

**SAN FERNANDO VALLEY  
COUNCIL OF GOVERNMENTS**

A Joint Powers Authority

**BOARD OF DIRECTORS  
MEETING AGENDA**

Thursday, October 13, 2011 – 10:00 a.m.

Valley Municipal Building, Council Chambers  
14410 Sylvan Street, 2nd Floor  
Van Nuys, California 91401

**BOARD OF DIRECTORS**

MEMBERS

Chair: Council Member Ara Najarian, City of Glendale  
Vice-Chair: Councilmember Dennis Zine, 3rd District, City of Los Angeles

Supervisor Zev Yaroslavsky, 3rd Supervisorial District, County of Los Angeles  
Supervisor Mike Antonovich, 5th Supervisorial District, County of Los Angeles  
Mayor Mario Hernandez, City of San Fernando  
Mayor Jess Talamantes, City of Burbank  
Mayor Pro-Tem Laurie Ender, City of Santa Clarita  
Councilmember Paul Krekorian, 2nd District, City of Los Angeles  
Councilmember Tom LaBonge, 4th District, City of Los Angeles  
Councilmember Paul Koretz, 5th District, City of Los Angeles  
Councilmember Tony Cárdenas, 6th District, City of Los Angeles  
Councilmember Richard Alarcón, 7th District, City of Los Angeles  
Councilmember Mitchell Englander, 12th District, City of Los Angeles

STAFF

SFVCOG Treasurer: Mark J. Saladino, Treasurer, County of Los Angeles  
SFVCOG Secretary: Robert L. Scott  
Robert L. Scott, Executive Director, San Fernando Valley COG  
Thomas J. Faughnan, Principal Deputy County Counsel, County of Los Angeles  
Arletta Maria Brimsey, Deputy City Attorney, City of Los Angeles

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The entire agenda package and any meeting related writings or documents provided to a majority of the Board of Directors after distribution of the agenda package, unless exempt from disclosure pursuant to California Law, are also available. Email at [info@sfcog.org](mailto:info@sfcog.org) phone at 818-712-9500 for accommodation.

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## **CALL TO ORDER — San Fernando Valley Council of Governments (SFVCOG)**

1. CALL TO ORDER — Ara Najarian, Chair
2. ROLL CALL
3. PLEDGE OF ALLEGIANCE
4. PUBLIC COMMENTS

*At this time members of the public can address the San Fernando Valley Council of Governments Board of Directors (Board) regarding any items within the subject matter jurisdiction of the agency that are not separately listed on this agenda, subject to time restrictions, by filling out a Public Comment Card and submitting that card to the Secretary. Members of the public will have an opportunity to speak on agenda items at the time the item is called for discussion. No action may be taken on items not listed on the agenda unless authorized by law. Whenever possible, lengthy testimony should be presented to the Board in writing and only pertinent points presented orally.*

## **CONSENT CALENDAR**

*All items listed under the Consent Calendar are considered to be routine and may be enacted by one motion. Prior to the motion to consider any action by the Board, any public comments on any of the Consent Calendar items will be heard. There will be no separate action unless members of the Board request specific items to be removed from the Consent Calendar.*

5. MINUTES – Review July 14, 2011 Board of Directors Minutes.  
Requested Action: Approve Minutes
6. FINANCIAL REPORTS — Review summary financial reports Fourth Quarter, FY 2010-2011  
Requested Action: Receive and file

## **REGULAR CALENDAR**

*The Board of Directors may take action on the following items*

## **ACTION ITEMS**

7. CHAIRMAN'S REPORT  
*Updates, remarks and recommendations from the Chair of the Board*
  - a. METROLINK — Antelope Valley Line, Infrastructure Improvement Plan
8. EXECUTIVE DIRECTOR'S REPORT  
*Report from the Executive Director regarding meetings, developments and correspondence*

Requested Action: Discuss as indicated; receive and file.

## **FISCAL & ORGANIZATIONAL**

9. FISCAL POLICY MANUAL — Presentation - Fiscal Policy Manual Oct 2011

Requested Action: Approve the proposed Fiscal Policy Manual

10. BUDGET FY 2011-2012 — Presentation - Operating budget FY 2011-2012

Requested Action: Approve operating budget for FY 2011-2012.

11. MAP OF THE COG REGION — San Fernando Valley Council of Governments, core area of interest and representation

Requested Action: Adoption of map in principle

12. WORK PROGRAM — FY 2011-2012 "San Fernando Valley Council of Governments Work Program."

Requested Action: Adopt FY 2011-2012 Work Program

13. SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS (SCAG) — Liaison, Sylvia Patsaouras

- a. SUBREGION — Creation of a 15th Southern California Association of Governments Planning Subregion to include the geographic San Fernando (Census County Division) and Santa Clarita ("One Valley One Vision" planning area) Valleys.

Requested Action: Confirm action of the Southern California Association of Governments in creating a 15th Planning Subregion for the geographic San Fernando (Census County Division) and Santa Clarita (One Valley One Vision) Valleys.

- b. APPOINTMENTS TO SCAG POLICY COMMITTEES — As a SCAG Subregion the San Fernando Valley Council of Governments is entitled to make three appointments to the three main policy committees of SCAG

- i. Community, Economic and Human Development (CEHD)
- ii. Energy and Environment Committee (EEC)
- iii. Transportation Committee (TC)

Requested Action: Establish and undertake a process to appoint three member officials

## **INITIATIVES AND EVENTS**

14. TRANSPORTATION: VALLEY MOBILITY SUMMIT 2011 — Event hosted by San Fernando Valley Council of Governments, scheduled for November 10, 2011

Requested Action: Solicit support, participation and promotion for the event by SFVCOG board members and member jurisdictions. Approve project budget

expenditures up to revenues received, including reimbursement of expenses advanced.

15. TRANSPORTATION: BOB HOPE AIRPORT — Briefing and preview of the "Transportation Center" for Valley Mobility Summit 2011

Requested Action: Receive and file

16. CAPACITY BUILDING: FUNDERS SUMMIT — Event co-sponsored with the San Fernando Valley Community Foundation, Valley Non-Profit Resources, MEND and the Valley Economic Alliance to cultivate increased philanthropic awareness of the region and an increase in per capita share of resources

Requested Action: Continued support, participation and promotion by members. Approve project budget expenditures up to revenues received, including reimbursement of expenses advanced.

## **REGIONAL ISSUES**

17. VALLEY FAIR, CA 51st AGRICULTURAL DISTRICT ASSOCIATION — Progress, disposition and venue. Zine/Englander.

18. COMMUNICATIONS — Briefing by Greg Simay, Manager, Burbank Engineering Dept. — Interoperable Communications in the LA Region

Requested Action: Discuss and consider recommendation to agencies

19. WATER QUALITY IMPROVEMENT PROGRAM - Presentation by Russ Bryden, Parcel-based funding for new water cleanup projects

Requested Action: Discuss and consider recommendation.

## **CLOSING**

20. ITEMS FOR FUTURE AGENDAS

Members are invited to suggest additional items to be brought forward for discussion at future SFVCOG Board of Directors meetings. Collaborative Initiatives for Discussion

21. GENERAL ANNOUNCEMENTS

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

22. FUTURE MEETINGS — Regular meetings of the SFVCOG Board of Directors and Technical Advisory Committees

Technical Advisory Committee: Thursday December 8, 2011, 10:00 am

Board of Directors: Thursday January 12, 2012, 10:00 am

23. ADJOURNMENT

# **SAN FERNANDO VALLEY COUNCIL OF GOVERNMENTS**

A Joint Powers Authority

## **MINUTES OF THE MEETING**

Thursday, July 14, 2011 – 10:00 a.m.

Valley Municipal Building, Council Chambers

14410 Sylvan Street, 2nd Floor

Van Nuys, California 91401

## **BOARD OF DIRECTORS**

### **MEMBERS**

Chair: Supervisor Zev Yaroslavsky, 3rd Supervisorial District

Vice-Chair: Council Member Ara Najarian, City of Glendale

Supervisor Mike Antonovich, 5th Supervisorial District

Councilmember Paul Krekorian, 2nd District, City of Los Angeles

Councilmember Dennis Zine, 3rd District, City of Los Angeles

Councilmember Tom LaBonge, 4th District, City of Los Angeles

Councilmember Paul Koretz, 5th District, City of Los Angeles

Councilmember Tony Cárdenas, 6th District, City of Los Angeles

Councilmember Richard Alarcón, 7th District, City of Los Angeles

Councilmember Greig Smith, 12th District, City of Los Angeles

Mayor Mario Hernandez, City of San Fernando

Vice Mayor Jess Talamantes, City of Burbank

Mayor Pro-Tem Laurie Ender, City of Santa Clarita

### **STAFF**

Treasurer: Mark J. Saladino, Treasurer, County of Los Angeles

Secretary: Robert L. Scott, Executive Director, San Fernando Valley COG

Robert L. Scott, Executive Director, San Fernando Valley COG

Thomas J. Faughnan, Principal Deputy County Counsel, County of Los Angeles

Arletta Maria Brimsey, Deputy City Attorney, City of Los Angeles

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## **CALL TO ORDER – San Fernando Valley Council of Governments (SFVCOG)**

### **1. CALL TO ORDER – Zev Yaroslavsky, Chair**

The meeting was called to order by Chair Yaroslavsky at approximately 10:30 a.m.

### **2. ROLL CALL**

Quorum established (8 members): Yaroslavsky, Najarian, Zine, Koretz, Englander, Talamantes, Ender and Jim D'Antona for Cardenas. LaBonge arrived after roll call was called (9 members). Absent: Antonovich, Krekorian, Alarcón, and Hernandez.

### **3. CREDENTIALS - Note changes in members and alternates**

Review and discuss City of Los Angeles protocols for appointment of alternates. Council adopted item 07/05/2011 [CF 11-0685]

Discussion of designation of alternates. It was noted that the Joint Powers Agreement (JPA) provides that each member agency may designate alternates in accordance with its own

procedures—that there would be no need to amend the JPA to accommodate appointment. The procedure for the County of Los Angeles is in its ordinance, for example.

For clarification, each member will officially set the guidelines (process) for appointment of alternates and inform the SFVCOG in writing. Thereafter appointments will be made in accordance with such guidelines.

After discussion, on motion of Director Englander, seconded by Chair Yaroslavsky, this item was noted and filed as is.

#### 4. PLEDGE OF ALLEGIANCE

The pledge of allegiance was led by Chair Yaroslavsky.

