no question that Californian's need a better, more comprehensive and affordable broadband network, and that making it less expensive to install broadband infrastructure is an important part of the solution. But there are three issues relating to the involvement of Caltrans. The first is whether the up-front installation of broadband conduit is consistent with the limitations in Article XIX of the Constitution, which generally limits how gas taxes can be spent. Caltrans believes this is not an issue because the bill provides for reimbursement by broadband providers.

The second issue is the relationship between this bill and the recently enacted budget. Pursuant to the budget, Caltrans has begun work on planning and installing the conduit and fiber optic cables for the middle mile network. This makes the bill requirement for Caltrans to install broadband conduit unnecessary.

The third issue is the development of guidelines and specifications for micro trenching. This is a technique for installing conduit and lines in smaller, shallower trenches. The reason for micro trenching is speed and lower cost, but it can be at the expense of shorter lifespans of the road and the infrastructure in the trench. Caltrans is developing a pilot program for micro trenching.

6) *Second Referral.* This bill passed the Senate Energy, Utilities and Communications Committee on July 5, 2021 on a 12-0 vote.

RELATED LEGISLATION:

AB 980 (Wood, 2017) — Required Caltrans to install broadband conduits capable of supporting fiber optic communication cables. *This bill was held in the Assembly Communications and Conveyance Committee.*

AB 1549 (Wood, Chapter 505, Statutes, 2016) — Requires Caltrans, during the planning phase of specified Caltrans-led highway construction projects, to notify broadband deployment companies and organizations on its Internet Web site of transportation projects that involve construction methods suitable for the installation of broadband.

FISCAL EFFECT: Appropriation: No   Fiscal Com.: Yes   Local: No

From the Assembly Appropriations Committee

1) Significant costs, likely in the mid hundreds of thousands of dollars, to the California Broadband Council to define and identify priority areas for broadband deployment within the state, based on specified criteria, and to develop a notification system to coordinate conduit deployment (General Fund). (Committee note: *The Broadband Council's role has been eliminated in the amendments committed to in the Senate Energy, Utilities and Communications Committee.*)

2) Significant one-time costs to Caltrans to develop micro trenching guidelines (special fund). Caltrans estimates this work to cost $659,000 to cover the salary, overhead and benefits of three senior transportation engineers.

3) Significant costs, at least in the hundreds of thousands of dollars annually, to Caltrans resulting from increased requests for encroachment permits to install and maintain broadband fiber cable (special fund). Eventually, Caltrans should be able to recover these costs through encroachment permit fees.

4) Annual costs to Caltrans of an unknown, but significant amount, to install broadband conduit as part of Caltrans projects located in priority areas or in areas that connect broadband infrastructure to a priority area (special funds). Eventually, Caltrans should be able to recover these costs through encroachment permit fees.

POSITIONS: (Communicated to the committee before noon on Wednesday, July 7, 2021.)

SUPPORT:

California Forward Action Fund
County of Marin
First 5 California
New Livable California Dba Livable California
Ochin, INC.
Rural Caucus, California Democratic Party
South Bay Cities Council of Governments

OPPOSITION:

Consolidated Communications Services Co. Dba Surewest
CTIA
Frontier Communications Corporation

-- END --

AMENDED IN SENATE MAY 20, 2021

AMENDED IN SENATE APRIL 19, 2021

AMENDED IN SENATE MARCH 25, 2021

SENATE BILL   No. 4

Introduced by Senator Gonzalez

(Principal coauthors: Assembly Members Aguiar-Curry, Eduardo Garcia, and Lorena Gonzalez)

(Coauthors: Senators Caballero, Durazo, Eggman, Hertzberg, McGuire, Rubio, Skinner, Stern, and Wiener) *Wiener, Archuleta, Becker, and Limón)*

(Coauthors: Assembly Members Carrillo, Luz Rivas, and Wicks)

December 7, 2020

An act to add Section 12096.3.5 to the Government Code, and to amend Sections 281, 285, 912.2, 914.7, and 2881 of the Public Utilities Code, relating to communications, and declaring the urgency thereof, to take effect immediately.

LEGISLATIVE COUNSEL'S DIGEST

SB 4, as amended, Gonzalez. Communications: California Advanced Services Fund: deaf and disabled telecommunications program: surcharges.

(1) Existing law establishes the Governor's Office of Business and Economic Development, known as "GO-Biz," within the Governor's office to serve the Governor as the lead entity for economic strategy and the marketing of California on issues relating to business development, private sector investment, and economic growth.

This bill would require the office to coordinate with other relevant state and local agencies and national organizations to explore ways to

facilitate streamlining of local land use approvals and construction permit processes for projects related to broadband infrastructure deployment and connectivity.

(2) Under existing law, the Public Utilities Commission has regulatory authority over public utilities, including telephone corporations. Existing law requires the commission to develop, implement, and administer the California Advanced Services Fund (CASF) program to encourage deployment of high-quality advanced communications services to all Californians that will promote economic growth, job creation, and the substantial social benefits of advanced information and communications technologies. Existing law provides that the goal of the program is, by no later than December 31, 2022, to approve funding for infrastructure projects that will provide broadband access to no less than 98% of California households. Existing law requires the commission, in approving CASF infrastructure projects, to give preference to projects in areas where only dial-up internet service is available or where no internet service is available. Existing law authorizes the commission to impose a surcharge to collect $330,000,000 for deposit into the CASF beginning January 1, 2018, and continuing through the 2022 calendar year. Existing law establishes 4 accounts, the Broadband Infrastructure Grant Account, the Rural and Urban Regional Broadband Consortia Grant Account, the Broadband Public Housing Account, and the Broadband Adoption Account within the CASF and specifies the amount of surcharge revenues to be deposited into each account, subject to appropriation by the Legislature. Existing law specifies, among other things, eligibility criteria for grants awarded from each of those accounts. Existing law prohibits the commission from approving funding from the Broadband Infrastructure Grant Account for a project to deploy broadband to a delineated unserved area if the existing facility-based broadband provider demonstrates that it will deploy broadband or upgrade existing broadband service throughout the project area, and, except as provided, prohibits the commission from publicly disclosing information submitted to the commission that includes the provider's plans for future broadband deployment, as specified.

This bill would provide that the goal of the program is, by no later than December 31, 2032, to approve funding for infrastructure projects that will provide broadband access to no less than 98% of California households. The bill would require the commission, in approving CASF infrastructure projects, to instead prioritize projects in unserved areas,

96

as defined, where internet connectivity is available only at speeds at or below 10 megabits per second (mbps) downstream and one mbps upstream or areas with no internet connectivity, with a goal of achieving at least 100 mbps downstream. This bill would authorize moneys appropriated for purposes of CASF program to be used to match or leverage federal moneys for internet infrastructure and adoption, as specified. The bill would require the commission to maximize investments in new, robust, and scalable infrastructure and use CASF moneys to leverage federal and non-CASF moneys by undertaking specified activities. The bill would authorize moneys appropriated from the fund to be used to fund projects that deploy broadband infrastructure to unserved nonresidential facilities used for local and state emergency response activities, including fairgrounds. The bill would delete the commission's authorization to collect $330,000,000 for deposit into the CASF beginning January 1, 2018, and continuing through the 2022 calendar year and would delete the requirement that specified amounts of those surcharge revenues be deposited into those accounts. The bill would authorize the commission, through imposition of a surcharge, to collect up to $150,000,000 per year starting on January 1, 2022, and continuing through the 2032 calendar year. The bill would delete the prohibitions on the commission approving projects in areas that the existing facility-based broadband provider demonstrates it will deploy broadband or upgrade existing broadband service to that area and publicly disclosing information relating to the provider's plans for future broadband deployment. The bill would revise, among other things, the eligibility criteria for grants awarded from the Broadband Infrastructure Grant Account and the Broadband Public Housing Account, as specified.

(3) Existing law requires the commission to conduct interim and final financial and performance audits of the implementation and effectiveness of the CASF for specified purposes and to report the interim findings to the Legislature by April 1, 2020, and to report the final findings by April 1, 2023. Existing law repeals this requirement on January 1, 2027.

This bill would instead require the commission, on or before April 1, 2023, and biennially thereafter, to conduct a fiscal and performance audit of the implementation and effectiveness of the CASF for those purposes and to report those findings to the Legislature. The bill would require the commission to submit that report in perpetuity.

(4) Existing law requires the commission, until April 1, 2023, to annually provide a report to the Legislature that includes certain information, including the remaining unserved areas in the state, the

96

status of the California Advanced Services Fund balance, and the projected amount to be collected in each year.

This bill would require the commission to submit that report in perpetuity.

(5) Existing law requires the commission to require interconnected Voice over Internet Protocol service providers to collect and remit surcharges on their California intrastate revenues in support of the public purpose program funds. Existing law authorizes those providers to use certain methodologies to identify their intrastate revenues subject to the surcharge.

This bill would repeal that authorization to use those methodologies.

(6) Existing law ~~establishing requirements for~~ *establishes* the deaf and disabled telecommunications program ~~require~~ *and requires* the commission to establish a rate recovery mechanism through a surcharge not to exceed $\frac{1}{2}$ of 1% uniformly applied to a subscriber's intrastate telephone service, other than one-way radio paging service and universal telephone service, *until January 1, 2025,* to allow providers of equipment and service pursuant to ~~the deaf and disabled telecommunications~~ *that* program to recover their costs as they are incurred.

This bill would revise those requirements to instead require the commission to administer a surcharge to collect ~~revenues,~~ *revenues of up to $100,000,000 per year until January 1, 2025,* subject to annual appropriation of moneys by the Legislature, to allow providers of equipment and service pursuant to the deaf and disabled telecommunications program to recover their costs as they are incurred.

(7) Under existing law, a violation of the Public Utilities Act or any order, decision, rule, direction, demand, or requirement of the commission is a crime.

Because certain of the above provisions would be part of the act and a violation of a commission action implementing this bill's requirements would be a crime, the bill would impose a state-mandated local program.

The California Constitution requires the state to reimburse local agencies and school districts for certain costs mandated by the state. Statutory provisions establish procedures for making that reimbursement.

This bill would provide that no reimbursement is required by this act for a specified reason.

(8) This bill would declare that it is to take effect immediately as an urgency statute.

96

Vote: ⅔. Appropriation: no. Fiscal committee: yes.
State-mandated local program: yes.

The people of the State of California do enact as follows:

1   SECTION 1. Section 12096.3.5 is added to the Government
2 Code, to read:
3   12096.3.5. The office shall coordinate with other relevant state
4 and local agencies and national organizations to explore ways to
5 facilitate streamlining of local land use approvals and construction
6 permit processes for projects related to broadband infrastructure
7 deployment and connectivity.
8   SEC. 2. Section 281 of the Public Utilities Code is amended
9 to read:
10   281.   (a) The commission shall develop, implement, and
11 administer the California Advanced Services Fund program to
12 encourage deployment of high-quality advanced communications
13 services to all Californians that will promote economic growth,
14 job creation, and the substantial social benefits of advanced
15 information and communications technologies, consistent with
16 this section and with the statements of intent in Section 2 of the
17 Internet for All Now Act (Chapter 851 of the Statutes of 2017).
18   (b) (1) (A) The goal of the program is, no later than December
19 31, 2032, to approve funding for infrastructure projects that will
20 provide broadband access to no less than 98 percent of California
21 households in each consortia region, as identified by the
22 commission. The commission shall be responsible for achieving
23 the goals of the program.
24   (B) For purposes of this section the following definitions apply:
25   (i) "Mbps" means megabits per second.
26   (ii) (I) Except as provided in subclause (II), "unserved area"
27 means an area that has no facility-based broadband provider
28 offering at least one tier of broadband service at speeds of at least
29 25 mbps downstream, 3 mbps upstream, and a latency that is
30 sufficiently low to allow real-time interactive applications.
31   (II) For projects funded, in whole or in part, from moneys
32 received from the federal Rural Digital Opportunity Fund,
33 "unserved area" means an area in which no facility-based
34 broadband provider offers broadband service at speeds consistent
35 with the standards established by the Federal Communications

96

 1 Commission pursuant to In the Matter of Rural Digital Opportunity
 2 Fund, WC Docket No. 19-126, Report and Order, FCC 20-5
 3 (adopted January 30, 2020, and released February 7, 2020), or as
 4 it may be later modified by the Federal Communications
 5 Commission.
 6   (2) In approving infrastructure projects, the commission shall
 7 do both of the following:
 8   (A) Approve projects that provide last-mile broadband access
 9 to households that are unserved by an existing facility-based
10 broadband provider, and, upon accomplishment of the goal of the
11 program specified in paragraph (1), also approve projects pursuant
12 to paragraph (13) of subdivision (f).
13   (B) (i) Prioritize projects in unserved areas where internet
14 connectivity is available only at speeds at or below 10 mbps
15 downstream and 1 mbps upstream or areas with no internet
16 connectivity, with a goal of achieving at least 100 mbps
17 downstream.
18   (ii) This subparagraph does not prohibit the commission from
19 approving funding for projects outside of the areas specified in
20 clause (i).
21   (3) Moneys appropriated for purposes of this section may be
22 used to match or leverage federal moneys for internet infrastructure
23 and adoption including, but not limited to, moneys from the United
24 States Department of Commerce Economic Development
25 Administration, United States Department of Agriculture
26 ReConnect Loan and Grant Program, and Federal Communications
27 Commission for internet adoption and infrastructure.
28   (4) The commission shall transition California Advanced
29 Services Fund program methodologies to service "housing units"
30 and evaluate other program changes to align with other funding
31 sources including, but not limited to, funding "locations."
32   (5) The commission shall maximize investments in new, robust,
33 and scalable infrastructure and use California Advanced Services
34 Fund moneys to leverage federal and non-California Advanced
35 Services Fund moneys by undertaking activities including, but not
36 limited to, all of the following:
37   (i)
38   *(A)* Provision of technical assistance to local governments and
39 providers.
40   (ii)

 1   *(B)* Assistance in developing grant applications.
 2   (iii)
 3   *(C)* Assistance in preparing definitive plans for deploying
 4   necessary infrastructure in each county.
 5   (6) Moneys appropriated for the purposes of this section may
 6   be used to fund projects that deploy broadband infrastructure to
 7   unserved nonresidential facilities used for local and state
 8   emergency response activities, including, but not limited to,
 9   fairgrounds.
10   (c) The commission shall establish the following accounts within
11   the fund:
12   (1) The Broadband Infrastructure Grant Account.
13   (2) The Rural and Urban Regional Broadband Consortia Grant
14   Account.
15   (3) The Broadband Public Housing Account.
16   (4) The Broadband Adoption Account.
17   (d) (1) The commission shall transfer the moneys received by
18   the commission from the surcharge the commission may impose
19   to fund the accounts to the Controller for deposit into the California
20   Advanced Services Fund.
21   (2) All interest earned on moneys in the fund shall be deposited
22   into the fund.
23   (3) The commission may make recommendations to the
24   Legislature regarding appropriations from the California Advanced
25   Services Fund and the accounts established pursuant to subdivision
26   (c).
27   (4) The commission may collect a sum not to exceed one
28   hundred fifty million dollars ($150,000,000) per year, starting on
29   January 1, 2022, and continuing through the 2032 calendar year
30   by imposing the surcharge pursuant to paragraph (1).
31   (e) All moneys in the California Advanced Services Fund,
32   including moneys in the accounts within the fund, shall be
33   available, upon appropriation by the Legislature, to the commission
34   for the California Advanced Services Fund program administered
35   by the commission pursuant to this section, including the costs
36   incurred by the commission in developing, implementing, and
37   administering the program and the fund.
38   (f) (1) The commission shall award grants from the Broadband
39   Infrastructure Grant Account on a technology-neutral basis,
40   including both wireline and wireless technology.