#### 5. PUBLIC COMMENTS

*At this time members of the public can address the San Fernando Valley Council of Governments Board of Directors (Board) regarding any items within the subject matter jurisdiction of the agency that are not separately listed on this agenda, subject to time restrictions, by filling out a Public Comment Card and submitting that card to the Secretary. Members of the public will have an opportunity to speak on agenda items at the time the item is called for discussion. No action may be taken on items not listed on the agenda unless authorized by law. Whenever possible, lengthy testimony should be presented to the Board in writing and only pertinent points presented orally.*

Don Schultz, Vice Chair of the Van Nuys Airport Citizens Advisory Council addressed the Board concerning a proposal to create a Board of Airport Commissioners solely for the Van Nuys Airport, currently managed by Los Angeles World Airports (LAWA) and the Board of Airport Commissioners (BOAC).

Michael Kodama, Executive Director of the Orange Line Development Authority (OLDA) briefed the Board of Directors on OLDA, in support of improving transportation, and explained their mission of developing a fast, environmentally friendly transit system from the Gateway Cities to Santa Clarita Valley.

Dr. Gerald Fecht briefed the Board of Directors on the Museum of the San Fernando Valley and announced various events and activities that will be taking place there and asked for everyone's support.

Scott Sterling addressed the Board and announced additional events taking place to acquire sponsors in support of the Museum of the San Fernando Valley.

#### **CONSENT CALENDAR**

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6a. MINUTES – Copies of summary minutes are available for review. [2011.04.14]  
Requested Action: Approval of Minutes from the April 14, 2011 Board of Directors meeting.

On motion of Vice Chair Najarian, seconded by Director Talamantes, the minutes of the April 14, 2011 meeting were approved.

6b. REPORT FROM THE AUDITOR-CONTROLLER – Copies of summary financial reports are available for review: Third Quarter of FY 2010-2011

Requested Action: Receive and file financial reports for third quarter 2010-2011.

At the request of Director Zine, Robert Scott, Executive Director will look into the possibility of having refreshments available to the Board within the budget.

On motion of Vice Najarian, seconded by Chair Yaroslavsky, this item was noted and filed.

**REGULAR CALENDAR** – *The Board of Directors may take action on the following items*

#### 7. ELECTION/DESIGNATION OF OFFICERS

Nomination and election of Chair and Vice Chair for the FY 2011-2012 term of office beginning July 1, 2011, for the San Fernando Valley Council of Governments; continued from the previous meeting of the Board of Directors [04.14.2011]

- a. Chair of the Board
- b. Vice Chair of the Board  
San Fernando Valley 3 Board of Directors Meeting  
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- c. Designation of Treasurer  
The County Treasurer is the Treasurer for the SFV COG, and the County Auditor-Controller is the fiscal agent for the COG.
- d. Designation of Secretary  
The Executive Director will continue to serve as the Secretary to the Board of Directors, with assistance from Los Angeles County Executive Office Commission Services staff.

Requested Action: Elect the Chair and Vice Chair; designate the Treasurer and Secretary

Chair Yaroslavsky opened the floor for nomination of Chair of the Board. Director Zine nominated Vice Chair Najarian as Chair of the Board. There being no objection, nominations were closed.

On motion of Director Zine, seconded by Director Ender, and unanimously carried, Vice Chair Najarian was elected Chair of the Board for Fiscal Year 2011-2012.

Chair Najarian opened the floor for nomination of Vice Chair of the Board. Director Englander nominated Director Zine as Vice Chair of the Board. There being no objection, nominations were closed.

On motion of Director Englander, seconded by Director Koretz, and unanimously carried, Director Zine was elected Vice Chair of the Board for Fiscal Year 2011-2012.

The following positions will remain as designated:

The Treasurer of the County of Los Angeles, Mark J. Saladino, is the Treasurer for the SFV COG

The County Auditor-Controller, Wendy L. Watanabe, is the fiscal agent for the COG. The Executive Director, Robert L. Scott, will continue to serve as the Secretary to the Board of Directors, with assistance from Los Angeles County Executive Office Commission Services staff.

## FISCAL

8. BUDGET FY 2011-2012 — Executive Director presentation of a proposed operating budget for FY 2011-2012. Copies of the proposed budget are available for review. Requested Action: Approve operating budget for FY 2011-2012.

Robert Scott, Executive Director presented this item.

After discussion, Director Yaroslavsky made a motion to direct the Executive Director to reduce expenditures over the next three months so as not exceed \$12,000 in one year. Director Englander made a friendly amendment to the motion to reduce the expenditures for the next year and include details in the annual proof budget not to exceed \$60,000 for a full year. Director Yaroslavsky accepted the amendment.

On motion of Director Yaroslavsky, seconded by Director Englander, this item was approved as amended, directing the Executive Director to reduce expenditures for the next year and include details in the annual proof budget not to exceed \$60,000 for a full year.

9. FISCAL POLICY MANUAL — Executive Director presentation of the San Fernando Valley Council of Governments, Fiscal Policy Manual; prepared in conjunction with the County Auditor-Controller.

Requested Action: Approve the proposed Fiscal Policy Manual. [04.14.2011]

Robert Scott, Executive Director presented this item. It was noted that certain inconsistencies exist between county and city policies. These need to be reconciled. Thomas J. Faughnan, County Counsel suggested more time be provided to review the manual.

On motion of Director Yaroslavsky, seconded by Director Talamantes, this item was continued to the next meeting.

## ACTION ITEMS

10. EXECUTIVE DIRECTOR'S REPORT

Report from the Executive Director regarding meetings, developments and Correspondence

- a. Technical Advisory Committee
- b. Civic Advisory Committee — Formation
- c. Policy Subcommittees — Consideration

Requested Action: Make recommendations to Executive Director

Robert Scott, Executive Director reported on this item. The Technical Advisory Committee (TAC) met twice and proposed the creation of a Civic Advisory Committee (CAC). The proposal is for CAC to meet two months before the Board of Directors and the TAC to meet one month before the Board. Both are informal meetings to assist the Executive director in refining issues and preparing the agenda for the Board.



Regional civic leaders and experts will comprise the CAC and be invited to provide input to the SFV COG process. Each director is invited to recommend two or more individuals to serve on the CAC.

Transportation will be the first advisory subcommittee created, and will make recommendations to the CAC, TAC and Executive Director for presentation to the Board. Each member jurisdiction and regional transportation organization is requested to assign appropriate staff and resources to this committee.

11. MAP OF THE REGION — San Fernando Valley Council of Governments—Core area of representation and Concern

Requested Action: Adoption of map (without limitation)

Robert Scott, Executive Director presented this item. Director Ender provided insight of the upper boundary of the unincorporated areas of the Santa Clarita Valley to be included. Director Talamantes pointed out that La Canada Flintridge was listed as a City within the boundary, however they are part of the San Gabriel Valley.

By common consent, there being no objection, the map was adopted as amended.

12. WORK PROGRAM — FY 2011-2012 "San Fernando Valley Council of Governments Work Program." Priority issues and projects, short and longer term.

Requested Action: Adopt FY 2011-2012 Work Program for the San Fernando Valley Council of Governments

Robert Scott, Executive Director presented this item and asked for suggestions for the Work Program.

Director Yaroslavsky expressed concern regarding positions taken on legislation and issues and recommended this item be referred to the Technical Advisory Committee to develop broad policy statements for advocacy.

After discussion, on motion of Director Yaroslavsky, seconded by Director Englander, this item was referred to the Technical Advisory Committee to draft additional policies and protocols and placed on the next meeting agenda.

13. SCAQMD BRIEFING — The South Coast Air Quality Management District will brief the SFVCOG on their draft energy policy and the *Powering the Future* document.

Requested Action: Receive and file

Debra Ashby of the South Coast Air Quality Management District (SCAQMD) presented this item and provided an overview of their draft air quality related energy policy and their *Powering the Future* vision document developed along with the Southern California Association of Governments and the California Air Resources Board. Their goals include meeting AQMD federal and national clean air standards by 2014 and 2023 respectively, ensuring energy security and sustaining economic growth.

14. SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS (SCAG)

SUBREGION — Creation of a 15th Southern California Association of Governments Planning Subregion in the geographic —San Fernando Valley [04.14.2011]

Requested Action: Discuss and table the until the October 13, 2011 Board of Directors meeting to allow for further research and consideration

Robert Scott, Executive Director presented this item regarding the continued initiative to create a San Fernando Valley SCAG Subregion as the 15th in the SCAG region. The Los Angeles City Council resolved in 2005 (CF 05-0002-S13), sending correspondence to SCAG to establish a new subregion for the San Fernando Valley. There were questions as to whether or not the resolution had expired. Deputy City Attorney Arletta Marie Brimsey stated that the resolution that was adopted by the full council in 2004[2005] has not expired; it is still in effect; and can only be changed by subsequent resolution or an ordinance.

A pending motion by Directors Krekorian and Cárdenas to the Los Angeles City Council seeks clarification of the earlier resolution and the subregion, directing the Chief Legislative Analyst to research and provide an update on the issue. SCAG adopted a move forward resolution in 2006.

In further discussion Director Zine asked that this item be discussed with Hasan Ikhata, Executive Director of the Southern California Association of Governments (SCAG) and asked for increased communication with the city. After discussion, by common consent there being no objection, the Executive Director was instructed to work with SCAG and the City of Los Angeles and report back on this item at the next meeting.

## **SPONSORSHIPS AND EVENTS**

15. STATE OF TRANSPORTATION IN THE VALLEYS — Proposed event co-sponsored with Metro and possible other partners. Establishing a "Mobility Matrix" for the San Fernando and Santa Clarita Valleys—historical and prospective, with destination and origins analysis. Commuters, logistics and goods movement. First quarter 2012.  
Requested Action: Support for project by the SFVCOG and promotion by member jurisdictions

Robert Scott, Executive Director presented a proposal for a State of Transportation in the Valleys event "Valley Mobility Matrix" to be staged in conjunction with Metro, possibly in Early November 2011.

Discussion followed. Sponsorships for this and other future activities would be acceptable so long as good judgment was exercised—consistent with the types of co-sponsorships routinely undertaken by the cities and counties. It was noted that it is common practice to partner with various government, non-government organizations and corporate citizens in presenting issues and events. Controversial goods, services and companies, such as cigarettes, alcohol and the like, would not be acceptable sponsors or co-sponsors.

The Executive Director was instructed to come back in 90 days with a more solid plan with Metro and how it would function and what the substance would be.

On motion of Director Yaroslavsky, and by common consent, there being no objection, the Executive Director was given support by the Board for the event. Inasmuch as the budget is constrained, the project would have to be self-sustaining.

16. CAPACITY BUILDING - FUNDERS SUMMIT — Event co-sponsored with the San Fernando Valley Community Foundation, Valley Non-Profit Resources, MEND and the Valley Economic Alliance to cultivate increased philanthropic awareness of the region and an increase in per capita share of resources. SFVCOG contribution to be in-kind event coordination. First quarter 2012.  
Requested Action: Support for project by the SFVCOG and promotion by member Jurisdictions

Robert Scott, Executive Director presented this item.

On motion of Director LaBonge, seconded by Director Englander, this item was adopted by common consent. The Executive Director was given support by the Board for the event. Inasmuch as the budget is constrained, the project would have to be self-sustaining.

17. ECONOMIC DEVELOPMENT — Los Angeles Strategic Plan for Economic Development Interstate-5 Corridor Economic Development Plan 2010 (2007) - The Board directed the Executive Director to work with the TAC to develop a draft Work Program that incorporates all suggestions for consideration at the next meeting [04.14.2011]

- a. Prepare an Educated Workforce—Multiple USDs and Higher Education
- b. Create a Business-Friendly Environment
- c. Enhance Quality of Life
- d. Implement Smart Land Use
- e. Build a 21st Century Infrastructure
- f. Release of Annual Report

Requested Action: Discuss strategies and make recommendations for actions

Robert Scott, Executive Director presented this item. Peter McCarty, Project Director for the Interstate-5 Corridor study addressed the Board and provided an overview of best practices and initiatives that support the region's economic strengths, such as the aerospace and defense industry, entertainment industry, the biotech and biomedical area and nascent a "green tech" cluster.

Carolyn Casavan, Co-Chair of the San Fernando Valley Green Team addressed the Board and provided an overview of their current and future activities and programs.

Director LaBonge added that tourism and colleges are important issues that should be addressed.

Director Englander thanked Ms. Casavan and others for their work and their phenomenal event at CSUN.

Director Zine added that Pratt & Whitney Rocketdyne is accepting proposals for a site at Canoga and Victory Blvd. Currently the only proposal is to turn it into housing/hotel and it is preferred that the property be kept as industrial space.

Mr. Scott will report back on this item at the next meeting.

## **REGIONAL ISSUES**

18. TRANSIT DIALOG — Director LaBonge suggested discussions on high speed rail, Metro roads and freeways [04.14.2011]

Requested Action: Discuss strategies and positions to improve transit and transportation

Robert Scott, Executive Director presented this item. Director LaBonge reiterated that the Board look at high speed rail, I5 corridor, all the way through Glendale and Burbank.

19. COMMUNICATIONS — Briefing on Interoperable Communications in the LA Region [Burbank]

Requested Action: Discuss and consider recommendation to agencies

San Fernando Valley 5 Board of Directors Meeting

San Fernando Valley  
Council of Governments

Continued without objection. This item will be discussed at the next meeting.

20. VALLEY FAIR — CA 51st Agricultural District—Disposition and venue  
Requested Action: Make recommendation for venue or disposition

David Honda, President of Valley Fair known as the 51st Agricultural Association addressed the Board and provided a brief overview of their current status on becoming a revenue neutral agency and search of venue for their annual fair. Director Zine recommended Pierce College as a possibility and asked Mr. Honda to contact his office for assistance in working with Pierce College; Director Englander also offered to assist.

## CLOSING

21. ITEMS FOR FUTURE AGENDAS

Members are invited to suggest additional items to be brought forward for discussion at future SFVOG Board of Directors meetings. Collaborative Initiatives for Discussion

Director Talamantes suggested a discussion item be added to the next meeting agenda regarding the feasibility and frequency of meetings.

22. GENERAL ANNOUNCEMENTS

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

Robert Scott, Executive Director introduced and thanked Mitchell Morrison for his assistance and volunteer work.

Director LaBonge announced the memorial of Catherine Mulholland was taking place in Chatsworth that evening, in the fall a sycamore tree will be planted.

23. FUTURE MEETINGS — Regular meetings of the SFVCOG Board of Directors and Technical Advisory Committees

Technical Advisory Committee: Thursday September 8, 2011, 10:00 am

Board of Directors: Thursday, October 13, 2011, 10:00 am

Technical Advisory Committee: Thursday December 8, 2011, 10:00 am

Board of Directors: Thursday January 12, 2012, 10:00 am

The next meeting of the SFVCOG will be held on Thursday, October 13, 2011, 10:00 a.m.

24. ADJOURNMENT

Materials related to items on this Agenda submitted to the San Fernando Valley Council of Governments are available for public inspection in the Council Chambers of the Valley Municipal Building, 14410 Sylvan Street, Second Floor, Van Nuys, CA 91401; and on line [www.sfvkog.org](http://www.sfvkog.org).

There being no further business to conduct, the meeting adjourned at 12:25 p.m.

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**SAN FERNANDO VALLEY COUNCIL OF GOVERNMENTS  
 JOINT POWERS AUTHORITY  
 STATEMENT OF RECEIPTS AND DISBURSEMENTS  
 APRIL 1, 2011 THROUGH JUNE 30, 2011**

		<u>Fund V54/Org 55665</u>
Cash Balance, April 1, 2011		\$ 49,915.70
Receipts:		
Interest Earnings	4/1/2011	\$ 61.86
Interest Earnings	5/1/2011	57.35
Interest Earnings	6/1/2011	38.30
Total Beginning Cash Balance and Receipts		<u>\$ 50,073.21</u>
Disbursements:		
AD AU A1102291920- The Valley Economic Alliance	5/10/2011	\$ 8,000.00
AD AU A1102450205- The Valley Economic Alliance	6/1/2011	4,000.00
Total Disbursements		<u>\$ 12,000.00</u>
Cash Balance, June 30, 2011		<u><u>\$ 38,073.21</u></u>

Prepared by  
 Los Angeles County  
 Department of Auditor-Controller  
 Accounting Division  
 RRR 7/12/11



**Metro**

Metropolitan Transportation Authority

One Gateway Plaza  
Los Angeles, CA 90012-2952

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metro.net

14

**PLANNING AND PROGRAMMING COMMITTEE**

**September 14, 2011**

**SUBJECT: ANTELOPE VALLEY LINE INFRASTRUCTURE IMPROVEMENT  
STRATEGIC PLAN (AVL STUDY)**

**ACTION: AMEND THE FY 2011-12 BUDGET**

**RECOMMENDATION**

- A) Amend the FY 2011-12 budget by \$500,000 to hire a consultant to complete the AVL Study;
- B) Amend the FY 2011-12 budget by \$500,000 to retain the services of SCRRA for modeling efforts in support of the AVL Study;
- C) Amend the FY 2011-12 budget by \$2,000,000 to hire consultants and retain the services of SCRRA for the next two corridor studies;
- D) Receive and file the AVL Study update for September 2011;
- E) Extend the date for reporting final results to the MTA Board to March 2012.

**ISSUE**

In April 2011 the MTA Board approved a motion (see Attachment A) to create an Antelope Valley Line Infrastructure Improvement Strategic Plan (AVL Study). The AVL Study will recommend safety and other capital enhancements to operate faster and more reliable Metrolink service between Lancaster and Los Angeles Union Station. Staff is returning to the Board with a bi-monthly update and to amend the FY 2011-12 budget to add budget authority.

The other lines in L.A. County that Metrolink operates were also addressed within this Motion. Similar studies will be started on those lines.

**BACKGROUND**

The Antelope Valley Line runs for 77 miles between Lancaster and Los Angeles Union Station. Much of the route operates at less than 40 miles per hour due to the long stretches of curved and single track that reduces the overall train speed. The total trip takes two hours and is not competitive with the auto. There are also long stretches of unsecured right-of-way (ROW) and many grade crossings which are safety concerns.

To provide safety enhancements and faster Metrolink commuter rail service, MTA will work with the Southern California Regional Rail Authority (SCRRA) to create a master plan for the Antelope Valley Line. The plan will address these safety and operational

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concerns and create a strategy to identify projects, costs, benefits, funding sources and a proposed prioritization for project implementation. The plan will also coordinate with high speed rail efforts, sealed corridor initiatives, etc. to ensure the corridor is as integrated as possible.

Some of the safety enhancements include, but are not limited to: grade separations, fencing and gates to secure the ROW, tunnel upgrades, and video enforcement. Operational improvement upgrades may include straightening of curved track segments, double tracking, new sidings, signal improvements, crossovers and other special track work, and other track upgrades. The goal of the AVL Study is to identify and prioritize the projects needed to operate 30 minute service from Los Angeles Union to Santa Clarita and 60 minutes to Lancaster.

In addition to the AVL, Metrolink operates over the San Bernardino Line, the Ventura Line, and the Riverside Line. Each of these lines extend from L.A. County to the counties of other Metrolink Member Agencies. The next studies will be on the San Bernardino Line and the Ventura Line. The extent of the studies will be on L.A. County owned rights-of-way only.

### **FINANCIAL IMPACT**

With the Board's approval, funding of \$1,000,000 will be included in the FY 2011-12 budget in cost center 0441, project number 460064, task 02, account 50316 for the combined services of both the consultant and SCRRA in support of the AVL Study.

The remaining \$2,000,000 will be assigned project numbers on the San Bernardino and Ventura County lines in L.A. County. These funds will support the procurement of consultants and the services of SCRRA to perform the modeling necessary on these two railroad lines.

### **Impact to Bus and Rail Operating and Capital Budget**

The current year funding for this action will come from Measure R 3% funds. No other sources of funds were considered for this activity because Measure R 3% funds are designated for Metrolink capital improvements within Los Angeles County. This activity will not impact ongoing operating costs because these funds are not eligible to be used for Metro operations.

### **CURRENT STATUS**

Procurement released a Request for Proposals (RFP) on July 29, 2011 to procure services under the Countywide Planning & Development Planning Bench for the AVL Study. The following is the procurement schedule:

RFP Issued:	July 29, 2011
Proposals Due:	August 19, 2011
Analysis Complete:	September 19, 2011
NTP:	September 23, 2011

The consultant will be selected from the pre-qualified bench using the CEO's existing authority. LACMTA will also enter into an agreement with the Southern California Regional Rail Authority (SCRRA) not to exceed \$500,000 for modeling efforts in support of the AVL Study. Recommendations A and B will add the funds to the FY 2011-12 budget and provide explicit budget authority for LACMTA to enter into agreements for these services.