96

1   (2) The commission shall consult with regional consortia,
2 stakeholders, local governments, existing facility-based broadband
3 providers, and consumers regarding unserved areas and
4 cost-effective strategies to achieve the broadband access goal
5 through public workshops conducted at least annually no later than
6 April 30 of each year.
7   (3) The commission shall identify unserved rural and urban
8 areas and delineate the areas in the annual report prepared pursuant
9 to Section 914.7.
10 (4) An existing facility-based broadband provider may, but is
11 not required to, apply for funding from the Broadband
12 Infrastructure Grant Account to make an upgrade pursuant to this
13 subdivision.
14 (5) Projects eligible for grant awards shall meet all of the
15 following requirements:
16 (A) The project deploys infrastructure capable of providing
17 broadband access at speeds of a minimum of 100 megabits per
18 second (mbps) downstream and 20 mbps upstream, or the most
19 current broadband definition speed standard set by the Federal
20 Communications Commission, whichever broadband access speed
21 is greater, to unserved areas or unserved households.
22 (B) All or a significant portion of the project deploys last-mile
23 infrastructure to provide service to unserved households. Projects
24 that only deploy middle-mile infrastructure are not eligible for
25 grant funding. For a project that includes funding for middle-mile
26 infrastructure, the commission shall verify that the proposed
27 middle-mile infrastructure is indispensable for accessing the
28 last-mile infrastructure.
29 (C) (i) Except as provided in clause (ii), until July 1, 2020, the
30 project is not located in a census block where an existing
31 facility-based broadband provider has accepted federal funds for
32 broadband deployment from Phase II of the Connect America
33 Fund, unless the existing facility-based broadband provider has
34 notified the commission before July 1, 2020, that it has completed
35 its Connect America Fund deployment in the census block.
36 (ii) An existing facility-based broadband provider is eligible for
37 a grant pursuant to this subdivision to supplement a grant pursuant
38 to Phase II of the Connect America Fund to expand broadband
39 service within identified census blocks, as needed.

96

1   (6) (A) An individual household or property owner shall be
2 eligible to apply for a grant to offset the costs of connecting the
3 household or property to an existing or proposed facility-based
4 broadband provider. Any infrastructure built to connect a household
5 or property with funds provided under this paragraph shall become
6 the property of, and part of, the network of the facility-based
7 broadband provider to which it is connected.
8   (B) (i) In approving a project pursuant to this paragraph, the
9 commission shall consider limiting funding to households based
10 on income so that funds are provided only to households that would
11 not otherwise be able to afford a line extension to the property,
12 limiting the amount of grants on a per-household basis, and
13 requiring a percentage of the project to be paid by the household
14 or the owner of the property.
15   (ii) The aggregate amount of grants awarded pursuant to this
16 paragraph shall not exceed five million dollars ($5,000,000).
17   (7) An entity that is not a telephone corporation shall be eligible
18 to apply to participate in the program administered by the
19 commission pursuant to this section to provide access to broadband
20 to an unserved household, if the entity otherwise meets the
21 eligibility requirements and complies with program requirements
22 established by the commission.
23   (8) The commission shall provide each applicant, and any party
24 challenging an application, the opportunity to demonstrate actual
25 levels of broadband service in the project area, which the
26 commission shall consider in reviewing the application.
27   (9) The commission shall establish a service list of interested
28 parties to be notified of any California Advanced Services Fund
29 applications. Any application and any amendment to an application
30 for project funding shall be served to those on the service list and
31 posted on the commission's internet website at least 30 days before
32 publishing the corresponding draft resolution.
33   (10) A grant awarded pursuant to this subdivision may include
34 funding for the following costs consistent with paragraph (5):
35   (A) Costs directly related to the deployment of infrastructure.
36   (B) Costs to lease access to property or for internet backhaul
37 services for a period not to exceed five years.
38   (C) Cost incurred by an existing facility-based broadband
39 provider to upgrade its existing facilities to provide for
40 interconnection.

1 (11) The commission may award grants to fund all or a portion
2 of the project. The commission shall determine, on a case-by-case
3 basis, the level of funding to be provided for a project and shall
4 consider factors that include, but are not limited to, the location
5 and accessibility of the area, the existence of communication
6 facilities that may be upgraded to deploy broadband, and whether
7 the project makes a significant contribution to achievement of the
8 program goal.
9 (g) (1) Moneys in the Rural and Urban Regional Broadband
10 Consortia Grant Account shall be available for grants to eligible
11 consortia to facilitate deployment of broadband services by
12 assisting infrastructure applicants in the project development or
13 grant application process. An eligible consortium may include, as
14 specified by the commission, representatives of organizations,
15 including, but not limited to, local and regional government, public
16 safety, elementary and secondary education, health care, libraries,
17 postsecondary education, community-based organizations, tourism,
18 parks and recreation, agricultural, business, workforce
19 organizations, and air pollution control or air quality management
20 districts, and is not required to have as its lead fiscal agent an entity
21 with a certificate of public convenience and necessity.
22 (2) Each consortium shall conduct an annual audit of its
23 expenditures for programs funded pursuant to this subdivision and
24 shall submit to the commission an annual report that includes both
25 of the following:
26 (A) A description of activities completed during the prior year,
27 how each activity promotes the deployment of broadband services,
28 and the cost associated with each activity.
29 (B) The number of project applications assisted.
30 (h) (1) All remaining moneys in the Broadband Infrastructure
31 Revolving Loan Account that are unencumbered as of January 1,
32 2018, shall be transferred to the Broadband Infrastructure Grant
33 Account.
34 (2) All repayments of loans funded by the former Broadband
35 Infrastructure Revolving Loan Account shall be deposited into the
36 Broadband Infrastructure Grant Account.
37 (i) (1) For purposes of this subdivision, the following terms
38 have the following meanings:
39 (A) "Publicly subsidized" means either that the housing
40 development receives financial assistance from the United States

1 Department of Housing and Urban Development pursuant to an
2 annual contribution contract or is financed with low-income
3 housing tax credits, tax-exempt mortgage revenue bonds, general
4 obligation bonds, or local, state, or federal loans or grants and the
5 rents of the occupants, who are lower income households, do not
6 exceed those prescribed by deed restrictions or regulatory
7 agreements pursuant to the terms of the financing or financial
8 assistance.
9   (B) "Publicly supported community" means a publicly
10 subsidized multifamily housing development that is wholly owned
11 by either of the following:
12   (i) A public housing agency that has been chartered by the state,
13 or by any city or county in the state, and has been determined to
14 be an eligible public housing agency by the United States
15 Department of Housing and Urban Development.
16   (ii) An incorporated nonprofit organization as described in
17 Section 501(c)(3) of the Internal Revenue Code (26 U.S.C. Sec.
18 501(c)(3)) that is exempt from taxation under Section 501(a) of
19 that code (26 U.S.C. Sec. 501(a)), and that has received public
20 funding to subsidize the construction or maintenance of housing
21 occupied by residents whose annual income qualifies as "low" or
22 "very low" income according to federal poverty guidelines.
23   (2) Moneys in the Broadband Public Housing Account shall be
24 available for the commission to award grants and loans pursuant
25 to this subdivision to an eligible publicly supported community if
26 that entity otherwise meets eligibility requirements and complies
27 with program requirements established by the commission.
28   (3) (A) Not more than twenty million dollars ($20,000,000) of
29 the moneys deposited into the Broadband Public Housing Account
30 on or before January 1, 2018, shall be available for grants and
31 loans to a publicly supported community to finance a project to
32 connect a broadband network to that publicly supported
33 community. A publicly supported community may be an eligible
34 applicant only if the publicly supported community can verify to
35 the commission that the publicly supported community has not
36 denied a right of access to any broadband provider that is willing
37 to connect a broadband network to the facility for which the grant
38 or loan is sought.
39   (B) Only after all funds available pursuant to this paragraph in
40 the Broadband Public Housing Account have been awarded may

1 a publicly supported community otherwise eligible to submit an
2 application for funding from the Broadband Public Housing
3 Account submit an application for funding for these purposes from
4 the Broadband Infrastructure Grant Account.
5 (4) (A) Not more than five million dollars ($5,000,000) of the
6 moneys deposited into the Broadband Public Housing Account on
7 or before January 1, 2018, shall be available for grants and loans
8 to a publicly supported community to support programs designed
9 to increase adoption rates for broadband services for residents of
10 that publicly supported community. A publicly supported
11 community may be eligible for funding for a broadband adoption
12 program only if the residential units in the facility to be served
13 have access to broadband services or will have access to broadband
14 services at the time the funding for adoption is implemented.
15 (B) A publicly supported community may contract with other
16 nonprofit or public agencies to assist in implementation of a
17 broadband adoption program.
18 (C) Only after all funds available pursuant to this paragraph in
19 the Broadband Public Housing Account have been awarded may
20 a publicly supported community otherwise eligible to submit an
21 application for funding from the Broadband Public Housing
22 Account submit an application for funding for these purposes from
23 the Broadband Adoption Account pursuant to subdivision (j).
24 (5) To the extent feasible, the commission shall approve projects
25 for funding from the Broadband Public Housing Account in a
26 manner that reflects the statewide distribution of publicly supported
27 communities.
28 (6) In reviewing a project application under this subdivision,
29 the commission shall consider the availability of other funding
30 sources for that project, any financial contribution from the
31 broadband service provider to the project, the availability of any
32 other public or private broadband adoption or deployment program,
33 including tax credits and other incentives, and whether the applicant
34 has sought funding from, or participated in, any reasonably
35 available program. The commission may require an applicant to
36 provide match funding, and shall not deny funding for a project
37 solely because the applicant is receiving funding from another
38 source.
39 (7) Any moneys in the Broadband Public Housing Account that
40 have not been awarded pursuant to this subdivision by December

1 31, 2020, shall be transferred back to the Broadband Infrastructure
2 Grant Account.
3 (j) (1) Moneys in the Broadband Adoption Account shall be
4 available to the commission to award grants to increase publicly
5 available or after school broadband access and digital inclusion,
6 such as grants for digital literacy training programs and public
7 education to communities with limited broadband adoption,
8 including low-income communities, senior communities, and
9 communities facing socioeconomic barriers to broadband adoption.
10 (2) Eligible applicants are local governments, senior centers,
11 schools, public libraries, nonprofit organizations, and
12 community-based organizations with programs to increase publicly
13 available or after school broadband access and digital inclusion,
14 such as digital literacy training programs.
15 (3) Payment pursuant to a grant for digital inclusion shall be
16 based on digital inclusion metrics established by the commission
17 that may include the number of residents trained, the number of
18 residents served, or the actual verification of broadband
19 subscriptions resulting from the program funded by the grant.
20 (4) The commission shall, in a new or existing proceeding,
21 develop, by June 30, 2018, criteria for awarding grants and a
22 process and methodology for verifying outcomes. The commission
23 shall be prepared to accept applications for grants from the
24 Broadband Adoption Account no later than July 1, 2018.
25 (5) The commission shall give preference to programs in
26 communities with demonstrated low broadband access, including
27 low-income communities, senior communities, and communities
28 facing socioeconomic barriers to broadband adoption. In the
29 proceeding specified in paragraph (4), the commission shall
30 determine how best to prioritize projects for funding pursuant to
31 this paragraph.
32 (6) Moneys awarded pursuant to this subdivision shall not be
33 used to subsidize the costs of providing broadband service to
34 households.
35 (k) The commission shall post on the homepage of the California
36 Advanced Service Fund on its internet website a list of all pending
37 applications, application challenge deadlines, and notices of
38 amendments to pending applications.