Staff will work closely with the consultant, Metrolink staff, and other stakeholders to complete the AVL Study during the fall. In addition, staff will continue to provide updates on the progress of the study to the Board.

The contract procurement has been delayed due to procurement policies. Staff is requesting that the date for the reporting of the results of the study to the LACMTA Board be extended to the March 2012 Board meeting.

The full motion requested similar studies on the other Metrolink lines in L.A. County. Staff is moving forward with the procurement of qualified consultants for these projects.

Staff is developing a Request For Proposals to develop a qualified railroad engineering and planning bench. This will allow streamline the procurement of this and other similar projects in the future.

#### **NEXT STEPS**

Staff will return to the board with an update in October 2011.

#### **ATTACHMENT(S)**

- A. April 28, 2011 Motion – Metrolink Antelope Valley Line Infrastructure Improvement Strategic Plan (AVL Study)

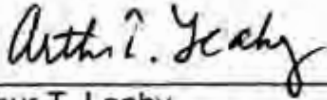
Prepared by: Jay Fuhrman, Project Manager





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Don A. Sepulveda, P.E.,  
Executive Officer,  
Regional Rail



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Arthur T. Leahy  
Chief Executive Officer

**MOTION**  
Directors Antonovich and Najarian

**Metrolink Antelope Valley Line Infrastructure Improvement Strategic Plan**

The Metrolink Antelope Valley Line, running 76.6 miles between Lancaster and Los Angeles Union Station, operates at less than 40 miles per hour because of the long stretches of curved and single track that cause trains to slow down or stop altogether during the total two-hour trip. Furthermore, the corridor features long stretches of unsecured right-of-way and 63 vehicle and pedestrian at-grade crossings that pose serious safety concerns that must be addressed.

To provide safer and faster Metrolink service for this vital rail corridor, MTA should work with Metrolink and prepare an infrastructure master plan for the Antelope Valley Line that will address these safety and operational concerns and create a strategy to identify projects, costs, benefits, funding sources and a proposed prioritization of project implementation.

This **Metrolink Antelope Valley Line Infrastructure Improvement Strategic Plan** must also synchronize with future High Speed Rail plans, sealed corridor initiatives and other proposed upgrades for the corridor so as to be as comprehensive and integrated as possible.

**WE THEREFORE MOVE** that the MTA Board directs the CEO to develop a comprehensive **Metrolink Antelope Valley Line Infrastructure Improvement Strategic Plan (Plan)**.

In developing this Plan the CEO shall:

- (1) work with the CEO of Metrolink to help develop this Plan
- (2) develop a budget and identify funds to support this Plan
- (3) use the MTA planning bench where possible to save time in the development of this Plan
- (4) present the full Plan to the Finance and Budget Committee, Planning and Programming Committee and the full Board no later than December 31, 2011, and
- (5) present a full progress report on the Plan at the Planning and Programming Committee and Finance and Budget Committee every two months starting in June 2011.

*(continued)*

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This Plan will at minimum:

- (1) Identify safety improvement upgrades that include but are not limited to the following:
  - a. Grade separations
  - b. Fencing and gates to secure the ROW
  - c. Tunnel upgrades
  - d. Video enforcement
  - e. At-grade crossing closures
  - f. Grade Crossing Enhancements using Metrolink's recommended design practices
- (2) Identify operational improvement upgrades that include but are not limited to the following:
  - a. Straightening of curved segments
  - b. Double-tracking, triple-tracking, etc.
  - c. Sidings – new and/or extended
  - d. Signal improvements
  - e. Crossovers and other special trackwork
  - f. Track upgrades
- (3) Provide cost estimates and benefits to safety and operations for the upgrades identified in Sections 1 and 2 above.
- (4) Recommend a proposed prioritization of these projects for implementation based on a sound methodology that takes into account magnitude of existing hazards and risks, safety enhancements and operational performance in relation to cost of improvement.
- (5) Identify what improvements would be necessary to provide Metrolink service:
  - i. That takes less than one hour between the Antelope Valley and LA Union Station
  - ii. That takes less than 30 minutes between Santa Clarita Valley and LA Union Station
- (6) Evaluate funding that could be used to program these improvements, including but not limited to Measure R 3%, Prop C 10%, Section 190 CPUC Grade Separation Funds and future High Speed Rail funds, with the understanding that any programming of funds would require future MTA Board action.
- (7) Identify a strategy to implement the run-through tracks at Union Station which enhance service for all Los Angeles-bound Metrolink lines that will run through Union Station and enhance service for all Metrolink lines.
- (8) Review how the proposed High Speed Rail segment from Palmdale to Los Angeles would affect these improvements to the Metrolink Antelope Valley Line through timing, funding and compatibility requirements.

*(continued)*

MTA Board of Directors  
April 28, 2011  
Antonovich/Najarian Motion

- (9) Review any potential impact the proposed DesertXPress system, should it one day connect into Palmdale, would have on any elements of this plan.

**WE ALSO MOVE** that upon presenting the **Metrolink Antelope Valley Line Infrastructure Improvement Strategic Plan**, the CEO will also propose a plan to work with the Metrolink CEO to develop similar strategic plans for the segments of Metrolink lines that fall within Los Angeles County.

# COMMENT

Daily News Oct 11 2011

## Upgrading our existing lines is best rail idea

By Michael D. Antonovich

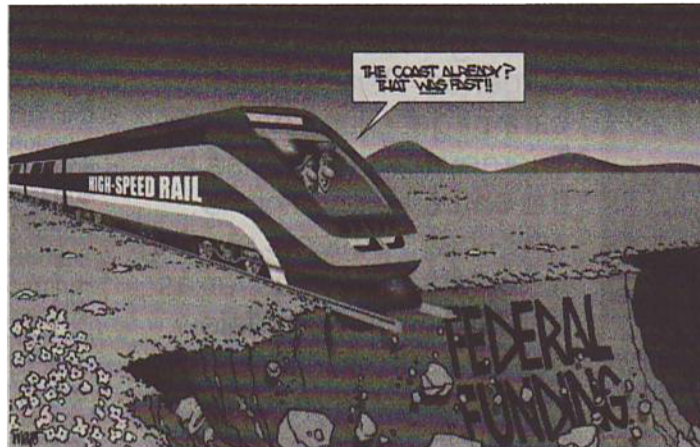
**W**HAT do you think of a day that combines lunch on the beach in San Diego and a nighttime Lakers game at the Staples Center without getting into your car? What about a commute that combines both speed and relaxation, allowing you to travel farther faster, opening more opportunities for jobs, recreation and housing?

The federal and state governments, stuck on their current high-speed rail plan, aren't making it easy for Californians to move forward by simply upgrading the rail system already in place. Doing that would allow travelers to move from the Antelope Valley to San Diego in two and half hours, from Los Angeles to San Diego in 90 minutes, and from San Bernardino to L.A. in 45 minutes.

This type of a realistic high-speed rail network is within our reach. All we need to do is add common sense and fiscal intelligence to the plan being pushed by Sacramento and Washington, D.C.

The California High Speed Rail Authority's (HSRA) recently released environmental report for the initial Merced to Bakersfield segment confirmed the fears of many: costs inflated from the original \$7.1 billion estimate to \$10 billion and potentially \$13.9 billion. This increase could result in California's high-speed rail network's total cost escalating beyond an estimated \$43 billion to \$67 billion or more, essentially setting the entire project on an express route to failure.

With HSRA's budget expanding beyond the state's financial reach and Congress in a long-term mode of fiscal austerity, California cannot provide its original share of the \$12 billion to \$16 billion required by HSRA's 2008 Financial Plan, much less cover these extra billions. As Californians



grow more upset with ballooning costs as well as HSRA's continued conflict with communities, voters are unlikely to add funding to the \$10 billion in state bonds approved by 2008's Proposition 1A.

Billions of federal stimulus dollars allocated to high-speed rail must be obligated for expenditure by next year or returned. This budget failure could result in the death of California's high-speed rail.

In an effort to keep federal funding and meet requirements of Proposition 1A's language governing high-speed rail, which demands 220-mile-per-hour tracks and a two hour and 40 minute travel time between San Francisco and L.A., HSRA has focused on creating a Central Valley electric test track. But without first closing the gap between the San Joaquin Valley Rail System in Bakersfield and the Antelope Valley's Metrolink, this test track will simply be a fast route to a dead end and waste of taxpayers' nonrefundable investment.

Either way, the vision of voters who passed Proposition 1A won't make it to the station.

But a high-speed rail network can be built using less money, in less time, and with greater economic and employment benefits for the 60 percent of Californians who reside in the state's southern counties.

Under federal stimulus guidelines, the Federal Rail Administration defines "high speed rail" as "intercity rail passenger service that is reasonably expected to reach speeds of at least 110 miles per hour." It is possible to upgrade the extensive, existing

Metrolink/Amtrak rail system — which already serves more than a million riders each month and stretches from Lancaster to San Diego and Ventura County to San Bernardino — to a 110-mile-per-hour network instead of attempting to replace it with a less feasible, budget-breaking 220 mile-per-hour system.

Practical, pragmatic and fiscally prudent upgrades to our existing rail network, including track straightening, double tracking, grade separations, new run-through tracks at L.A.'s Union Station, upgraded locomotives, and positive train control must be given priority. These projects would cost considerably less than a Central Valley test track, provide immediate benefit to current riders and attract millions more. This proposal to upgrade systems and make use of already owned-right-of-ways would also protect communities facing the loss of homes, schools, businesses and farms under HSRA's current designs. Even more importantly, investing in upgrades would also immediately create thousands of jobs throughout Southern California.

I initiated this progressive motion, which the Los Angeles County Metropolitan Transportation Authority, Southern California Association of Governments, Los Angeles County Board of Supervisors, and officials from across our region enthusiastically approved, recognizing it as a sensible, cost-effective and community-responsive alternative to crisis.

Michael D. Antonovich serves on the Los Angeles County Board of Supervisors and the Metrolink board of directors.



## San Fernando Valley Council of Governments Staff Report

REPORT DATE: Oct 13, 2011	FILE NUMBER: 11-1008	AGENDA ITEM: 008
TITLE: EXECUTIVE DIRECTOR'S REPORT		

### **ACTION REQUESTED:**

Discuss as indicated; receive and file

### **BACKGROUND:**

Executive Director presentation of items being monitored, developed or of interest to Board of Directors for possible consideration.

### **ITEMS FOR CONSIDERATION:**

*Report from the Executive Director regarding meetings, developments and correspondence*

- a. New dates and frequency for Board meetings — Discussion  
*[Item 8a. Meeting Date, Poll Results]*
- b. Additional meetings — possible creation of Steering (Exec) Committee, with complementary scheduling in afternoons of TAC Thursdays. Consider rotating locations/hosting among member jurisdictions.
- c. Civic Advisory Committee — Appointees — Funders Summit
- d. Transportation Committee — Appointees — Valley Mobility Summit
- e. Technical Advisory Committee — Member List — Staff
- f. Alternates — Documentation
- g. ECONOMIC DEVELOPMENT — Discussion of Annual Report, *Los Angeles Strategic Plan for Economic Development*
  - i. Educated Workforce
  - ii. Business-Friendly Environment
  - iii. Enhanced Quality of Life
  - iv. Smart Land Use
  - v. 21st Century Infrastructure*[Item 8h - LAEDC 2010 Progress Report Summary]*
- h. ECONOMIC DEVELOPMENT — Interstate-5 Corridor Economic Development Plan 2010 Version (and 2007 Version)

- i. ECONOMIC DEVELOPMENT — Preservation of industrial lands  
[Item 8j. - Informational copy of Keyser Marston study]
- j. ECONOMIC DEVELOPMENT — Preview, Panama Canal Strategy  
[Item 8k. Panama Canal Challenge Article]
- k. ECONOMIC DEVELOPMENT — Higher Education Coalition — Progress  
Dr. Susan Carleo, President Los Angeles Valley College, Deborah  
diCesare, Dean of Academic Affairs and Economic Development
- l. FHWA, EXPANSION — Comment: Jacob Waclaw, Dept. of  
Transportation. New CalSouth office located at: 888 S. Figueroa Ste 750,  
Los Angeles, CA 90117 — Expanded staff and services





**ASSIGNED STAFF:** R. Scott

**San Fernando Valley Council of Governments Board of Directors - Regular Meeting Preferences Three Quick Questions** The Board of Directors has asked that we poll the members to determine the best times and preferred frequency for meetings. This short su





Survey Status: **Active** Launched: 8/16/2011 3:11 PM Closed: N/A

Email Invites	Visits	Partials	Screen Outs	Over Quota	Completes
0	24	0 / 0	0 / 0	0 / 0	10 / 11


**1.** Your role with the San Fernando Valley Council of Governments

Board Member		3	30%
Alternate		4	40%
Member Staff		2	20%
Other, please specify <a href="#">View Responses</a>		1	10%

**2.** How frequently should the San Fernando Valley Council of Governments regular meetings be held?

Quarterly (current schedule)		4	40%
Every two months		5	50%
Monthly		1	10%
Twice per month		0	0%
Quarterly plus 2-4 meeting marathons		0	0%
Other, please specify <a href="#">View Responses</a>		1	10%

**3.** For which timeframes could you be available to meet? Please be generous with these out of consideration for your fellow boardmembers

First Thursday 8 a.m.		0	0%
First Thursday 10 a.m.		4	44%
First Thursday 1 p.m.		1	11%
First Thursday 3 p.m.		2	22%
Second Thursday 8 a.m.		0	0%
Second Thursday 10 a.m.		6	67%
Second Thursday 1 p.m.		3	33%
Second Thursday 3 p.m.		2	22%
Third Thursday 8 a.m.		0	0%
Third Thursday 10 a.m.		6	67%
Third Thursday 1 p.m.		4	44%
Third Thursday 3 p.m.		2	22%
Fourth Thursday 8 a.m.		0	0%
Fourth Thursday 10 a.m.		6	67%
Fourth Thursday 1 p.m.		4	44%
Fourth Thursday 3 p.m.		2	22%
Week Nights Monday		1	11%
Week Nights Wednesday		0	0%
Week Nights Thursday		1	11%
Other, please specify <a href="#">View Responses</a>		1	11%



## Los Angeles County Strategic Plan for Economic Development

# IMPLEMENTATION YEAR ONE PROGRESS REPORT

JANUARY 1 - DECEMBER 31, 2010

The 2010 calendar year marked the first year of implementation of the Los Angeles County Strategic Plan for Economic Development. With L.A. County's unemployment rate lingering above 12.0 percent throughout the year, civic leaders and stakeholders throughout the region stepped forward to implement key elements of this blueprint to create more—and better—jobs, grow the economy and invigorate our communities.

As has been widely publicized, the five-year L.A. County Strategic Plan for Economic Development, unanimously adopted by the Los Angeles County Board of Supervisors on December 22, 2009, was developed through a very public, year-long, grassroots process that brought together over 1,070 stakeholders from business, government, labor, education, environmental and other community-based organizations to identify and build consensus around a set of economic development priorities to strengthen the economy, improve the environment and promote broader prosperity across all our communities.

The result of this very public, consensus-building process was a community-developed plan that identified 12 objectives and 52 strategies to achieve five core aspirational goals critical to achieving our shared vision of ensuring a strong, diverse and sustainable economy for L.A. County's residents and communities:

1. Prepare an Educated Workforce
2. Create a Business-Friendly Environment
3. Enhance our Quality of Life
4. Implement Smart Land Use Policies
5. Build 21st Century Infrastructure

### WHY DOES THE WORLD'S 20TH LARGEST ECONOMY NEED A PLAN?

L.A. County boasts a huge and strikingly diverse economy. The County's regional assets include the nation's largest seaport, the world's busiest origin and destination airport (LAX), three world-renown research universities, and a region with a gross domestic product that is larger than that of Sweden, Saudi Arabia or Taiwan, supported by \$500 billion in annual economic activity spread across 15 dynamic export-oriented industry clusters.

However, despite these attributes, L.A. County has markedly underperformed in job creation in recent decades. During the past 30 years, the County of Los Angeles and its 88 cities have added more than 2.8 million new residents, but have only created approximately 457,000 net new jobs. Even more troubling, the City of

Los Angeles, which represents about 40 percent of the County's population, added nearly a million new residents, but did not create a single net new job during this three decade period; in fact, the City of L.A. actually lost jobs during that time period. This trend is simply not sustainable for a region looking to protect its fast-dwindling middle class, and to bridge the ever widening chasm between the rich and poor.

This inspired the LAEDC to facilitate the development of the region's first-ever consensus strategic plan for economic development.

### RESEARCH INPUTS

Research for the Strategic Plan began with a survey of more than 5,000 businesses operating in Los Angeles County to determine the challenges, threats and opportunities they face and the concerns they have. Next, we conducted an in-depth study of major industry clusters driving the Los Angeles County economy. This was followed by a series of 10 focus group meetings with leaders from the sectors which comprise these much broader economic clusters to further identify the needs, opportunities and potential growth areas in these key sectors.

Then, we surveyed and cataloged best economic development planning practices and strategies among selected U.S. cities and counties, as well as major international cities. From these research inputs, we prepared a "straw-man" document that became the framework from which the full plan would be developed. With the straw-man framework in hand, we began a very public, consensus-building process, which took us across this very geographically large and diverse county, holding 26 public forums over the course of 2009 with participants from stakeholder organizations representing a multitude of perspectives, many different socio-economic classes and a variety demographic profiles.

Despite our differences, we all came together constructively to develop this plan with 52 strategies, 12 objectives and five core aspirational goals to make our communities vibrant, prosperous and economically sustainable places to live and productively work. The input and feedback of business and community leaders helped form the Strategic Plan for Economic Development that is being implemented – along with other interesting initiatives across the state today.

## IMPLEMENTATION OF THE STRATEGIC PLAN

To ensure the Plan's successful implementation, we identified "champions" – organizations that have already assumed leadership roles in their respective areas of focus to help develop and identify the benchmarks and measurements of success, as well as to shape and operationalize many of the specific implementation actions and initiatives contained in the four corners of the Plan.

The leadership and expertise of our selected champions made them the clear choices to guide the implementation of each goal. Because of the work they do toward education reform, Unite LA/the Los Angeles Area Chamber of Commerce was selected to champion the Prepare an Educated Workforce goal. Similarly, the Los Angeles County Business Federation was selected to lead the efforts for the Create a Business-Friendly Environment goal. And as the entities that work to promote livable communities in the regions throughout the County, the five Councils of Governments for the Gateway Cities, San Fernando Valley, San Gabriel Valley, South Bay Cities and Westside Cities regions were identified to co-champion the Enhance our Quality of Life goal, while the Urban Land Institute-Los Angeles was identified to lead the Implement Smart Land Use goal. And, finally, the LAEDC's Infrastructure Committee, with its expertise on ports, aviation, water issues, and mobility, was tasked to lead the implementation of the Build 21st Century Infrastructure goal.

To maximize the Plan's impact and to leverage the consensus nature of the Plan's development, the LAEDC sought the support and endorsements of individuals, the business community and elected officials. Over the course of the year, the implementation team met with dozens of organizations from all throughout the County and earned the support and formal endorsement of many L.A. County cities, economic development organizations, educational institutions, businesses and chambers of commerce.

To date, we have received the endorsements of 84 of the County's 88 cities either through their respective council of governments or through the city individually. This is a testament to the Plan, the consensus process by which it was created, and the movement that is growing in Los Angeles to affect transformational change throughout their communities.

The LAEDC team also traveled up-and-down the state this year to brief elected leaders on the Strategic Plan, earn their support for the Plan's principles and encourage them to create a policy environment that advances the Plan's objectives and strategies. Outreach to our elected officials resulted in numerous letters of support and, more importantly, led our elected officials to embed some of the plan's recommendations into live bills, formal policies and discrete pieces of legislation.

With this as the backdrop for the Strategic Plan, this Annual Progress Report marks the capstone to this inaugural implementation year, and highlights the incremental progress that was made possible by the leadership of engaged civic stewards, our champions, the business community, and elected officials who are working to spur recovery and sustainable economic growth. And in this first year of the plan's implementation, we are pleased to report that we have made measurable progress toward a healthier, collectively more vibrant and economically healthy region.

The successes and outcomes highlighted in the report were obtained from inquiries to L.A. County cities, agencies, departments and municipalities; input from the implementation champions; news articles; press releases and blogs; and The Guide publication which can be downloaded at [www.lacountystrategicplan.com](http://www.lacountystrategicplan.com).