96

1   (*l*) The commission shall notify the appropriate policy
2 committees of the Legislature on the date on which the goal
3 specified in paragraph (1) of subdivision (b) is achieved.
4   SEC. 3. Section 285 of the Public Utilities Code is amended
5 to read:
6   285. (a) As used in this section, "interconnected Voice over
7 Internet Protocol (VoIP) service" has the same meaning as in
8 Section 9.3 of Title 47 of the Code of Federal Regulations.
9   (b) The Legislature finds and declares that the sole purpose of
10 this section is to require the commission to impose the surcharges
11 pursuant to this section to ensure that end-use customers of
12 interconnected VoIP service providers contribute to the funds
13 enumerated in this section, and, therefore, this section does not
14 indicate the intent of the Legislature with respect to any other
15 purpose.
16   (c) The commission shall require interconnected VoIP service
17 providers to collect and remit surcharges on their California
18 intrastate revenues in support of the following public purpose
19 program funds:
20   (1) California High-Cost Fund-A Administrative Committee
21 Fund under Section 275.
22   (2) California High-Cost Fund-B Administrative Committee
23 Fund under Section 276.
24   (3) Universal Lifeline Telephone Service Trust Administrative
25 Committee Fund under Section 277.
26   (4) Deaf and Disabled Telecommunications Program
27 Administrative Committee Fund under Section 278.
28   (5) California Teleconnect Fund Administrative Committee
29 Fund under Section 280.
30   (6) California Advanced Services Fund under Section 281.
31   (d) The authority to impose a surcharge pursuant to this section
32 applies only to a surcharge imposed on end-use customers for
33 interconnected VoIP service provided to an end-use customer's
34 place of primary use that is located within California. As used in
35 this subdivision, "place of primary use" means the street address
36 where the end-use customer's use of interconnected VoIP service
37 primarily occurs, or a reasonable proxy as determined by the
38 interconnected VoIP service provider, such as the customer's
39 registered location for 911 purposes.

96

1   SEC. 4. Section 912.2 of the Public Utilities Code is amended
2 to read:
3   912.2. On or before April 1, 2023, and biennially thereafter,
4 the commission shall conduct a fiscal and performance audit of
5 the implementation and effectiveness of the California Advanced
6 Services Fund to ensure that funds have been expended in
7 accordance with the approved terms of the grant awards and loan
8 agreements pursuant to Section 281, and shall report its findings
9 to the Legislature. Each report shall include an update to the maps
10 in the final report of the California Broadband Task Force and data
11 on the types and numbers of jobs created as a result of the program
12 administered by the commission pursuant to Section 281.
13   SEC. 5. Section 914.7 of the Public Utilities Code is amended
14 to read:
15   914.7. By April 1, 2019, and by April 1 of each year thereafter,
16 the commission shall provide a report to the Legislature that
17 includes all of the following information:
18   (a) The remaining unserved areas in the state.
19   (b) The amount of funds expended from the California Advanced
20 Services Fund in the prior year.
21   (c) The recipients of funds expended from the California
22 Advanced Services Fund in the prior year.
23   (d) The geographic regions of the state affected by funds
24 expended from the California Advanced Services Fund in the prior
25 year, including information by county.
26   (e) The expected benefits to be derived from the funds expended
27 from the California Advanced Services Fund in the prior year.
28   (f) Details on the status of each project funded through the
29 California Advanced Services Fund and whether the project has
30 been completed or the expected completion date of the project.
31   (g) Actual broadband adoption levels from funds expended from
32 the California Advanced Services Fund in the prior year.
33   (h) The cost per household for each project.
34   (i) The number of formerly unserved households subscribing
35 to broadband service in areas covered by projects funded by the
36 California Advanced Services Fund.
37   (j) The number of subscriptions resulting from the broadband
38 adoption program funded by the California Advanced Services
39 Fund.

96

1   (k) An update on the expenditures from the California Advanced
2 Services Fund, broadband adoption levels, the progress in achieving
3 the goals of the program, and an accounting of the remaining
4 unserved households in each region of the state as of December
5 31 of the immediately preceding year.
6   (*l*) The amount of funds expended from the California Advanced
7 Services Fund to match federal funds.
8   (m) Addition details on efforts to leverage non-California
9 Advanced Services Fund moneys.
10   (n) The status of the California Advanced Services Fund balance
11 and the projected amount to be collected in each year to fund
12 approved projects.
13   SEC. 6. Section 2881 of the Public Utilities Code is amended
14 to read:
15   2881. (a) The commission shall design and implement a
16 program to provide a telecommunications device capable of serving
17 the needs of individuals who are deaf or hard of hearing, together
18 with a single party line, at no charge additional to the basic
19 exchange rate, to a subscriber who is certified as an individual
20 who is deaf or hard of hearing by a licensed physician and surgeon,
21 audiologist, or a qualified state or federal agency, as determined
22 by the commission, and to a subscriber that is an organization
23 representing individuals who are deaf or hard of hearing, as
24 determined and specified by the commission pursuant to
25 subdivision (h). A licensed hearing aid dispenser may certify the
26 need of an individual to participate in the program if that individual
27 has been previously fitted with an amplified device by the dispenser
28 and the dispenser has the individual's hearing records on file before
29 certification. In addition, a physician assistant or nurse practitioner
30 may certify the needs of an individual who has been diagnosed by
31 a physician and surgeon as being deaf or hard of hearing to
32 participate in the program after reviewing the medical records or
33 copies of the medical records containing that diagnosis.
34   (b) The commission shall also design and implement a program
35 to provide a dual-party relay system, using third-party intervention
36 to connect individuals who are deaf or hard of hearing and offices
37 of organizations representing individuals who are deaf or hard of
38 hearing, as determined and specified by the commission pursuant
39 to subdivision (h), with persons of normal hearing by way of
40 intercommunications devices for individuals who are deaf or hard

96

1 of hearing and the telephone system, making available reasonable
2 access of all phases of public telephone service to telephone
3 subscribers who are deaf or hard of hearing. In order to make a
4 dual-party relay system that will meet the requirements of
5 individuals who are deaf or hard of hearing available at a
6 reasonable cost, the commission shall initiate an investigation,
7 conduct public hearings to determine the most cost-effective
8 method of providing dual-party relay service to the deaf or hard
9 of hearing when using a telecommunications device, and solicit
10 the advice, counsel, and physical assistance of statewide nonprofit
11 consumer organizations of the deaf, during the development and
12 implementation of the system. The commission shall apply for
13 certification of this program under rules adopted by the Federal
14 Communications Commission pursuant to Section 401 of the
15 federal Americans with Disabilities Act of 1990 (Public Law
16 101-336).
17　(c)　The commission shall also design and implement a program
18 whereby specialized or supplemental telephone communications
19 equipment may be provided to subscribers who are certified to be
20 disabled at no charge additional to the basic exchange rate. The
21 certification, including a statement of visual or medical need for
22 specialized telecommunications equipment, shall be provided by
23 a licensed optometrist, physician and surgeon, physician assistant,
24 or nurse practitioner, acting within the scope of practice of the
25 applicable license, or by a qualified state or federal agency as
26 determined by the commission. The commission shall, in this
27 connection, study the feasibility of, and implement, if determined
28 to be feasible, personal income criteria, in addition to the
29 certification of disability, for determining a subscriber's eligibility
30 under this subdivision.
31　(d) (1) The commission shall also design and implement a
32 program to provide access to a speech-generating device to any
33 subscriber who is certified as having a speech disability at no
34 charge additional to the basic exchange rate. The certification shall
35 be provided by a licensed physician, licensed speech-language
36 pathologist, nurse practitioner, or qualified state or federal agency.
37 The commission shall provide to a certified subscriber access to
38 a speech-generating device that is all of the following:
39　(A)　A telecommunications device or a device that includes a
40 telecommunications component.

96

1   (B) Appropriate to meet the subscriber's needs for access to,
2 and use of, the telephone network, based on the recommendation
3 of a licensed speech-language pathologist.
4   (C) Consistent with the quality of speech-generating devices
5 available for purchase in the state.
6   (2) The commission shall adopt rules to implement this
7 subdivision and subdivision (e) by January 1, 2014.
8   (e) All of the following apply to any device or equipment
9 described in this section that is classified as durable medical
10 equipment under guidelines established by the United States
11 Department of Health and Human Services:
12   (1) It is the intent of the Legislature that the commission be the
13 provider of last resort and that eligible subscribers first obtain
14 coverage from any available public or private insurance.
15   (2) The commission may require the subscriber to provide
16 information about coverage for any or all of the cost of the device
17 or equipment that is available from a public or private insurance,
18 the cost to the subscriber of a deductible, copayment, or other
19 relevant expense, and any related benefit cap information.
20   (3) The total cost of a device or equipment provided to a
21 subscriber under this section shall not exceed the rate of
22 reimbursement provided by Medi-Cal for that device or equipment.
23   (f) This section does not require the commission to provide
24 training to a subscriber on the use of a speech-generating device.
25   (g) *(1)* The commission shall administer a surcharge to collect
26 revenues, subject to annual appropriation of moneys by the
27 Legislature, to allow providers of the equipment and service
28 specified in subdivisions (a) to (d), inclusive, to recover costs as
29 they are incurred under this section. The surcharge shall be in
30 effect until January 1, 2025. The commission shall require that the
31 programs implemented under this section be identified on
32 subscribers' bills, and shall establish a fund and require separate
33 accounting for each of the programs implemented under this
34 section.
35   *(2) The commission may collect a sum not to exceed one hundred*
36 *million dollars ($100,000,000) per year by imposing the surcharge*
37 *pursuant to paragraph (1).*
38   (h) The commission shall determine and specify those statewide
39 organizations representing the deaf or hard of hearing that shall
40 receive a telecommunications device pursuant to subdivision (a),

1 or a dual-party relay system pursuant to subdivision (b), or both,
2 and in which offices the equipment shall be installed in the case
3 of an organization having more than one office.
4   (i) The commission may direct a telephone corporation subject
5 to its jurisdiction to comply with its determinations and
6 specifications pursuant to this section.
7   (j) The commission shall annually review the surcharge level
8 and the balances in the funds established pursuant to subdivision
9 (g). Until January 1, 2025, the commission may make, within the
10 limits set by subdivision (g), necessary adjustments to the surcharge
11 to ensure that the programs supported by the surcharge are
12 adequately funded and that the fund balances are not excessive. A
13 fund balance that is projected to exceed six months' worth of
14 projected expenses at the end of the fiscal year is excessive.
15   (k) In order to continue to meet the access needs of individuals
16 with functional limitations of hearing, vision, movement,
17 manipulation, speech, and interpretation of information, the
18 commission shall perform an ongoing assessment of, and if
19 appropriate, expand the scope of, the program to allow for
20 additional access capability consistent with evolving
21 telecommunications technology.
22   (*l*) The commission shall structure the programs required by
23 this section so that a charge imposed to promote the goals of
24 universal service reasonably equals the value of the benefits of
25 universal service to contributing entities and their subscribers.
26   SEC. 7. No reimbursement is required by this act pursuant to
27 Section 6 of Article XIII B of the California Constitution because
28 the only costs that may be incurred by a local agency or school
29 district will be incurred because this act creates a new crime or
30 infraction, eliminates a crime or infraction, or changes the penalty
31 for a crime or infraction, within the meaning of Section 17556 of
32 the Government Code, or changes the definition of a crime within
33 the meaning of Section 6 of Article XIII B of the California
34 Constitution.
35   SEC. 8. This act is an urgency statute necessary for the
36 immediate preservation of the public peace, health, or safety within
37 the meaning of Article IV of the California Constitution and shall
38 go into immediate effect. The facts constituting the necessity are:
39   To expedite the deployment of broadband infrastructure and
40 internet service to unserved rural and urban communities, which

1 will promote economic growth, job creation, and the substantial
2 social benefits of advanced information and communications
3 technologies, including telehealth and distance learning.
4
5 ———
6 **REVISIONS:**
7 **Heading—Line 5.**
8 ———

O

Date of Hearing: July 7, 2021

<div align="center">

ASSEMBLY COMMITTEE ON COMMUNICATIONS AND CONVEYANCE
Miguel Santiago, Chair
SB 4 (Gonzalez) – As Amended May 20, 2021

</div>

SENATE VOTE: 31-5

SUBJECT: Communications: California Advanced Services Fund: deaf and disabled telecommunications program: surcharges

SUMMARY: This bill extends and makes various modifications to the California Advanced Services Fund (CASF), including increasing the minimum speed of broadband infrastructure funded by the program, expanding the communities eligible for grants, and expanding the allowable expenditures from the fund. The bill also provides the Governor's Office of Business and Economic Development ("GO-Biz") with new responsibilities, as specified, and makes changes to the surcharge collection mechanism for the Deaf and Disabled Telecommunications program.

Specifically, **this bill**:

GO-Biz:

1) Directs GO-Biz to coordinate with other public and private third-parties to explore ways to facilitate streamlining of local land use approvals and construction and permit processes for projects related to broadband infrastructure deployment and connectivity.

California Advanced Services Fund

1) Modifies the goal of the program by extending the goal date to 2032, a 10-year extension.

2) Modifies the "unserved" designation from "unserved households" to "unserved areas".

3) Provides that an "unserved area" means an area that has no facility-based broadband provider offering at least one tier of broadband service of at least 25 megabits per second ("mbps") downstream, 10 mbps upstream, and a latency that is sufficiently low to allow real-time interaction applications.

4) Prioritizes funding for projects in unserved areas where internet connectivity is available only at speeds at or below 10 mbps downstream and 1 mbps upstream connectivity, with a goal of achieving at least 100 mbps downstream.

5) Provides that moneys appropriated for the program may be used to match or leverage federal moneys for internet infrastructure and adoption.

6) Requires the commission to transition the program methodologies to service "housing units" and evaluate other program changes to align with other funding sources including, but not limited to, funding "locations".

7) Requires the commission to maximize investments in new, robust, and scalable infrastructure and use program moneys to leverage federal and non-program moneys by undertaking activities including, but not limited to all of the following:

   a. Provision of technical assistance to local governments and providers.

   b. Assistance in developing grant applications.

   c. Assistance in preparing definitive plans for deploying necessary infrastructure in each county.

8) Authorizes program moneys to be appropriated to fund projects that deploy broadband infrastructure to unserved nonresidential facilities used for local and state emergency response activities, including, but not limited to, fairgrounds.