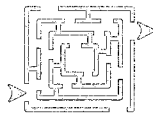
The successes identified in this report highlight what has transpired across the county during this first year of implementation. While we made every attempt to provide as comprehensive and exhaustive a list by culling information from local city websites, including reviewing press releases and announcements, researching online articles, sending questionnaires to cities and agencies soliciting their responses, and engaging our Champions, it is by no means representative of everything that took place in the region. Additionally, the LAEDC does not assume credit for all the successes highlighted in this report. Many of the successes, in fact, occurred organically without being initiated or advanced by the LAEDC.

Now, as we embark on the second year of the Plan's implementation, we continue to be steadfast in our commitment to create more and better jobs for the region, and further broaden community participation and support for the plan. The success of the first year of implementation could not have been possible without the generous support of the Morgan Family Foundation, the dedicated commitment and support of our wise elected officials who are beginning to operationalize our recommendations, the Plan's implementation Champions who carry the flag for the Plan and promote its message to their stakeholders, the broader business community for recognizing the need for such a plan in the community and all of you for your unwavering support.

Sincerely,



Bill Allen  
President and CEO  
Los Angeles County Economic Development Corporation



KEYSER MARSTON ASSOCIATES  
ADVISORS IN PUBLIC/PRIVATE REAL ESTATE DEVELOPMENT

MEMORANDUM

**To:** Cecilia V. Estolano, Chief Executive Officer  
Community Redevelopment Agency of the City of Los Angeles

S. Gail Goldberg AICP, Director of Planning  
City of Los Angeles

**From:** Keyser Marston Associates, Inc.

**cc:** ILUP Team

**Date:** January 17, 2007

**Subject:** Industrial to Residential Land Use Conversion –  
Comparative Land Value Analysis

ADVISORS IN:  
REAL ESTATE  
REDEVELOPMENT  
AFFORDABLE HOUSING  
ECONOMIC DEVELOPMENT

SAN FRANCISCO  
A. JERRY KEYSER  
TIMOTHY C. KELLY  
KATE EARLE FUNK  
DEBBIE M. KERN  
ROBERT J. WETMORE

LOS ANGELES  
CALVIN E. HOLLIS, II  
KATHLEEN H. HEAD  
JAMES A. RABE  
PAUL C. ANDERSON  
GREGORY D. SOO-HOO  
KEVIN ENGSTROM  
JULIE ROMÉY

SAN DIEGO  
GERALD M. TRIMBLE  
PAUL C. MARRA

Pursuant to the request of the Industrial Land Use Policy Team, Keyser Marston Associates, Inc. (KMA) examined the likely impact on land values if industrial zoning is replaced with zoning which permits residential development. This review was undertaken by both gathering recent land sale data for industrial and residentially zoned properties in the greater downtown area as well as through the preparation of prototypical development pro formas for a residential project, and a light industrial project. Through the pro forma analysis, KMA has estimated the “residual land value”<sup>1</sup> supportable by industrial or residential development.

### Land Sale Comparables

KMA conducted a survey of land sales comparables that have transacted within the past two years in the greater downtown area. The location of the sales comparables are shown on Map 1. KMA compiled these sales based on data obtained from the Costar

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<sup>1</sup> “Residual land value” is the value of land determined by deducting from the value of an improved property, the costs of development and a market rate profit. The methodology is often used where direct land sale comparables are not available without substantial adjustment for the use and development conditions.

**To:** Cecilia V. Estolano, LACRA  
S. Gail Goldberg, City of Los Angeles  
**Subject:** Comparative Land Value Analysis

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Group and from land sale appraisals provided by the CRA and others. However, it should be noted that industrial and residential sales comparables are generally limited in this area. The industrial sales include three sites in Vernon. The survey revealed that the weighted average sales price per square foot for land intended for residential and industrial uses was \$290 and \$41, respectively (refer to Appendices A and B).

### **Residual Land Value**

Given the lack of residential sales in the industrial areas of the downtown, KMA has prepared a residual land value analysis to estimate the supportable land value for residential and industrial development. To estimate the residual land value, KMA has prepared development cost and income estimates ("development pro formas") for two hypothetical projects on an assumed 2-acre site in the industrial areas of downtown Los Angeles.

#### ***Residential Development Assumptions***

- The parcel size is assumed to be 2.0 acres.
- The residential project is comprised of 100 ownership units, at a density of 50 units per acre. This represents an FAR of approximately 1.5 : 1
- The residential project is assumed to be wood frame construction, "Type 5" of 4 stories or less.
- Residential parking is structured, at a ratio of 2.0 spaces per unit.
- The housing is limited to for-sale, market rate condominiums.

#### ***Industrial Development Assumptions***

- The parcel size is assumed to be 2 acres.
- The building is assumed to contain 52,272 square feet of gross leaseable area equaling a floor area ratio of .60 inclusive of mezzanine space.
- Parking is all surface at a ratio of 2.0 spaces per 1,000 square feet of gross building area.

**To:** Cecilia V. Estolano, LACRA  
S. Gail Goldberg, City of Los Angeles  
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- The development is assumed to be developed for an owner/user thereby reducing the minimum required return.
- Construction type is concrete tilt-up with office limited to 10% of the building.

### Findings and Implications

As reflected in the attached Appendices C and D, KMA's analysis resulted in the following residual land values:

Comparison of Residual Land Values

	Residential	Industrial
Residual Land Value	\$15,424,000	\$3,282,000
Per Square Foot of Land Area	\$177	\$38

The disparity between downtown industrial and residential land values indicated in the residual land values of prototypical projects is supported by the market land sale data discussed above.

As demonstrated above, a change in land use zoning from industrial to residential would confer substantial additional land value. This enhancement in land value can accrue to the existing owner of minimally improved industrial land, allowing the sale of the property at prices substantially in excess of its current value as industrial land. These prices are such a premium over existing industrial land values that potential industrial users of the property cannot compete to purchase or lease. Under current market conditions, the likely result of a granting by the City of residential entitlement from industrial will be a conversion of industrial to residential uses.

Alternatively, residential condominium developers who purchase industrially zoned property at industrial land values and subsequently receive residential entitlement will see a substantial increase in development profit. Using the residential pro forma discussed above, the profit as a percentage of development cost, would increase from 18% to 54% as shown below, a \$12 million increase in the example provided:

**To:** Cecilia V. Estolano, LACRA  
S. Gail Goldberg, City of Los Angeles  
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### Comparison of Enhanced Profit Due to Entitlement Change

	Acquisition of Residentially Zoned Land	Acquisition of Industrially Zoned Land If Rezoned
Residential Sales Proceeds	\$60,240,000	\$60,240,000
Imputed Land Costs <sup>(1)</sup>	\$15,424,000	\$3,282,000
Other Development Costs	\$35,780,000	\$35,780,000
Total Development Costs	\$51,204,000	\$39,062,000
Profit	\$9,036,000	\$21,178,000
Profit as % of Total Costs	18%	54%

<sup>(1)</sup>Assumes residual land values as determined in prototypical analyses above.

This increase in value of approximately \$12 million is directly attributable to the granting of residential entitlement.

The extent of the enhanced land value or extraordinary developer profit will be a function of a number of variables including the building type and density of the residential developed, the cost and time period require to obtain residential entitlements, market conditions, etc. Under current market conditions, there is a substantial premium created as a result of a change in land use entitlements.

There have been fewer transactions of residential land for apartment development in the downtown area. Based upon current construction costs and rent levels, it is unlikely residential land values for apartment development approach the values achieved for condominium land in the South Park area. Based solely upon the land costs for the Orcini project at Figueroa and Caesar Chavez, land values of \$100 to \$125 per square foot are indicated for residential rental development. This is substantially in excess of the established industrial land values discussed above.

With respect to adaptive reuse of existing industrial zoned properties to residential uses, no clear generalize conclusions can be drawn. The economics of each adaptive reuse project are unique, and the underlying property values for residential conversion are a function of the extent to which the building must be rehabilitated, the costs of conversion, parking requirements and the like. However, given the interest in conversion of existing industrial buildings to residential uses, the market suggests that there is enhanced return through a change in use to residential.

We hope this review is helpful and are available to discuss this analysis with you at your convenience.

## **APPENDIX A**

**APPENDIX A - TABLE 1**

**LAND SALE COMPARABLES - RESIDENTIAL  
RESIDUAL LAND VALUATION ANALYSIS  
LOS ANGELES, CA**

<b>No.</b>	<b>Location &amp; Cities</b>	<b>Sale Date</b>	<b>Land SF</b>	<b>Sales Price</b>	<b>\$/Land SF</b>
1	Multi Family - Units Site Los Angeles, CA	07/18/06	411,642	\$70,500,000	\$171
2	Residential Land Property <sup>1</sup> Los Angeles, CA	10/27/06	57,934	\$30,000,000	\$518
3	Condominium Site Los Angeles, CA	01/24/06	41,075	\$14,800,000	\$360
4	5-Story Hotel/Apts-Low Income <sup>2</sup> Los Angeles, CA	09/08/06	10,454	\$1,155,000	\$110
5	214 unit residential development Los Angeles, CA	07/11/05	29,801	\$17,000,000	\$570
6	156 unit residential development Los Angeles, CA	10/15/05	21,632	\$8,400,000	\$388
7	105 unit residential development Los Angeles, CA	10/04/05	19,500	\$11,040,000	\$566
8	321 unit residential development Los Angeles, CA	10/06/05	64,253	\$20,000,000	\$311
9	651 unit residential development Los Angeles, CA	02/09/05	130,315	\$38,500,000	\$295
10	1,378 unit residential development Los Angeles, CA	12/14/05	275,747	\$70,000,000	\$254
11	700 unit residential development Los Angeles, CA	08/15/06	200,812	\$84,604,773	\$421
Value Range (PSF)					\$110 - \$570
Weighted Average Sales Price Per Sf of Land Area			\$290		

Source: The CoStar Group (10/7/06), CB Richard Ellis, KMA

<sup>1</sup> Transaction is in progress, and has not been closed.

<sup>2</sup> SRO units - affordable



## **APPENDIX B**

**APPENDIX B - TABLE 1**

**LAND SALE COMPARABLES - INDUSTRIAL  
RESIDUAL LAND VALUATION ANALYSIS  
LOS ANGELES, CA**

<b>No.</b>	<b>Location &amp; Cities</b>	<b>Sale Date</b>	<b>Land SF</b>	<b>Sales Price</b>	<b>\$/Land SF</b>
1	M3 Zoned Acreage Los Angeles, CA	09/19/05	172,933	\$6,000,000	\$35
2	M3 Zoned Acreage Los Angeles, CA	02/14/06	72,000	\$2,767,000	\$38
3	M2-2D Zoned Land Los Angeles, CA	11/17/05	36,590	\$2,925,000	\$80
4	MR2-1 Zoned Land Los Angeles, CA	July 2006	547,550	\$25,000,000	\$46
5	M3-1 Zoned Land Los Angeles, CA	06/17/05	520,899	\$20,000,000	\$38
6	Vernon Industrial Los Angeles, CA	03/24/06	67,518	\$2,900,000	\$43
7	Warehouse/Distribution Site Vernon, CA	07/24/06	118,862	\$3,942,500	\$33
8	Single Tenant Industrial Site Vernon, CA	01/28/05	101,120	\$4,350,000	\$43
Value Range (PSF)					\$33 - \$80
Weighted Average Sales Price Per Sf of Land Area			\$41		

Source: The CoStar Group (10/7/06), CB Richard Ellis, KMA

Prepared by: Keyser Marston Associates, Inc.  
Filename: Land Sale Comps - Ind.Res; AppB; 1/17/2007; cb

## **APPENDIX C**

APPENDIX C - TABLE 1

**ESTIMATED CONSTRUCTION COSTS  
RESIDENTIAL PROTOTYPE PROFORMA  
100 RESIDENTIAL OWNERSHIP UNITS - 50 UNITS/ACRE  
RESIDUAL LAND VALUATION ANALYSIS  
LOS ANGELES, CALIFORNIA**

**I. Direct Costs<sup>1</sup>**

On-Site Improvements	87,120 Sf Land	\$5 /Sf	458,000
Extraordinary Improvements			-
Parking			
Residential (Structured)	220 Spaces	\$17,800 /Space	3,916,000
Residential Building Costs			
Building Shell Costs	120,000 Sf GBA	\$142 /Sf	17,050,000
Common Area	21,200 Sf GBA	\$31 /Sf	668,000
<b>Total Direct Costs</b>	<b>141,200 Sf GBA</b>	<b>\$156 /Sf</b>	<b>\$22,092,000</b>

**II. Indirect Costs**

Architecture, Engineering & Consulting	6.0% Direct Costs		\$1,326,000
Public Permits & Fees <sup>2</sup>	100 Units	\$16,000 /Unit	1,600,000
Taxes, Legal & Accounting	2.0% Direct Costs		442,000
Insurance	100 Units	\$15,000 /Unit	1,500,000
Marketing	100 Units	\$2,500 /Unit	250,000
Development Management <sup>3</sup>	3% Sales Revenues		1,807,000
Indirect Contingency Allowance	5% Other Indirect Costs		346,000
<b>Total Indirect Costs</b>			<b>\$7,271,000</b>

**III. Financing/Closing Costs**

Interest & Loan Origination Fees <sup>4</sup>	100.0% Financed		\$4,109,000
Resid Closing, Comm & Warranties <sup>5</sup>	3.8% Sales Revenues		2,308,000
<b>Total Financing/Closing Costs</b>			<b>\$6,417,000</b>

<b>IV. Total Construction Costs</b>	<b>141,200 Sf GBA</b>	<b>\$253 /Sf</b>	<b>\$35,780,000</b>
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<sup>1</sup> These costs assume Type V with Structured Parking construction, a 5% direct cost contingency allowance; and assumes no prevailing wage requirements are imposed.

<sup>2</sup> These costs should be verified by the City staff.

<sup>3</sup> See Table 2 for the sales revenue estimate.

<sup>4</sup> Reflects a 7.0% interest cost for debt; a 15 month construction period; and a 15 unit/month absorption period; 30% of the units are presold and close during first month after completion; and 2.0 points for loan origination fees.

<sup>5</sup> See Table 2 for residential sales revenue estimates. Assumes 2.0% and 1.5% of residential sales revenues for commissions and closing costs, respectively. Also includes \$2,000/unit for warranties.

APPENDIX C - TABLE 2

REVENUE PROJECTIONS  
RESIDENTIAL PROTOTYPE PROFORMA  
100 RESIDENTIAL OWNERSHIP UNITS - 50 UNITS/ACRE  
RESIDUAL LAND VALUATION ANALYSIS  
LOS ANGELES, CALIFORNIA

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I.	<b>Residential Sales Revenues</b> <sup>1</sup>			
	Plan 1 -2-Bdrms - 1,200 Sf - Flats	100 Units	\$602,400 /Unit	\$60,240,000
II.	<b>Total Project Sales Revenues</b>	100 Units	602,400 /Unit	<b>\$60,240,000</b>

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<sup>1</sup> Based on KMA market survey of housing comparables located in or near downtown Los Angeles industrial areas. Reflects a sales price of \$502/Sf.

Prepared by: Keyser Marston Associates, Inc.  
File name: Resid Own Proforma\_11.27.06; Pf; cb; 1/17/2007

APPENDIX C - TABLE 3

RESIDUAL LAND VALUE CALCULATION  
 RESIDENTIAL PROTOTYPE PROFORMA  
 100 RESIDENTIAL OWNERSHIP UNITS - 50 UNITS/ACRE  
 RESIDUAL LAND VALUATION ANALYSIS  
 LOS ANGELES, CALIFORNIA

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I.	<b>Sales Revenues</b>	See Appendix A - Table 2	<b>\$60,240,000</b>
II.	<b>Development Costs</b>		
	Construction Costs	See Appendix A - Table 1	(\$35,780,000)
	Threshold Developer Profit <sup>1</sup>	15.0% Sales Revenues	(9,036,000)
	<b>Total Development Costs</b>		<b>(\$44,816,000)</b>
III.	<b>Residual Land Value</b>	<b>100 Units</b>	<b>\$154,200 /Unit</b>
	Value per Square Foot	<b>87,120 Sf Land</b>	<b>\$177 /Sf Land</b>

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<sup>1</sup> Represents minimum proforma profit required to attract investment interest, expressed as a percentage of sale revenues per residential development practice

## **APPENDIX D**

APPENDIX D - TABLE 1

**ESTIMATED CONSTRUCTION COSTS  
INDUSTRIAL PROTOTYPE PROFORMA  
52,272 SF BUILDING - 0.6 FAR  
RESIDUAL LAND VALUATION ANALYSIS  
LOS ANGELES, CALIFORNIA**

**I. Direct Costs**<sup>1</sup>

Off Site Improvements <sup>2</sup>	Allowance			\$0
Building Shell Costs <sup>3</sup>	52,272 Sf of GBA	\$50 /Sf GBA		2,614,000
Tenant Improvement Costs	5,227 Sf of GLA	\$15 /Sf GLA		78,000
Contingency	5% of Other Direct Costs			161,000
<b>Total Direct Costs</b>	<b>52,272 Sf of GBA</b>	<b>\$55 /Sf GBA</b>		<b>\$2,853,000</b>

**II. Indirect Costs**

Arch., Eng. & Consulting	5% of Direct Costs			\$143,000
Public Permits & Fees <sup>4</sup>	52,272 Sf of GBA	\$2 /Sf GBA		105,000
Taxes, Ins., Legal & Acctng.	2% of Direct Costs			57,000
Marketing				
Leasing Commissions	\$2 Sf of GLA			104,544
Development Management	3% of Direct Costs			86,000
Contingency <sup>5</sup>	5% of Other Direct Costs			20,000
<b>Total Indirect Costs</b>				<b>515,544</b>

**III. Financing Costs**

Land <sup>6</sup>	\$3,282,000	Financed @	7.2% Interest	\$237,000
Construction Loan <sup>7</sup>	\$3,902,544	Financed @	7.2% Interest	153,000
Loan Points & Fees	\$7,185,000	Supp. Value	2.0 Points	144,000
<b>Total Financing Costs</b>				<b>534,000</b>

**IV. Total Construction Costs 52,272 Sf of GBA \$75 /Sf GBA **\$3,902,544****

<sup>1</sup> Assumes prevailing wage payments are not required.

<sup>2</sup> City staff should estimate this cost.

<sup>3</sup> Includes on-site improvements. Also assumes parking ratio of 2.0 spaces per 1,000 sq.ft., as per LA City Department of Building and Safety Zoning Code.

<sup>4</sup> Based on KMA's experience with similar projects.

<sup>5</sup> Excludes Development Management.

<sup>6</sup> Assumes a 12-month development period and an average outstanding loan balance of 100%.

<sup>7</sup> Assumes a 10-month construction period and an average outstanding loan balance of 65%.



APPENDIX D - TABLE 2

ESTIMATED STABILIZED NET OPERATING INCOME  
 INDUSTRIAL PROTOTYPE PROFORMA  
 52,272 SF BUILDING - 0.6 FAR  
 RESIDUAL LAND VALUATION ANALYSIS  
 LOS ANGELES, CALIFORNIA

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I. Rental Income

Base Rental Income <sup>1</sup>	52,272 Sf of GLA	\$10 / Sf GLA	<u>\$502,000</u>
<b>Potential Gross Income</b>			\$502,000
(Less) Vacancy & Collections	3% Potential Gross Income		<u>(15,000)</u>
<b>Effective Gross Income</b>			\$487,000

II. Operating Expenses

Management	3% of EGI		(\$14,600)
Operating & Capital Reserves	52,272 Sf of GBA	\$0.10 / Sf GBA	<u>(5,200)</u>
<b>Total Expenses</b>			(20,000)

<b>III. Stabilized Net Operating Income</b>			<b>\$467,000</b>
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<sup>1</sup> Based on Colliers International Los Angeles Basin Industrial Market Report (2Q06), CB Richard Ellis Los Angeles Industrial Market Report (3Q06), and Grubb & Ellis Industrial Market Trends Report (3Q06). Rents equate to \$0.80 per square foot per month.