9) Strikes provisions of current law, which appropriates specific amounts to CASF program sub-accounts, and instead authorizes the California Public Utilities Commission (CPUC) to make recommendations to the Legislature regarding appropriations for the program and its sub-accounts.

10) Authorizes the CPUC to impose and collect surcharges in a sum not to exceed $150,000,000 per year starting January 1, 2022 and continuing through the 2032 calendar year.

11) Strikes provisions of current law that provide an existing facilities-based broadband provider an opportunity to object to and block a CASF application on an annual basis if the ISP intends to upgrade or extend service to unserved areas eligible for a CASF grant within six months

12) Modifies the projects eligible for grant awards by requiring that eligible projects be capable of providing broadband access to unserved areas or unserved households at speeds of a minimum of 100 mbps downstream and 20 mbps upstream, or the most current broadband definition speed standard set by the Federal Communications Commission (FCC), whichever broadband access speed is greater.

13) Strikes provisions of existing law which provide that a local government agency may only be eligible for an infrastructure grant under specified conditions.

14) Strikes provisions of existing law which requires that public housing grants shall only be awarded to unserved housing developments. The bill also strikes a subdivision of current law that provides that an unserved housing development is unserved when at least one housing unit within the housing development is not offered broadband internet services.

15) Strikes provisions of existing law that specify the methodologies that may be used to identify the intrastate revenues of an interconnected voice-over internet protocol ("VoIP") phone service provider for purposes of calculating surcharges to fund universal service programs, such as CASF or DDTP.

16) Requires the CPUC, on or before April 1, 2023 and biennially thereafter, to conduct a fiscal and performance audit of the implementation and effectiveness of the CASF program. The bill also modifies existing CASF program reporting requirements to continue indefinitely.

17) Provides that this bill is an urgency measure to expedite the deployment of broadband infrastructure and internet service to unserved rural and urban communities, which will promote economic growth, job creation, and the substantial social benefits of advanced information and communications technologies, including telehealth and distance learning.

Deaf and Disabled Telecommunications Program (DDTP)

1) Modifies existing DDTP surcharge collection methodology by authorizing the CPUC to impose and collect a surcharge to fund DDTP, in a sum not to exceed $100,000,000 per year.

EXISTING LAW:

1) Authorizes the CPUC to impose a surcharge on a telephone service subscribers service not to exceed one- half of 1-percent of their intrastate telephone service charges. [Public Utilities Code §2881(g)(1)]

2) Establishes the CASF, which is administered by the CPUC to fund broadband infrastructure deployment in unserved areas through December 31, 2022. (Public Utilities Code §281(a-b)).

3) Defines an unserved household eligible for CASF funds as one for which there is no broadband provider offering service at a speed of at least six megabits per second (mbps) downstream and one mbps upstream. (Public Utilities Code §281(b))

4) Requires the CPUC to prioritize CASF grants for projects in areas with no internet connectivity or areas with only dial up service that have no wireline or wireless broadband service. (Public Utilities Code §281(b))

5) Requires the CASF to deploy infrastructure capable of speeds of at least 10 mbps downstream and one mbps upstream. (Public Utilities Code §281(f))

6) Allows the CPUC to collect a surcharge to fund the CASF and establishes subaccounts within the CASF. Existing law establishes specified minimum funding amounts for each account within the CASF. (Public Utilities Code §281(d))

7) Caps the amount of revenue the CPUC may collect for the CASF at no more than $66 million per year or $330 million total, unless the CPUC determines that collecting a higher amount in any year would not increase the total amount of total surcharges collected per year. (Public Utilities Code §281(d))

8) Defines Voice over Internet Protocol (VoIP) as a service enabling two-way voice communications, requires a broadband connection, and permits the user to receive calls originating over the publicly switched telephone network. (Public Utilities Code §285).

9) Requires the CPUC to direct interconnected VoIP providers to collect surcharges on California intrastate revenues and deposit those funds in the accounts for the state's telecommunications universal service programs, including the CASF. Existing law allows VoIP providers to use one of several specified methods to identify the appropriate surcharge amount or develop an alternative method for calculating their surcharge contributions. (Public Utilities Code §285(e))

10) Limits local government agencies' eligibility for CASF grants to only those projects where the infrastructure is for an unserved household or business, the CPUC has conducted an open application process, and no other eligible provider has applied. (Public Utilities Code §281(f))

11) Provides incumbent internet service providers (ISPs) with the ability to object to and block a CASF application on an annual basis if the ISP intends to upgrade or extend service to the project area within six months. If the ISP does not extend or upgrade the service within six months, the ISP must update the CPUC with information about its progress towards providing service. If the CPUC finds that the ISP is making progress towards providing or upgrading service, the CPUC must extend the ISP's six-month right of first refusal period. (Public Utilities Code §281(f))

12) Requires the CPUC to conduct an interim and final audit of the CASF, which the CPUC must submit to the Legislature by April 1, 2020, and April 1, 2023, respectively. (Public Utilities Code §912)

13) Establishes the Governor's Office of Business and Economic Development (GO-Biz) and specifies the Office's duties, including the coordination and development of policies that advance the state's economic development goals. (Government Code §12096.3)

FISCAL EFFECT: According to Senate Appropriations Committee, the CPUC estimates revenues up to $150 million annually through the imposition of a surcharge and $6.6 million in other programmatic costs such as updating program rules and implementing new provisions. GO-Biz estimates cost pressure in the low hundreds of thousands to coordinate with third parties to explore ways to facilitate streamlining of local land use approvals and construction permit processes as required by the bill.

COMMENTS:

1) *The CASF helps address the infrastructure barriers to broadband access but funds are limited*. Since 2008, the California Advanced Services Fund (CASF) has been administered by the CPUC to help close the digital divide in California by providing subsidies to build and expand broadband facilities to unserved areas of the state. The current goal of the program is to provide broadband service to at least 98-percent of households in each consortia region across the state by 2022. The bill modifies that goal by extending the program goal to 2032. According to the 2021 CASF annual report.[1] the East Bay Broadband Consortium and Los Angeles County Regional Broadband Consortium have met the 98 percent goal; the Bay Area (San Francisco, San Mateo, and Santa Clara county) has also met the 98 percent goal although those counties are technically not part of a consortia region. Sixteen consortia regions have yet to meet the goal of the program. The two consortia regions that are the furthest behind the goals are the Upstate California Connect Consortium and the Inyo/Mono Broadband Consortium, each with only 86.4% of households served.

---

[1] 2021 CASF Annual Report.
https://www.cpuc.ca.gov/uploadedFiles/CPUCWebsite/Content/About_Us/Organization/Divisions/Office_of_Governmental_Affairs/Legislation/2021/2020%20CASF%20Annual%20Report.pdf

In addition to financing infrastructure, the CASF also includes accounts that support specific broadband deployment and adoption efforts, including projects that connect public housing communities to broadband networks and digital literacy resources. For example, in 2020 the CPUC awarded two consortia grants worth $900,000, 60 adoption grants worth $3.1 million, three public housing grants worth $148,000, and nine Tribal technical assistance grants worth $538,000. The CPUC provides updated grant award figures for the previous year every April in the CASF annual report.

In 2020 the CPUC approved 11 new infrastructure grants totaling approximately $20 million. Also in 2020, following the sunset of the prohibition on funding broadband infrastructure costs that also funded by federal programs, the CPUC received a record 54 applications. The sharp increase in applications following the sunset of that provision of law suggests that it was a major obstacle to getting more infrastructure grant applications approved sooner. Most importantly, if awarded, those 54 applications would exceed the remaining funds available in the program without meeting the program goal suggesting there is a need to continue the program and funding in order to achieve the goal.

2) *This bill makes changes to the CASF and DDTP surcharge that may stabilize each fund's revenues.* The CASF is one of several universal service programs funded through a surcharge on consumers' intrastate telecommunications. Currently, the CASF surcharge is assessed at approximately one percent of a user's in-state telecommunications services. However, existing law allows VoIP telecommunications providers to establish their own alternative methods for calculating their contributions to the CASF. Generally, this authorization has led to proportionately lower CASF revenue collections from VoIP and wireless providers and cost-shifting of CASF revenue obligations to wireline telephone users. For example, a company may remit approximately 20 cents per user per month into the CASF from of its wireline telephone consumers while only remitting nine cents per user per month from each of its VoIP customers. As more consumers shift to VoIP for telephone service, the projected total amount of revenue the CASF can collect has declined. Prior to December 2020 adjustments to the CASF surcharge rate, the CASF was on track to only collect $187 million out of the $330 million total funding authorized under existing law. Even with surcharge rate increases, the CASF may never collect its total authorized revenue if the revenues continue to volatile and uncertain funding methodologies.

The bill also makes modifications to the Deaf and Disabled Telecommunications Program (DDTP) surcharge collection mechanism. Under current law, DDTP has a specific percentage cap on the amount of intrastate service charges that can be surcharged to fund the program, which is one-half of 1-percent of intrastate charges. DDTP is unique in this regard, as the other public purpose program such as CASF, Lifeline, and the California Teleconnect Fund (CTF) do not have surcharge rates that are set statutorily. This change will bring the DDTP surcharge statutes into alignment with the other universal service programs.

Further, the current methodologies for funding all the universal programs (CASF, DDTP, Lifeline, CTF, High Cost Funds) are unstable and volatile. Just as CASF regularly under collects authorized surcharges, the other universal service programs do as well. On March 4, 2021, the CPUC opened a rulemaking (R. 21-03-002) to update the surcharge mechanism for the state's Universal Service Fund programs. The first phase of this proceeding is intended to consider shifting the surcharge mechanism for all the Universal Service Fund public purpose programs to a flat surcharge assessed on access lines by January 1, 2022. A flat rate

charged per subscriber, instead of surcharges that are based on percentages of certain portions of a subscribers bill, is arguably a more equitable and stable way to fund public purpose programs. However, the FCC and most other states continue to use percent-based methodology.

3) *This bill would expand the communities eligible for CASF grants while prioritizing the most unserved areas.* Existing law defines an unserved household eligible for CASF grants as one for which no facilities-based broadband provider offers service at speeds of 6/1 mbps. This bill modifies this definition to specify that an unserved area is an area that has no facilities-based broadband provider offering service at speeds of at least 25/3 mbps. In 2015, the FCC modified its definition of broadband to define broadband as service at speeds of 25/3 mbps or greater, so this bill would bring the CASF's unserved designation into align with the FCC. While this definition expands the areas that are considered to be unserved, this bill also requires the CPUC to prioritize CASF grants for projects deployed in communities that lack internet service or only have service at speeds of 6/1 mbps, which include the most unserved and underserved communities. Prioritizing areas with the slowest internet speeds will help to ensure limited program funds are targeted to areas with the greatest need for internet.

4) *The need for speed: this bill updates CASF speed standards to match federal broadband standards.* This bill increases the minimum speed capability requirement of CASF-funded infrastructure from 10/1 mbps to 25/3 mbps – with a goal of obtaining 100 mbps downstream – or the broadband standard adopted by the FCC, depending on whichever is greater. Broadband speeds generally reflect the amount of fiber-optic (or "fiber") cables in the network, so more fiber in a network increases the speed of data traveling through the network. Although this requirement will not require fiber-only installations, it does give a preference to projects that use to provide faster speeds.

In August 2020, the governor signed Executive Order N-73-20, which directed the California Broadband Council to create a new state Broadband Action Plan that incorporated a goal of deploying broadband capable of providing download speeds of at least 100 mbps. In December 2020, the California Broadband Council released its 2020 Broadband Action Plan. The plan recommends adopting a minimum speed standard for broadband of at least 25/3 mbps to match federal standards; however, the plan also recommended establishing a goal of building networks capable of delivering 100 mbps downstream and 10 mbps upstream.

While the FCC has maintained the 25/3 mbps broadband speed standard for six years, the current FCC Chair, Jessica Rosenworcel, has indicated that the current FCC broadband standard is inadequate to meet current and future broadband needs. The Biden Administration has also called for $100 billion in federal infrastructure funding for "future proof" networks; while the Biden Administration did not specify a speed standard that would be considered future proof, the speed standard for this infrastructure would likely exceed the FCC's existing 25/3 mbps standard. While 25/3 mbps may be sufficient for a single user's basic internet needs, this speed may be insufficient for an entire family to each use devices streaming video, including attending virtual classes and obtaining high definition video for telehealth and other purposes. According to the California Broadband Council's Action Plan, building a California broadband network capable of delivering download speeds of at least 100 mbps would cost approximately 19 percent more than building a network to provide speeds of 25/3 mbps. However, a network capable of 100 mbps downstream is more likely to be future proof and require fewer upgrades in the near term.

5) *The bill's elimination of the "right of first refusal" could help streamline the CASF grant process.* Existing law provides an incumbent ISP with the ability to challenge any proposed CASF grant if the ISP intends to provide service to the project's area within six months. This rebuttal process is referred to as the "right of first refusal." While the right of first refusal may be intended to ensure that CASF grants are provided only to areas that otherwise would not receive infrastructure through private investment, the process has been used to challenge the majority of proposed CASF grants in recent years. The six-month rebuttal process can significantly delay a CASF project, increasing project costs and limiting grant recipients' ability to leverage multiple funding sources

6) *Expanded funding authorizations do not correspond to any specific program subaccount.* The bill expands the authorized uses of program funds to leverage federal moneys, for local and state emergency response activities, and to "maximize investments in new, robust, and scalable infrastructure". Specifically, proposed Section 281(b)(5) authorizes the commission to undertake various new activities, including but not limited to, providing technical assistance to local governments and providers to prepare grant applications and assist in preparing plans for deploying necessary infrastructure in each county. This broad authorization will provide the commission with increased flexibility to undertake new activities to accomplish the program goals, however, such activities are not tied directly to any of the specific CASF subaccounts. For example, local governments already may already receive program funds under the current law through the Broadband Consortia Account. However, under the new statutes proposed in this bill, the expenditures for technical assistance are not required to be tied to a specific subaccount, so it is unclear how a local government would access those new technical assistance funds or if those funds would be provided through the consortia subaccount at all. Further, by allowing more categories of expenditures that are not directly related to connecting households to service this bill creates the possibility that an increasing share of CASF funds could be used for purposes that do not directly bring California closer to the goal of the program.

7) *Governor's broadband proposal compared to this bill.* The Governor's May Revision includes a CASF proposal, which has some similarities to this bill. For example, the speed thresholds and location prioritizations in the bill are aligned with what the Governor has proposed. However, the Governor's proposal extends the CASF program to only 2026 without also extending the surcharge. The Governor proposes to use $2-billion in federal funding to create a new federally funds subaccount in CASF, and also to allocate $500-million to a "Loan Loss Reserve" account. The Loan Loss Reserve account would be used1 to assist local governments in deploying municipal networks, with the goal of expanding the ability of local governments to issue bonds to finance the building of broadband infrastructure.

8) *Arguments in Support.* A coalition of supporters including the Greenlining Institute, the Electronic Frontier Foundation, SEIU California, the California State Association of Counties, American Civil Liberties Union, and the American Association of Retired Persons argue in their letter of support that, "current law has failed to meet this challenge because it discriminates against local community bidders to build broadband infrastructure, favors slow outdated infrastructure with state money, does not cover all rural and low-income Californians, and has been under-funded." The coalition supports the changes in SB 4 because they believe it would "remedy these shortfalls and create a program that will put a date certain on ending the digital divide."

9) *Arguments in Opposition:* The California Taxpayers Association argues in opposition to the bill that additional revenue to support CASF is not necessary. They write, "Now that California will receive federal funds from the American Recovery and Rescue Plan, which includes funds specifically earmarked for broadband infrastructure projects, the state should not ask taxpayers for more revenue to fund the same projects." The California Cable and Telecommunications Association (who have a "Support if Amended" position) also write that SB 4 would "inappropriately provide the CPUC with unfettered authority to fund economic development, other wide-ranging projects, and unlimited infrastructure "investments" with no "unserved" requirement or other guardrails applicable to CASF grants."

10) *Related/Prior legislation.*

AB 14 (Aguiar-Curry). This bill extends and modifies the California Advanced Services Fund (CASF), including, but not limited to, increasing the program's minimum speed standard, expanding the areas eligible for funding, increasing the amount of funding for the CASF, and establishing an account for securitizing CASF revenues to support bonds deploying broadband infrastructure.

AB 1349 (Mathis, 2021) adds churches to the list of organizations eligible for grant funding from the CASF's broadband adoption account. The bill is currently pending in the Senate.

AB 1426 (Mathis, 2021) would delete the existing right of an incumbent ISP to block a CASF grant in an area that the incumbent ISP plans to deploy broadband. The bill is currently pending on the Senate Floor.

SB 1130 (Gonzalez, 2020) would have extended and modified the CASF, including increasing minimum speed standards for CASF-funded infrastructure, expanded the communities eligible for the CASF, and set open access requirements for certain infrastructure projects. The bill died in the Assembly.

AB 570 (Aguiar-Curry, 2020) would have extended and modified the CASF, including increasing the minimum speed standards for CASF-funded infrastructure, expanding the communities eligible for CASF moneys, allowing the CPUC to collect additional CASF revenue, and authorizing the issuance of up to $1 billion in bonds secured by the CASF. The bill died in the Senate.

AB 82 (Committee on Budget, Chapter 14, Statutes of 2020) made various changes to implement the 2020 State Budget, including deleting restrictions that prevented the CPUC from leveraging CASF grants with federal funding.

REGISTERED SUPPORT / OPPOSITION:

Support

3core
AARP
AARP California

Abriendo Puertas/opening Doors
Access Humboldt
Access Now
ACLU California Action
Alliance for A Better Community
Altamed Health Services
Association of Independent California Colleges & Universities (AICCU)
Bay Area Youth Climate Action Team
Broadband Connect Initiative
California Association of Public Authorities for Ihss
California Center for Rural Policy
California Charter Schools Association
California Economic Summit
California Edge Coalition
California Forward Action Fund
California Latino Legislative Caucus
California Legislative Women's Caucus
California Medical Association
California Partnership for The San Joaquin Valley
California State Pta
California Telehealth Policy Coalition
Canal Alliance
Center for Accessible Technology
Center for Powerful Public Schools
Central Coast Broadband Consortium
Central Valley Community Foundation
City of Alameda
City of Daly City
Coalition for Covid Recovery, Support and Prevention
Common Sense
Communities in Schools of Los Angeles (CISLA)
Community Clinic Association of Los Angeles County (CCALAC)
Computer Science Teachers Association
Consumer Action
Consumer Reports
Contextly
Council for A Strong America
Councilmember Tony Madrigal, Modesto Council City District 2
County of Santa Clara
Csu Fresno, Office of Community and Economic Development
Cue
Digital Nest
Disability Rights California
Economic Development Collaborative, Ventura County
Economic Vitality Corporation, San Luis Obispo County
Eden Housing
Educators for Excellence - Los Angeles
Electronic Frontier Foundation
Everyoneon

Fight for The Future
Founder Academy
Fresno Business Council
Fresno State Connect Initiative
Great Public Schools Now
Great School Voices
Humboldt County Office of Education
Imperial County Transportation Commission
Inland Empire Community Foundation
Innovateedu
Institute for Local Self-reliance
Khan Academy
L.a. Coalition for Excellent Public Schools
Lakewood; City of
League of California Cities
Local Government Commission
Los Angeles County Office of Education
Los Angeles Unified School District
Louisville Metro Office of Civic Innovation and Technology
Makeknowledge
Marin County Board of Supervisors
Media Alliance
Mediajustice
Michelson Center for Public Policy
Michelson Philanthropies
Mohuman
Monterey County Board of Supervisors
Monterey; County of
New America's Open Technology Institute
Nexxus Ventures
Normal Heights Indivisible
North Bay Leadership Council
North Peninsula Democratic Club
North State Planning and Development Collective
Ochin California Telehealth Network
Ochin, INC.
Open Door Community Health Centers
Our Voice: Communities for Quality Education
Pacoima Beautiful
Partnership for Los Angeles Schools
Public Knowledge
Reach Central Coast
Reddit, INC.
Rural Caucus, California Democratic Party
Sacramento Area Council of Governments
San Diego Association of Governments
San Diego County Office of Education
San Joaquin Valley Redevelopment Center
San Joaquin Valley Regional Broadband Consortium

San Joaquin Valley Rural Development Center
Seiu California
Sierra Business Council
Siskiyou Works
South Bay Cities Council of Governments
Speak Up
Stanislaus Community Foundation
State Superintendent of Public Instruction Tony Thurmond
Tahoe Prosperity Center
Techequity Collaborative
Techqueria
The Education Trust - West
The Fresno Center
The Greenlining Institute
Thousand Oaks; City of
Torrance; City of
Tucows
Unite-la, INC.
United Parents and Students
Valley Vision, INC.
Western Center on Law & Poverty, INC.
Western Governors University
Writers Guild of America West

Support If Amended

California Cable & Telecommunications Association
The Utility Reform Network (TURN)

Opposition

California Taxpayers Association

Analysis Prepared by: Emilio Perez / C. & C. / (916) 319-2637

AMENDED IN ASSEMBLY JULY 5, 2021

AMENDED IN SENATE APRIL 19, 2021

AMENDED IN SENATE APRIL 5, 2021

SENATE BILL   No. 743

Introduced by Senator Bradford
(Principal coauthor: Assembly Member Chiu)

February 19, 2021

An act to add Chapter 8.8 (commencing with Section 1650) to Part 1 of Division 1 of the Public Utilities Code, relating to broadband.

LEGISLATIVE COUNSEL'S DIGEST

SB 743, as amended, Bradford. Housing developments: broadband adoption: grant program.

Under existing law, the Public Utilities Commission has regulatory authority over public utilities, including telephone corporations. Existing law requires the commission to develop, implement, and administer the California Advanced Services Fund program to encourage deployment of high-quality advanced communications services to all Californians that will promote economic growth, job creation, and the substantial social benefits of advanced information and communications technologies.

Existing law establishes various programs intended to promote the development of affordable housing, including the Multifamily Housing Program, under which the Department of Housing and Community Development provides financial assistance in the form of deferred payment loans to pay for the eligible costs of certain housing development activities.

This bill, upon appropriation by the Legislature, would require the Public Utilities Commission to establish a grant program to fund broadband adoption, digital literacy, and computer equipment for eligible publicly supported communities, *low-income mobilehome parks, and farmworker housing,* as defined. The bill would require the commission to award grants to eligible publicly supported ~~communities~~ *communities, low-income mobilehome parks, and farmworker housing* for the purpose of providing either ~~one-time~~ *or both* funding for computer equipment and to establish computer ~~labs or~~ *labs, and* ongoing funding ~~for up to 3 years~~ for broadband service and digital literacy programs.

Vote: majority. Appropriation: no. Fiscal committee: yes. State-mandated local program: no.

The people of the State of California do enact as follows:

1 SECTION 1. Chapter 8.8 (commencing with Section 1650) is
2 added to Part 1 of Division 1 of the Public Utilities Code, to read:
3
4 Chapter 8.8. Broadband Adoption, Digital Literacy, and
5 Computer Equipment Grant Program
6
7 1650. The Legislature finds and declares all of the following:
8 (a) To close the digital divide in California, it is critical for the
9 state to take a leadership role and do all it can to encourage
10 Californians to adopt broadband in order to effectively implement
11 distance learning for K–12 students during the COVID-19
12 pandemic, assist the unemployed and underemployed Californians
13 to seek employment opportunities, allow employees to work from
14 the home, and use telemedicine to the greatest extent possible.
15 (b) All state agencies must proactively use the resources
16 available to them to encourage Californians to adopt broadband.
17 The Public Utilities Commission should provide residents in public
18 housing with the ability to participate online for learning and
19 employment opportunities.
20 (c) The COVID-19 pandemic has exposed California's
21 vulnerabilities to major social and economic disruptions. Those
22 persons, businesses, and entities that adopted broadband before
23 the pandemic have fared significantly better than those that have
24 not accepted the digital world. It is, therefore, the intent of the
25 Legislature that state government take an active role to close the

96

1 digital divide by connecting as many Californians as possible ~~with~~
2 *to* the internet with the resources available.
3   1651. For purposes of this chapter:
4   *(a) "Farmworker housing" has the same definition as in*
5 *subdivision (h) of Section 50199.7 of the Health and Safety Code.*
6   ~~(a)~~
7   *(b)* "Program" means the program established by the commission
8 pursuant to subdivision (a) of Section 1652.
9   ~~(b)~~
10   *(c)* "Publicly subsidized" means either that the housing
11 development receives financial assistance from the United States
12 Department of Housing and Urban Development pursuant to an
13 annual contribution contract or is financed with low-income
14 housing tax credits, tax-exempt mortgage revenue bonds, general
15 obligation bonds, or local, state, or federal loans or grants and the
16 rents of the occupants, who are lower income households, do not
17 exceed those prescribed by deed restrictions or regulatory
18 agreements pursuant to the terms of the financing or financial
19 assistance.
20   ~~(c)~~
21   *(d)* "Publicly supported community" means a publicly subsidized
22 multifamily housing development that is wholly owned by either
23 of the following:
24   (1) A public housing agency that has been chartered by the state,
25 or by any city or county in the state, and has been determined to
26 be an eligible public housing agency by the United States
27 Department of Housing and Urban Development.
28   (2) An incorporated nonprofit organization as described in
29 Section 501(c)(3) of the Internal Revenue Code (26 U.S.C. Sec.
30 501(c)(3)) that is exempt from taxation under Section 501(a) of
31 that code (26 U.S.C. Sec. 501(a)), and that has received public
32 funding to subsidize the construction or maintenance of housing
33 occupied by residents whose annual income qualifies as "low" or
34 "very low" income according to federal poverty guidelines.
35   1652. (a) The commission shall establish and administer a
36 grant program to fund broadband adoption, digital literacy, and
37 computer equipment for *any* publicly supported ~~communities~~
38 *community, low-income mobilehome park, or farmworker housing*
39 pursuant to this chapter.

96

1   (b) The program shall award grants to eligible publicly supported
2 ~~communities~~ *communities, low-income mobilehome parks, and*
3 *farmworker housing* for the purpose of providing *either or* both
4 of the following:
5   (1) ~~One-time funding~~ *Funding* for computer equipment and to
6 establish computer labs.
7   (2) Ongoing funding for ~~up to three years for~~ broadband service
8 and digital literacy programs.
9   1653. Implementation of this chapter shall be subject to an
10 appropriation of funds by the Legislature for purposes of
11 developing and implementing the program.
12
13   _____
14 **REVISIONS:**
15 **Heading—Line 2.**
16 **CORRECTIONS:**
17 **Heading—Line 2.**
18   _____

O

Date of Hearing: July 12, 2021

<div align="center">

ASSEMBLY COMMITTEE ON HOUSING AND COMMUNITY DEVELOPMENT
David Chiu, Chair
SB 743 (Bradford) – As Amended July 5, 2021

</div>

SENATE VOTE: 40-0

SUBJECT: Housing developments: broadband adoption: grant program

SUMMARY: Requires the California Public Utilities Commission (CPUC), upon appropriation by the Legislature, to establish a grant program to fund broadband adoption, digital literacy, and computer equipment for eligible publicly supported communities, low-income mobilehome parks, and farmworker housing. Specifically, **this bill**:

1) Defines the following terms:

    a) "Publicly subsidized" means either that the housing development receives certain financial assistance from the United States Department of Housing and Urban Development, other specified public financing sources, or is deed-restricted affordable for low-income households;

    b) "Publicly supported community" means a publicly subsidized multifamily housing development that is wholly owned by either of the following:

        i. An eligible public housing agency; or

        ii. An incorporated nonprofit organization that meets specified criteria and has received public funding to subsidize housing for residents whose annual income qualifies as "low" or "very low" income according to federal poverty guidelines.

    c) "Farmworker housing" means housing in which at least 50 percent of the units are available to, and occupied by, farmworkers and their households except as specified.

2) Requires the CPUC to establish and administer a grant program to fund broadband adoption, digital literacy, and computer equipment for publicly supported communities pursuant to this chapter.

3) Specifies that the grant program shall award grants to eligible publicly supported communities for the purpose of:

    a) Funding for computer equipment and to establish computer labs; and

    b) Ongoing funding for broadband service and digital literacy programs.

4) Includes legislative declarations and findings regarding the need to close the digital divide in the wake of the COVID-19 pandemic.

EXISTING LAW:

1) Specifies that a housing authority may engage in a number of activities in order to provide housing to low income individuals, including:

   a) Preparing, carrying out, acquiring, leasing and operating housing projects and developments for persons of low income;

   b) Providing for the construction, reconstruction, improvement, alteration, or repair of all or part of any housing project;

   c) Providing leased housing to persons of low income; and

   d) Offering counseling, referral, and advisory services to persons and families of low or moderate income in connection with the purchase, rental, occupancy, maintenance, or repair of housing. (Health and Safety Code Section 34312)

2) Establishes the California Advanced Services Fund (CASF) within the State Treasury. (Public Utility Code Section 270(a)(6))

3) Specifies that the CPUC shall develop, implement, and administer the CASF program to encourage deployment of high-quality advanced communications services to all Californians to promote specified benefits. (Public Utility Code Section 281(a))

4) Provides that the goal of the CASF program is to, no later than December 31, 2022, approve funding for infrastructure projects that will provide broadband access to no less than 98 percent of California households in each consortia region, as identified by the commission. (Public Utility Code Section (b)(1)(A))

5) Requires the CPUC to establish the Broadband Public Housing Account within the CASF program. (Public Utility Code Section (c)(3))

FISCAL EFFECT: Unknown. This bill is keyed fiscal by Legislative Counsel.

COMMENTS:

Author's Statement: According to the author, "The COVID-19 pandemic has exacerbated existing inequities in the ability of individuals and families to access the internet. Many low-income families, even in urban areas, continue to have no access to fast home broadband service, and struggle to afford it even when they do. This is particularly true in public housing projects.

In response, SB 743 establishes a grant program within the California Public Utilities Commission, which administers other broadband adoption programs, to specifically focus on promoting internet connectivity in public housing. The current lack of widespread connectivity, combined with the high rates of poverty in these communities, makes it appropriate to target spending there. This grant program will award funds for broadband adoption, digital literacy, and computer equipment in public housing communities, farmworker housing, and low-income Mobilehome parks."

Background on Internet Access in California: Despite the increasing use of the internet for education, work, healthcare, and government services, many California households still lack reliable, affordable access to the internet in their homes. A 2019 survey from the UC Berkeley Institute for Governmental Studies (IGS) estimated that 12 percent of California adults lacked internet access at home and an additional 10 percent were considered "underconnected," meaning that their only home internet access was through a smart phone. Renters, communities of color, those over age 50, and lower-income adults were all more likely to lack internet access and to be underconnected. Over half of those without internet access cited expense and lack of access to a device as their reason for not having home internet connectivity.

Efforts to Expand Internet Access in Public Housing: The federal Department of Housing and Urban Development (HUD) has worked to expand internet access in affordable housing developments through its ConnectHome initiative. Specifically, in May 2015, the ConnectHome demonstration project began recruiting public housing agencies and local governments to bridge the digital divide through a public-private partnership. According to HUD, ConnectHome was designed to address three aspects of digital inclusion: affordable connectivity, training, and low-cost devices. HUD selected 28 communities, including 5 California locations, as part of its ConnectHome initiative.

At the state level, the CPUC's California Advanced Services Fund (CASF) provides money for expanding broadband infrastructure and access. CASF is funded through a surcharge rate, currently 1.019 percent, on consumer phone bills. Specifically, the surcharge rate is applied to revenues collected by telecommunications providers from their consumers for intrastate telecommunications services. Through CASF, telecommunications companies are given grants to bridge the digital divide in areas of the state considered unserved or underserved.

Following the passage of AB 1299 (Bradford) in 2013, the Broadband Public Housing Account was created within CASF to fund projects aimed at increasing broadband infrastructure and access in publicly supported housing communities. AB 1299 directed the CPUC to fund the Broadband Public Housing Account with $20 million from the Broadband Infrastructure Grant Account and $5 million from the Broadband Revolving Loan Account. Since its inception, the CPUC has awarded $13.9 million for infrastructure and adoption projects through the CASF Broadband Public Housing Account.

However, prior legislation on the CASF Broadband Public Housing Account required all remaining funds in the account at the end of 2020 to be reverted back to the general CPUC CASF Broadband Infrastructure Grant Account. As such, there is currently no CASF funding available to support broadband infrastructure or access in public housing developments. This bill proposes a CPUC-administered grant program to fund broadband adoption, computer equipment, and digital literacy programs at public housing communities, farmworker housing, and low-income mobilehome parks. Funding would be upon appropriation of the Legislature and, unlike the Broadband Public Housing Account, it would not be funded through CASF surcharge rates.

Related Legislation:

AB 1425 (Gipson, 2021): Provides, beginning January 1, 2022, $25 million in grant funding from CASF to finance broadband connectivity projects for low-income communities and publicly multifamily subsidized housing. This bill is pending consideration in the Senate Energy, Utilities and Communications Committee.

*Previous Legislation***:**

AB 1299 (Bradford, Chapter 507, Statutes 2013): Expanded CASF by creating the Broadband Public Housing Account. Provided $5 million from the Broadband Revolving Loan Account to broadband adoption in public housing $20 million from the Broadband Infrastructure Grant Account for infrastructure.

Double-referred: This bill was also referred to the Assembly Committee on Communications and Conveyance where it passed on June 23, 2021 with 12 -0.

REGISTERED SUPPORT / OPPOSITION:

Support

California Cable & Telecommunications Association (Sponsor)
National Association of Social Workers, California Chapter
Santa Barbara County Board of Supervisors
SV@Home Action Fund

Opposition

No opposition on file.

Analysis Prepared by: Sandra Nakagawa / H. & C.D. / (916) 319-2085

REPORT

DATE: August 2, 2021

TO: Executive Committee

FROM: Marisa Creter, Executive Director

**RE: ANNUAL AUDIT WORK PLAN AND REVISED SGVCOG AUDIT
                CHARTER**

RECOMMENDED ACTION

Approve the Annual Audit Plan and Revised Audit Charter

BACKGROUND

The SGVCOG maintains an active audit function under the direction of the Executive Director, with responsibility to report its activities to the Governing Board through the Executive Committee.

The audit charter serves as a guide to the Management Audit Services (MAS) of the SGVCOG in the performance of its duties. The Audit Charter intends to provide a basis for management and the Executive Committee of the SGVCOG Governing Board to use in evaluating the operations of the Audit function. The SGVCOG Audit Charter was adopted in April 2008. The Audit Charter is periodically reviewed/updated and presented for approval. The revised (Attachment A) Charter contains the following major changes:
   · Clarification of introduction, Charter purpose, scope of work professional standards, authority/accountability in Audit Charter
   · Explanation of Audit Work Plan
   · Addition of section on reporting/monitoring and quality improvement program

Additionally, staff prepared the Annual Audit Work Plan (Attachment B) to accompany the updated Audit Charter. The Annual Audit Work Plan is a list of audits, reviews and evaluations the MAS unit proposes to perform during the Fiscal Year 2021-22. This Plan satisfies the mission and responsibilities set out in the proposed Audit Charter.

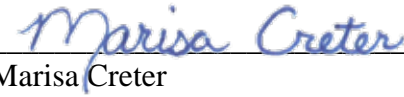Simba Mandizvidza, the SGVCOG Audit Manager, will provide a presentation on this item.

Prepared by: _____
Katie Ward
Principal Management Analyst

Approved by: _____
Marisa Creter
Executive Director

ATTACHMENT

Attachment A – Updated SGVCOG Audit Charter
Attachment B – Annual Audit Work Plan

![SGVCOG logo] San Gabriel Valley Council of Governments	MANAGEMENT AUDIT SERVICES	SGVCOG AUDIT CHARTER	
		PAGE: 1 of 6	
		DATE ADOPTED: April 2008	**DATE REVISED:** June 30, 2021

SGVCOG AUDIT CHARTER

INTRODUCTION

The San Gabriel Valley Council of Governments (SGVCOG) maintains a Management Audit Services (MAS) function under the general direction of the Executive Director, with responsibility to report its activities to the Governing Board through the Executive Committee. The Audit Charter (AC) identifies the position of MAS within SGVCOG, its authority and responsibilities and also serves as a guide in the performance of its duties. The AC is a basis for MAS to assist in the improvement of SGVCOG programs and also to evaluate the effectiveness of the MAS function. The AC may periodically be modified to reflect the current purpose, responsibilities and professional standards. It is effective upon execution and will continue indefinitely until it is modified and approved.

PURPOSE

The purpose of MAS is to:

1. Provide management with professional advice on accounting and financial matters in the award and administration of proposed contractor contracts and to **ensure contractors' com**pliance with applicable laws and regulations and contract requirements. MAS assists SGVCOG management with accomplishing **its objectives by evaluating contractors' proposed costs, examining incurred** costs, determining final contract price, and improving the effectiveness of contract management, and governance processes.

2. Assist management to evaluate and improve the effectiveness of risk management, control, and governance processes of financial and operational processing and other relevant matters within the Agency. MAS assists the SGVCOG management and employees in the effective discharge of their responsibilities by furnishing them with independent analyses, assessments, and recommendations, concerning the activities reviewed and by promoting effective control.

SCOPE OF WORK

The scope of MAS activities encompasses the examination and evaluation of the adequacy and effectiveness of the agency system of internal control and the quality of performance. This includes audits, reviews and or evaluations of:

- ➢ Compliance with contracts, applicable laws, regulations, policies and procedures;
- ➢ Controls over financial, program operations and the safeguarding of assets;
- ➢ The efficiency and effectiveness of operations;
- ➢ Information systems and controls; and
- ➢ Agency risk management.

PROFESSIONAL STANDARDS

MAS commits to providing quality timely, unbiased, value-added assurance and auditing and consulting services. MAS will adhere to the following professional standards and codes:

- ➢ Government Auditing Standards promulgated by the Comptroller General of the United States;
- ➢ **Institute of Internal Auditors'** International Standards for the Professional Practice of Internal Auditing;
- ➢ **Information Systems Audit and Control Association's (ISACA) Information System** Standards, Guidelines and Procedures for Auditing and Control Professionals;
- ➢ **SGVCOG's Employee Code of Conduct and Administrative Code;** Policies and procedures;
- ➢ MAS Audit Policy Manual and applicable procedures; and
- ➢ Federal, State and Local rules regulations as applicable.

AUTHORITY AND ACCOUNTABILITY

MAS is directly supervised by the Director of Finance, who reports to the Executive Director. The Executive Director is accountable to the Governing Board.

The function will audit and or evaluate activities based on an approved risk-based audit plan or specific requests approved by the Executive Director:

MAS is authorized to:
- ➢ Have full, free and unrestricted access to all information, functions, operations, systems, property, personnel and other relevant materials

necessary to accomplish its work. All employees will cooperate fully in making available material or information requested by MAS or any external auditors managed by MAS. Access to contracted third parties will be handled in accordance with contractual terms.

➢ Sign Confidentiality Statements annually. Documents provided to MAS will be handled in the same prudent manner as by those employees normally accountable for them.

➢ Allocate resources, set frequencies, select subjects, determine scope of work, and apply the techniques required to accomplish audit, review or other assessment objectives.

➢ Obtain necessary assistance of personnel in functions where audits are being performed, as well as other specialized services from external consultants.

MAS is not authorized to:

➢ Initiate or approve accounting transactions external to MAS;

➢ Direct the activities of any employee not part of the MAS, except to the extent, such employees have been appropriately assigned to auditing team; and

➢ Sign or participate in the issuance or amendment of contracts or Task Orders.

MAS will:

➢ Report significant issues related to the processes for controlling activities, including potential improvements to those processes, and provide information concerning such issues through resolution; and

➢ Provide periodic information on the status and results of the annual audit plan and the adequacy of progress as it relates to management action plans.

RESPONSIBILITIES

MAS is responsible for:

➢ Developing and implementing an annual risk based Audit Work Plan which identifies priorities;

➢ Reporting audit findings to management and the Executive Committee of Governing Board;

➢ Maintaining adequate professional audit staff with sufficient knowledge, skills, experience and professional certification to meet the requirements of this Charter;

➢ Providing consulting services, which are advisory in nature, as long as the services do not impair **the Audit Department's** independence and Objectivity;

➢ Exercising due professional care;

➢ Professional conduct;

➢ Considering consultant auditors' scopes of work, as appropriate, for the purpose of providing optimal audit coverage;

➢ Issuing an audit, evaluation or assessment report to the auditee at the conclusion of each engagement. The report communicates the findings and recommendations;

➢ Following up on outstanding recommendations to ensure that they are effectively addressed and remediated by management within the mutually agreed timeframes;

➢ Submitting copies of audit reports to funding partners (if required) to meet the requirements of funding agreements; and

➢ Referring suspected fraud, waste, or abuse promptly to the Inspector General.

AUDIT WORK PLAN

Prior to the beginning of each fiscal year, the Audit Manager shall submit an Annual Audit Plan to the Director of Finance, Executive Director and Executive Committee for review and approval. The audit plan is based upon risk assessment and input from management and other stakeholders. The Audit Plan identifies prioritized audits and evaluations, including timing and estimated effort in hours. Audit Plan activities may include the following types of assignments:

➢ Compliance with contracts, regulations, policies and procedures
➢ Financial operations
➢ Operational processes
➢ Special Projects & Investigations
➢ Information Security Controls
➢ Advisory services

REPORTING AND MONITORING

Following the conclusion of each audit or review, MAS will issue a written report, reviewed and signed by the Director of Finance. MAS will distribute the report as appropriate. The report will include findings and recommendations and any actions needed to be taken by auditee and SGVCOG management.

The audit or evaluation **report may include management's response and correc**tive action taken or to be taken regarding the specific findings and recommendations. The Management response should be provided within thirty days and should include a timetable for anticipated completion of action to be taken and an explanation for any corrective action that will not be implemented. MAS will follow-up on engagement

findings and recommendations as appropriate. All significant findings will remain in an open issues file until cleared.

The Audit Manager will periodically report to the Executive Committee of the Governing Board on performance relative to the Audit plan. Reporting will also include significant risk exposures and control issues, including fraud risks, governance issues, and relevant other matters.

INDEPENDENCE AND OBJECTIVITY

Professional auditing standards require that MAS is independent both in fact and appearance and is sufficiently removed from political or organizational pressures to conduct audits or reviews and report findings, opinions, and conclusions objectively without fear of reprisal. All MAS activities shall remain free from interference relative to matters of audit selection, scope, procedures, frequency, timing, or report content to maintain independence and objectivity. The Audit Manager shall report any impairment to independence, or unjustified restriction or limitations promptly to the Executive Director and the Executive Committee, or in the audit or evaluation report as appropriate.

MAS will exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. MAS will make a balanced assessment of all relevant circumstances and will not be unduly influenced by own interests or by others in forming judgments.

QUALITY ASSURANCE AND IMPROVEMENT PROGRAM:

MAS will maintain a quality assurance and improvement program that covers all aspects of its activities**. The program will include an evaluation of the internal audit activity's** conformance with applicable professional standards. The program also assesses the efficiency and effectiveness of MAS activities and identifies opportunities to improve performance.

IN WITNESSES WHEREOF, the parties hereto have caused this Audit Charter to be executed by the officers thereunto duly authorized as of_____, 2021.

San Gabriel Valley Council of Governments

Executive Committee of the Governing Board

_____   By _____
                President   Board Secretary

ANNUAL WORK PLAN FOR FISCAL YEAR 2021/22

Overview

The Annual Work Plan, as shown in **Attachment A,** is a list of audits, reviews and evaluations which the Management Audit Services (MAS) unit proposes to perform during the Fiscal Year 2021/22**. Attachment B** provides greater detail on the planned contract audits. The Plan satisfies the mission and responsibilities set out in the approved Audit Charter. MAS may reprioritize the proposed activities, if necessary to accommodate changes in risk and or resources. The proposed activities are designed to address process improvements, risk management, information security and internal control, compliance with SGVCOG policies, contracts, and other regulations. Of the 3500 available hours, Pre Award Reviews are expected to take up 800 hours while over 1300 hours are planned for interim incurred cost contract audits. Additionally, the Plan allocates almost 950 hours to process control reviews and evaluations. The 170 carryover hours relate to work started in fiscal year 2020/21 which must be completed in the plan year. 200 hours are allocated to final close out incurred cost audits. The fiscal year 2021/22 Plan is designed to:

1. Focus the available resources on identified priorities and take steps to clear the backlog
2. Improve the effectiveness of SGVCOG governance, risk management and control processes
3. Enhance the value of the audit unit to improve agency operations
4. Assess the Risk and Control Environment of SGVCOG as a basis for strengthening organizational performance.

MAS developed the Contracts audit plan by applying the methodology outlined below:

1. Analyzed the "existing list of contracts to be audited" and rearranged it by contract number and by contractor. This reduced the number of contracts to be audited from 90 to 20, but increased the "amount to be audited" for each contract.
2. Due to length of time since contract execution, converted audits originally scheduled as "Post Award Audits" to interim incurred cost. In the Plan year, the scope of Post Award reviews will mirror that of the Pre award review. The Post award reviews will also be performed as soon as possible after contract execution, preferably prior to the first billing by the contractor.
3. Identified contracts for interim audit based on contract inception date, dollar value, number of Task Orders and revisions, contract performance period and contractor follow ups.
4. Based on assessed complexity and dollar value, estimated the audit/review effort in hours.

Based on risk trends, best practice, and requests from Director Finance and Executive Director, the plan identified Process Reviews and Evaluations considered important.

An Agency wide risk assessment is recommended in the early part of fiscal year 2022/23. Such an assessment will provide an informed perspective on the SGVCOG risk environment, including risk priorities and strategies. Once such a risk assessment is performed, MAS expects that annual audit work plans will be risk based. MAS will also request management for input in the development of the audit plan.

![SGVCOG — San Gabriel Valley Council of Governments]

MANAGEMENT AUDIT SERVICES

FISCAL YEAR 2021 AUDIT WORK PLAN

AVAILABLE HOURS					3563	

AUDIT TYPE		REQUIREMENT	DESCRIPTION/GENERAL OBJECTIVE	Performance period *if applicable*	$ if Applicable	ESTIMATED HOURS	TIMING
CONTRACT AUDITS							
Carried Forward from Prior Year							
Audit #	Project						
21 COG 232	URS/AECOM Durfee-Post Award Audit	Compliance	Durfee- 1 Task Order	N/A	$ 1,061,536	20	
21 COG 236	Lee Andrews-Interim incurred cost	Contract Compliance	Community Outreach -5 Task Orders on various Grade separation projects	7/1/16-6/30/21	$ 4,533,354	80	
21 COG 231	CWE -Rio Hondo, Post Award	Compliance	Rio Hondo- 1 Task Order + 7 revisions	N/A	$ 312,687	20	
21 COG 237	Paragon- Durfee & others -Interim	Compliance	Various- 17 Task Orders	7/1/16-6/30/21	$ 2,559,209	50	
Totals from Prior Year					$ 8,466,786	170	1st Qtr
FY21/22 Plan							
8 Pre Award/Post Award Reviews		Compliance	Determine adequacy of contractor accounting system & financial capability, fiscal contract provisions and fairness & reasonableness of price.	N/A	**TBD**	800	As requested
Contract #	**Iterim Incurred Cost (Attachment B)**						
13-01A	HDR- Property Acquisition & Relocation	Contract Compliance	Pomona/Montebello/Turnbull- 4 Task Orders + 10 Revisions	5/8/15-6/30/21	$ 3,547,350	150	3rd Qtr
10-07 & 10-07A	LSA- Environmental Services	Contract Compliance	Durfee, Fullerton, Fairway, Montebello & Turnbull-5 Task Orders + 10 Revisions	7/1/14-6/30/21	$ 1,558,341	150	3rd Qtr
13-01B	PPL_Right of Way Acquisition	Contract Compliance	Fullerton-1 Task Oder + 11 Revisions	7/1/13-6/30/20	$ 2,729,498	120	1st Qtr
12-07A	PB/WSP & Subs-Design Support + CM Services	Contract Compliance	Fairway-2 Task Orders & 6 Revisions	11/3/14-6/30/21	$ 4,408,736	140	3rd Qtr
15-02	M&N + 3 Subs- Preliminary Engineering	Contract Compliance	Montebello-3 Task Orders + 8 Revisions	10/3/16-2/28/21	$ 16,792,396	240	2nd Qtr
16-04	HNTB + 2 Subs- Preliminary Engineering	Contract Compliance	Turnbull-1 Task Order + 5 Revisions	6/28/18-6/1/21	$ 7,387,513	160	2nd Qtr
12-03	URS-Final Design	Contract Compliance	Durfee. 1 Task order + 6 Revisions	4/15/16-6/30/19	$ 1,030,358	120	2nd Qtr
08-04	PPL_ Right of Way Acquisition	Contract Compliance	Various projects-16 Task Orders	7/1/15-6/30/21	$ 2,135,035	140	3rd Qtr
08-11	Stantec (MWH)- Environmental Services	Contract Compliance	Various projects-3 Task Orders	7/1/18-6/30/21	$ 1,429,658	120	4th Qtr
Totals for interim incurred audits					$ 41,018,885	1340	
Final Close Out incurred audits							
14-05	Berg + 5 Subs- CM Services	Contract Compliance	Fullerton-1 Task Oder + 6 Revisions	2/23/16-6/30/21	$ 13,272,396	200	1st Qtr
PROCESS REVIEWS & EVALUATIONS							
Procurement and Contract Management process		Process improvement	Evaluation of the Procurement and Contract Management process	Over the previous year	N/A	275	1st Qtr
Agency controls over Contractor invoice review & payment		Process improvement	Evaluation of agency review and payment of contractor services	Over the previous year	N/A	80	2nd Qtr
Assessment of Online Information Security Awareness Training for agency staff		Information security & control	Assessment of Online Information Security Awareness Training for agency staff	N/A	N/A	100	2nd Qtr
Agency Risk Assessment Plan		Identification & management of key risks	Basis for managing Agency Risks	N/A	N/A	160	4th Qtr
Audit Unit: Self Evaluation & Improvement		Quality Assurance & Improvement	Update Audit Charter, policy and procedures. Evaluate audit approach. Develop peformance metrics. Pentana MK training to streamline audit process & improve the utility of audit management software.	N/A	N/A	170	3rd Qtr
Revenue & Expenditure account coding		Coding structure & controls	Assess the adequacy of account coding structure and controls	N/A	N/A	80	3rd Qtr
Fixed Assets		Fixed assets Controls	Assess the process for and controls over COG acquired fixed assets managed by contractors	Unspecified	N/A	80	4th Qtr
Totals for Process Reviews & Evaluations						945	
Management requests							
External audit assistance		Audit standards	As needed assistance during FY20/21 audit	7/1/20-6/30/21	N/A	40	Qtr 1-2
Other requests		TBD			TBD	68	TBD
Total planned hours						3563	
Excess/(shortfall)					N/A	0	
Outsourcing/Staff augmentation plan					N/A	N/A	

FY2021/22 INCURRED COST CONTRACT AUDIT PLAN

#	Contract #	Contractor	Task Order	Revision	Type	Performance	Project	Service	Not To Exceed	Est Hours
	13-01A	HDR	2	1-9	TM	5/8/15 - 6/30/21	Pomona At-Grade	Property Acquisition and Relocation Assistance	$ 202,884	
	13-01A	HDR	3	4	TM	7/1/18 - 6/30/19	Montebello	Property Acquisition and Relocation Assistance	600,529	
	13-01A	HDR	3	6-9	TM	7/1/19 - 6/30/20	Montebello	Property Acquisition and Relocation Assistance	724,450	
	13-01A	HDR	3	10	TM	7/1/20 - 6/30/21	Montebello	Property Acquisition and Relocation Assistance	468,454	
	13-01A	HDR Eng'g	3B	1-7	TM	7/1/18 - 6/30/19	Maple Ave	Property Acquisition and Relocation Assistance	267,439	
	13-01A	HDR Eng'g	4	1-3	TM	7/1/16 - 6/30/19	Turnbull	Property Acquisition and Relocation Assistance	376,348	
	13-01A	HDR Eng'g	4	4-9	TM	7/1/19 - 6/30/20	Turnbull	Property Acquisition and Relocation Assistance	549,744	
	13-01A	HDR Eng'g	4	10	TM	7/1/20 - 6/30/21	Turnbull	Property Acquisition and Relocation Assistance	357,502	
1	13-01A		4	10					$ 3,547,350	150
	10-07A	LSA	7	7-9	TM	7/1/18 - 6/30/21	Durfee	Environmental Services	165,748	
	10-07A	LSA	8	4-7	TM	7/1/16 - 6/30/21	Fullerton	Environmental Services	107,272	
	10-07	LSA	1	8-10	TM	7/1/18 - 6/30/21	Fairway	Environmental Services	172,726	
	10-07	LSA	13	6	TM	7/1/18 - 6/30/19	Montebello	Environmental Services	300,394	
	10-07	LSA	12	1-3	TM	7/1/14 - 6/30/18	Turnbull	Environmental Services	330,400	
	10-07	LSA	12	4-5	TM	7/1/18 - 6/30/20	Turnbull	Environmental Services	481,801	
2	10-07		5	10					$ 1,558,341	150
	13-01B	PPL	2	1	TM	7/1/13 - 6/30/14	Fullerton	Right-of-way Acquisition	611,308	
	13-01B	PPL	2	2-3	TM	7/1/14 - 6/30/15	Fullerton	Right-of-way Acquisition	651,313	
	13-01B	PPL	2	4	TM	7/1/15 - 6/30/16	Fullerton	Right-of-way Acquisition	534,093	
	13-01B	PPL	2	5	TM	7/1/16 - 6/30/17	Fullerton	Right-of-way Acquisition	303,627	
	13-01B	PPL	2	6-7	TM	7/1/17 - 6/30/18	Fullerton	Right-of-way Acquisition	238,902	
	13-01B	PPL	2	8-9	TM	7/1/18 - 6/30/19	Fullerton	Right-of-way Acquisition	191,273	
	13-01B	PPL	2	10-11	TM	7/1/19 - 6/30/20	Fullerton	Right-of-way Acquisition	198,982	
3	13-01B		1	11					$ 2,729,498	120
	14-05	Berg - AMEC	2	1-3	TM	2/23/16 - 1/31/21	Fullerton	CM Services	639,106	
	14-05	Berg	2	4-6	TM	5/1/19 - 6/30/21	Fullerton	CM Services	11,010,509	
	14-05	Berg - Towill	2	4-6	TM	5/1/19 - 6/30/21	Fullerton	CM Services	433,388	
	14-05	Berg - Wood	2	4-6	TM	5/1/19 - 6/30/21	Fullerton	CM Services	522,986	
	14-05	Berg - SEC	2	4-6	TM	5/1/19 - 6/30/21	Fullerton	CM Services	530,034	
	14-05	Berg - GJ Caromone LLC	2	4-6	TM	5/1/19 - 6/30/21	Fullerton	CM Services	136,373	
4	14-05		1	6					$13,272,396	200 Note 1
	12-07A	PB/WSP - AVA	2	1-6	TM	11/3/14 - 6/30/21	Fairway	Design Support during Construction	626,470	
	12-07A	PB/WSP - S&T	2	1-6	TM	11/3/14 - 6/30/21	Fairway	Design Support during Construction	257,481	
	12-07A	PB/WSP - KKCS	2	1-6	TM	11/3/14 - 6/30/21	Fairway	Design Support during Construction	358,108	
	12-07A	PB/WSP - SEC	2	1-6	TM	11/3/14 - 6/30/21	Fairway	Design Support during Construction	802,842	
	12-07A	PB/WSP - Twining	2	1-6	TM	11/3/14 - 6/30/21	Fairway	Design Support during Construction	635,975	
	12-07A	PB/WSP - RT Engineering	2	1-6	TM	11/3/14 - 6/30/21	Fairway	Design Support during Construction	300,382	
	12-07A	PB/WSP - Guida Surveying	2	1-6	TM	11/3/14 - 6/30/21	Fairway	Design Support during Construction	225,358	
	12-07A	PB/WSP	4	1-4	TM	11/1/16 - 3/31/20	Fairway	CM Services - Rte 60	975,132	
	12-07A	PB/WSP - Twining	4	1-4	TM	11/1/16 - 3/31/20	Fairway	CM Services - Rte 60	226,988	
5	12-07A		2	6					$ 4,408,736	140
	15-02	M&N	2	1-8	LS	10/3/16- 12/31/19	Montebello	Phase 2 - 35% Preliminary Eng'g Services	3,537,804	
	15-02	M&N - HDR	2	1-8	LS	10/3/16- 12/31/19	Montebello	Phase 2 - 35% Preliminary Eng'g Services	845,646	
	15-02	M&N - LIN Consulting	2	1-8	LS	10/3/16- 12/31/19	Montebello	Phase 2 - 35% Preliminary Eng'g Services	197,389	
	15-02	M&N - Guida Survey	2	1-8	LS	10/3/16- 12/31/19	Montebello	Phase 2 - 35% Preliminary Eng'g Services	164,522	
	15-02	M&N	3	1-3	LS	5/15/18 - 12/31/20	Montebello	Phase 2 - 35% Preliminary Eng'g Services	531,300	
	15-02	M&N - HDR	3	1-3	LS	5/15/18 - 12/31/20	Montebello	Phase 2 - 35% Preliminary Eng'g Services	246,630	
	15-02	M&N	4	1-4	LS	6/26/18 - 2/28/21	Montebello	Phase 3	8,168,100	
	15-02	M&N - HDR	4	1-4	LS	6/26/18 - 2/28/21	Montebello	Phase 3	2,319,400	
	15-02	M&N - LIN Consulting	4	1-4	LS	6/26/18 - 2/28/21	Montebello	Phase 3	481,705	
	15-02	M&N - Guida Survey	4	1-4	LS	6/26/18 - 2/28/21	Montebello	Phase 3	299,900	
6	15-02		3	8					$16,792,396	240
	16-04	HNTB	2	1-5	LS	6/28/18 - 6/1/21	Turnbull	Preliminary Engineering	5,503,505	
	16-04	HNTB - Towill	2	1-5	LS	6/28/18 - 6/1/21	Turnbull	Preliminary Engineering	317,883	
	16-04	HNTB - WKE Inc.	2	1-5	LS	6/28/18 - 6/1/21	Turnbull	Preliminary Engineering	1,566,125	
7	16-04		1	5					$ 7,387,513	160
	08-04	PPL	30-33		TM	7/1/15 - 6/30/17	Various	Right-of-way Acquisition	526,288	
	08-04	PPL	34-36		TM	7/1/17 - 6/30/18	Various	Right-of-way Acquisition	412,702	
	08-04	PPL	37-39		TM	7/1/18 - 6/30/19	Various	Right-of-way Acquisition	595,490	
	08-04	PPL	40-42		TM	7/1/19 - 6/30/20	Various	Right-of-way Acquisition	372,933	
	08-04	PPL	43-45		TM	7/1/20 - 6/30/21	Various	Right-of-way Acquisition	227,622	
8	08-04		16						$ 2,135,035	140
	08-11	Stantec (MWH)	21-22		TM	7/1/18 - 6/30/20	Various	Environmental Services	924,369	
	08-11	Stantec (MWH)	23		TM	7/1/20 - 6/30/21	Various	Environmental Services	505,289	
9	08-11		3						$ 1,429,658	120
10	12-03	URS	4	2-8	LS	4/15/16-6/30/21	Durfee	Final design	$ 1,030,358	120
									$54,291,281	1540

Note 1 Contractor terminated and Final Close out to be performed.

AGENDA AND NOTICE OF THE MEETING OF THE
SAN GABRIEL VALLEY COUNCIL OF GOVERNMENTS GOVERNING BOARD
THURSDAY, AUGUST 19, 2021 - 4:00 P.M.*
Teleconference Meeting
Zoom Link: https://zoom.us/j/94370146127
Livestream Available at:

SGVCOG Officers

President
Becky Shevlin

1ˢᵗ Vice President
Tim Hepburn

2ⁿᵈ Vice President
Ed Reece

3ʳᵈ Vice President
April Verlato

Members
Alhambra
Arcadia
Azusa
Baldwin Park
Bradbury
Claremont
Covina
Diamond Bar
Duarte
El Monte
Glendora
Industry
Irwindale
La Cañada Flintridge
La Puente
La Verne
Monrovia
Montebello
Monterey Park
Pasadena
Pomona
Rosemead
San Dimas
San Gabriel
San Marino
Sierra Madre
South El Monte
South Pasadena
Temple City
Walnut
West Covina

First District, LA County Unincorporated Communities

Fourth District, LA County Unincorporated Communities

Fifth District, LA County Unincorporated Communities

SGV Water Districts

Thank you for participating in tonight's meeting. The Governing Board encourages public participation and invites you to share your views on agenda items.

MEETINGS: *Regular Meetings of the Governing Board are held on the third Thursday of each month at 4:00 PM at the Foothill Transit Office (100 South Vincent Avenue, West Covina, CA 91790).* The Governing Board agenda packet is available at the San Gabriel Valley Council of Government's (SGVCOG) Office, 1000 South Fremont Avenue, Suite 10210, Alhambra, CA, and on the website, www.sgvcog.org. Copies are available via email upon request (sgv@sgvcog.org). Documents distributed to a majority of the Board after the posting will be available for review in the SGVCOG office and on the SGVCOG website. Your attendance at this public meeting may result in the recording of your voice.

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

TO ADDRESS THE GOVERNING BOARD: At a regular meeting, the public may comment on any matter within the jurisdiction of the Board during the public comment period and may also comment on any agenda item at the time it is discussed. At a special meeting, the public may only comment on items that are on the agenda. Members of the public wishing to speak are asked to complete a comment card or simply rise to be recognized when the Chair asks for public comments to speak. We ask that members of the public state their name for the record and keep their remarks brief. There is a three-minute limit on all public comments. Proxies are not permitted, and individuals may not cede their comment time to other members of the public. **The Governing Board may not discuss or vote on items not on the agenda.**

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

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

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

*MEETING MODIFICATIONS DUE TO THE STATE AND LOCAL STATE OF EMERGENCY RESULTING FROM THE THREAT OF COVID-19: On March 17, 2020, Governor Gavin Newsom issued Executive Order N-29-20 authorizing a local legislative body to hold public meetings via teleconferencing and allows for members of the public to observe and address the meeting telephonically or electronically to promote social distancing due to the state and local State of Emergency resulting from the threat of the Novel Coronavirus (COVID-19).

To follow the new Order issued by the Governor and ensure the safety of Board Members and staff for the purpose of limiting the risk of COVID-19, in-person public participation at the Governing Board meeting scheduled for August 19, 2021 at 4:00 p.m. will not be allowed. To allow for public participation, the Governing Board will conduct its meeting through Zoom Video Communications. To participate in the meeting, download Zoom on any phone or computer device and copy and paste the following link into your browser to access the live meeting: https://zoom.us/j/94370146127. You may also access the meeting via the livestream link on the front of the agenda page.

Submission of Public Comments: For those wishing to make public comments on agenda and non-agenda items you may submit comments via email or by Zoom.

- Email: Please submit via email your public comment to Katie Ward (kward@sgvcog.org) at least 1 hour prior to the scheduled meeting time. Please indicate in the Subject Line of the email "FOR PUBLIC COMMENT." Emailed public comments will be read into the record and will be part of the recorded meeting minutes. Public comment may be summarized in the interest of time, however the full text will be provided to all members of the Governing Board prior to the meeting.
- Zoom: Through Zoom, you may speak by using the web interface "Raise Hand" feature. Wait to be called upon by staff, and then you may provide verbal comments for up to 3 minutes. Public comment is taken at the beginning of the meeting for items not on the agenda. Public comment is also accepted at the beginning of each agenda item.

Any member of the public requiring a reasonable accommodation to participate in this meeting should contact Katie Ward at least 48 hours prior to the meeting at (626) 457-1800 or at kward@sgvcog.org.

PRELIMINARY BUSINESS   **5 MINUTES**

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

CONSENT CALENDAR   **5 MINUTES**

(It is anticipated that the SGVCOG Governing Board may take action on the following matters)

6.   Governing Board Meeting Minutes
     Recommended Action: Adopt Governing Board minutes.
7.   Monthly Cash Disbursements/Balances/Transfers
     Recommended Action: Approve Monthly Cash Disbursements/Balances/Transfers.
8.   Committee/TAC/Governing Board Attendance
     Recommended Action: Receive and file.
9.   AB 41 (Wood) - Support
     Recommendation Action: Adopt Resolution 21-37 supporting AB 41 (Wood).
10. SB 4 (Gonzalez) - Support
     Recommendation Action: Adopt Resolution 21-38 supporting SB 4 (Gonzalez).
11. SB 743 (Bradford) – Support
     Recommendation Action: Adopt Resolution 21-39 supporting SB 743 (Bradford).
12. Los Angeles County Coordination Action Plan Update
     Recommendation Action: Receive and file.
13. Financial Accounts for the Safekeeping of Property and Official Signatures
     Recommendation Action: Adopt Resolution 21-40 updating authorized official signatures on financial accounts at commercial bank institutes for the safekeeping of property.
14. 12th Amended and Restated Bylaws
     Recommendation Action: Authorize staff to place the proposed Twelfth Amended and Restated Bylaws ("Proposed Bylaws") on the agenda for the Governing Board's consideration at its next regular meeting.
15. Conflict of Interest Code Update
     Recommendation Action: Adopt Resolution 21-41 to update SGVCOG Conflict of Interest Code.
16. FY 21-22 Budget Amendment #1
     Recommendation Action: Adopt Resolution 21-42 amending the FY 20-21 Budget.
17. Update SGVCOG Audit Charter
     Recommendation Action: Adopt Resolution 21-43 to update SGVCOG Audit Charter.
18. 2022-2023 Measure H Funding Recommendations
     Recommendation Actions:
         (1) Approve the SGVCOG 2022-2023 Measure H Funding Recommendations; and
         (2) Authorize the Executive Director to negotiate and execute a contract with the Los Angeles County Homeless Initiative (HI) for an amount not-to-exceed $1,175,000.
19. Homelessness Programs Funding Sources
     Recommendation Action: Approve changes to program funding source to allow for flexibility in spending according to deadlines and task eligibility.
20. SGVCOG Committee and TAC Appointments
     Recommended Action: Appoint members to the following standing SGVCOG Policy Committees, and Technical Advisory Committees:

- *Homelessness Committee:*
  - *City of South Pasadena*
21. Approval of Gold Line Transit Oriented Development Pedestrian Bridge Funding Agreement with the City of La Verne
Recommendation Action: Authorize the Executive Director to execute a funding agreement with the City of La Verne to proceed with the design of the Gold Line Transit Oriented Development Pedestrian Bridge.
22. SGVCOG Housing and Homelessness Summer 2021 Report
Recommendation Action: Receive and file.

PRESENTATIONS   **30 MINUTES**
23. SB 1383 Background and Requirements: Keith Lilley, Deputy Director, Los Angeles County Public Works; Christopher Sheppard, Senior Civil Engineer, Los Angeles County Public Works
Recommended Action: For information only.
24. South Pasadena Water Conservation Program: Arpy Kasparian, Water Conservation and Sustainability Analyst, City of South Pasadena
Recommended Action: For information only.
25. Temple City Electronic Building and Planning Services: Bryan Cook, City Manager, City of Temple City; Scott Reimers, Community Development Director, City of Temple City
Recommended Action: For information only.

LIAISON REPORTS
26. Gold Line Foothill Extension Construction Authority
27. Foothill Transit
28. Los Angeles County Metropolitan Transportation Authority
29. San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy
30. San Gabriel Valley Mosquito & Vector Control District
31. Southern California Association of Governments
32. League of California Cities
33. San Gabriel Valley Economic Partnership
34. South Coast Air Quality Management District

PRESIDENT'S REPORT   **5 MINUTES**
EXECUTIVE DIRECTOR'S REPORT   **5 MINUTES**
GENERAL COUNSEL'S REPORT   **5 MINUTES**
COMMITTEE/BOARD REPORTS   **10 MINUTES**
35. Transportation Committee
36. Homelessness Committee
37. San Gabriel Valley Regional Housing Trust Board
38. Energy, Environment and Natural Resources Committee
39. Water Committee
40. Capital Projects and Construction Committee

ANNOUNCEMENTS
ADJOURN