APPENDIX D - TABLE 3

RESIDUAL LAND VALUE CALCULATION  
 INDUSTRIAL PROTOTYPE PROFORMA  
 52,272 SF BUILDING - 0.6 FAR  
 RESIDUAL LAND VALUATION ANALYSIS  
 LOS ANGELES, CALIFORNIA

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I. Supportable Private Investment

Net Operating Income	See APPENDIX D - TABLE 2	\$467,000
Threshold Return on Investment <sup>1</sup>		6.5%
		<hr/>
Supportable Private Investment		\$7,185,000

II. Residual Land Value Calculation

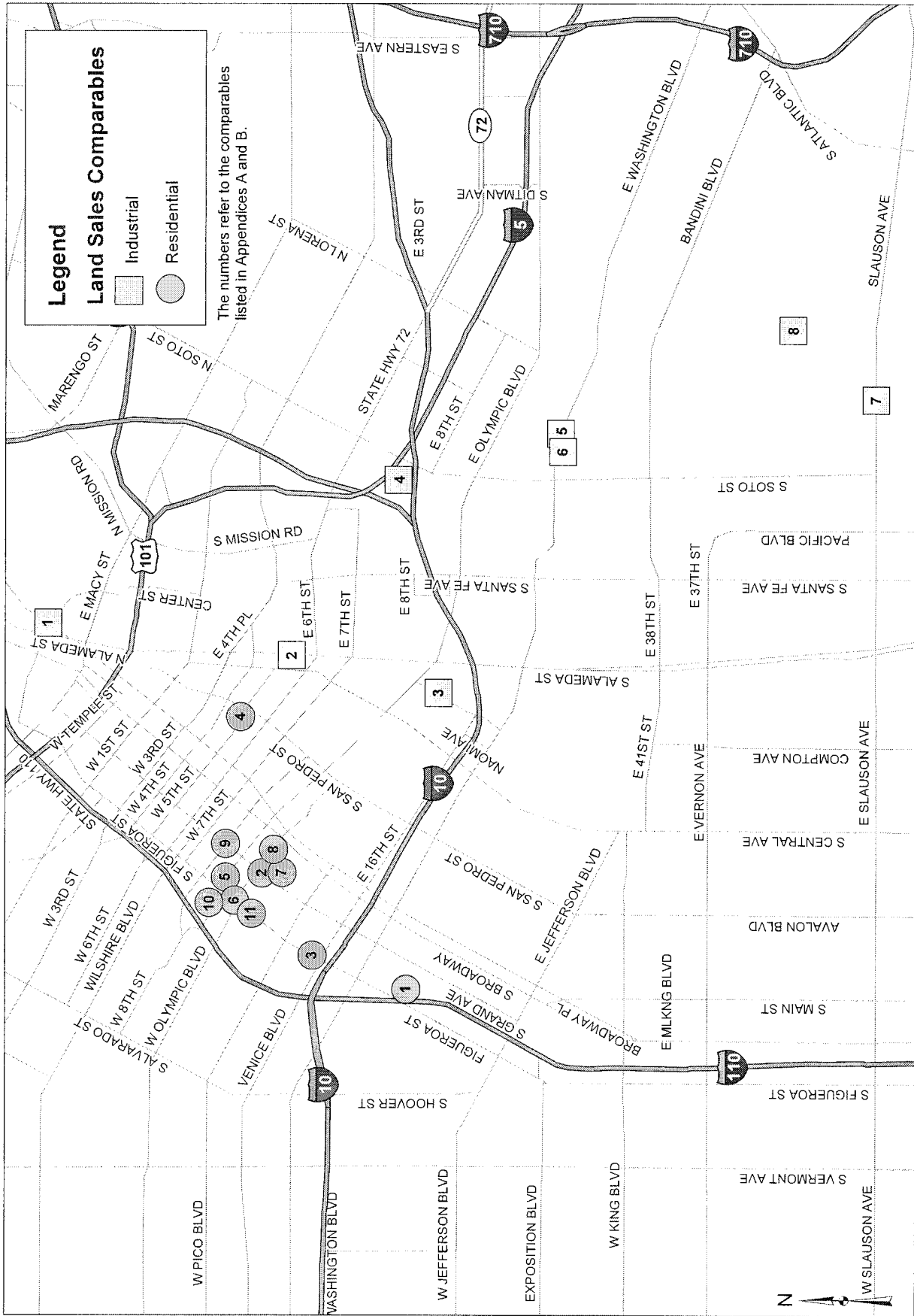
Supportable Private Investment		\$7,185,000
(Less) Total Construction Costs	See APPENDIX D - TABLE 1	(3,902,544)
		<hr/>

III. <b>Residual Land Value</b> <sup>2</sup>				<b>\$3,282,000</b>
Value per Square Foot	87,120	Sf of Land	\$38 /Sf Land	

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<sup>1</sup> Assumes an owner-occupied project resulting in a reduction of the typical developer return requirement and a resulting increase in supportable land value.  
<sup>2</sup> Excludes off site improvement costs.

MAP 1  
 Land Sales Comparables  
 Residual Land Valuation Analysis



Prepared by: Keyser Marston Associates, Inc.  
 Filename: Land Comps2.ai; 12/07/06; cb



August 16, 2011

# Panama Adding a Wider Shortcut for Shipping

By HENRY FOUNTAIN

COCOLÍ, Panama — For now, the future of global shipping is little more than a hole in the ground here, just a short distance from the Pacific Ocean.

Ah, but what a hole it is.

About a mile long, several hundred feet wide and more than 100 feet deep, the excavation is an initial step in the building of a larger set of locks for the Panama Canal that should double the amount of goods that can pass through it each year.

The \$5.25 billion project, scheduled for completion in 2014, is the first expansion in the history of the century-old shortcut between the Atlantic and Pacific. By allowing much bigger container ships and other cargo vessels to easily reach the Eastern United States, it will alter patterns of trade and put pressure on East and Gulf Coast ports like Savannah, Ga., and New Orleans to deepen harbors and expand cargo-handling facilities.

Right now, with its two lanes of locks that can handle ships up to 965 feet long and 106 feet wide — a size known as Panamax — the canal operates at or near its capacity of about 35 ships a day. During much of the year, that can mean dozens of ships are moored off each coast, waiting a day or longer to enter the canal.

The new third set of locks will help eliminate some of those backlogs, by adding perhaps 15 passages to the daily total. More important, the locks will be able to handle “New Panamax” ships — 25 percent longer, 50 percent wider and, with a deeper draft as well, able to carry two or three times the cargo.

No one can predict the full impact of the expansion. But for starters, it should mean faster and cheaper shipping of some goods between the United States and Asia.

Dean Campbell, a soybean farmer from Coulterville, Ill., for instance, expects the expansion will help him compete with farmers in South America — which, he said, “has much poorer infrastructure for getting the grain out.”

The canal expansion “will have a definite impact on us,” Mr. Campbell said. “We think in general it will be a good thing, we just don’t know how good.”

Jean Paul Rodrigue, a professor of global studies and geography at Hofstra University who has studied the expansion project, said that the shipping industry was waiting to see how big the impact would be. “They know it’s going to change things, but they’re not sure of the scale.”

For now the hole, parallel to the existing smaller Pacific locks and about a half-mile away, is a scene of frenetic activity by workers and machines laboring in the tropical haze. At one end, giant hydraulic excavators scoop blasted rock into a parade of earth movers that dump it topside on a slowly growing mountain of rubble. At the other, where the machines have finished their work, a pack of about 50 men buzzes over the rock floor, preparing it to serve as a foundation for a bed of concrete.

That slab will be one small building block for the immense structures to come: three 1,400-foot-long locks, water-filled chambers that will serve as stair steps, raising or lowering ships a total of 85 feet. An identical set of locks will be built on the Atlantic side.

Once an Atlantic-bound ship leaves the new Pacific locks, it would join the existing canal at the Culebra Cut — an eight-mile channel through the continental divide — and then steam across Gatún Lake to the new Atlantic locks for the trip back down to sea level. In all, the 51-mile passage will take about half a day, as it does now.

The expansion is being financed with loans from development banks to be repaid through tolls that currently reach several hundred thousand dollars for large ships. The project is huge by Panama’s standards; among other things, the country’s largest rock-crushing plant has sprung up, almost overnight, to turn the mountain of excavated rubble into sand and stone for the concrete.

It is hardly the biggest infrastructure project in the world, “but this is the one that has the most foreign impact,” said Jorge L. Quijano, an executive vice president of the Panama Canal Authority, which has operated the canal since the United States handed it to Panama more than a decade ago. “And I think it is the one that has the most impact on the United States.”

And perhaps on other nations: some of the largest ships that currently serve Europe by traveling through the wider Suez Canal in Egypt may begin using the Panama route.

But the impact will probably be greatest in the United States, the destination or origin of about two-thirds of the goods that pass through the canal.

Like the construction of the original canal, an engineering masterpiece that opened in 1914 after 10 years of work by the United States Army Corps of Engineers, the expansion project is a daunting task, but for different reasons.

The corps had to tackle tropical diseases that had killed thousands of workers during an earlier failed effort by the French. It had to excavate — and, crucially, dispose of — tens of millions of cubic yards of dirt and rock. And it built locks that were then the world's largest.

“They were the best engineers in the world, ever,” said Alberto Alemán Zubieta, the chief executive of the canal authority. “Today I’ve got computers, technology, super equipment. Those guys did this in 10 years, under the most difficult conditions ever.”

The biggest questions today concern whether, in a country and region marked by official corruption, the canal authority, an autonomous agency of the Panamanian government, can handle such an undertaking. Panama's vice president, Juan Carlos Varela, was reported to have privately called the project a “disaster” in 2009, according to an American diplomatic memo made public last year by WikiLeaks. Mr. Varela described the main contractors, Spanish and Italian firms, as “weak.”

But authority executives say they have had nothing but support from the government. They claim that the project is on time and under budget, and that the authority has the engineering and management skill to complete it.

Some outsiders agree. “We are quite impressed with how the project is being run,” said Byron Miller, a spokesman for the Port of Charleston in South Carolina, which is spending \$1.3 billion over 10 years on improvements to handle the additional cargo from the canal and other routes.

Expansion of the canal was first proposed in the 1930s to accommodate large United States warships, and excavation for larger locks began in 1939 but was stopped during World War II. The current project was approved in a national referendum in 2006.

Deeper approach channels are being dredged on both coasts. And on the Pacific side, crews are excavating a long channel that will connect the new locks to the Culebra Cut. The channel through Gatún Lake is being widened so that larger ships can pass each other.

The new locks, which will account for about half the cost of the project, will work on the same principle used by the existing ones: moved solely by gravity, water is fed into or emptied from the chambers, raising or lowering the ships inside. But the new locks will use a different kind of gate at the end of each chamber, which should make maintenance easier and less disruptive. They will also have a feature found on some canals in Europe: three shallow basins next to each lock that will store water and reuse it. With the basins, the new locks will use about four million

fewer gallons of water for each ship's passage through the canal than the much smaller existing locks. Even so, to ensure there is enough, the project will raise the level of Gatún Lake, which supplies the water for the locks, by about a foot and a half.

Water use would not seem to be much of an issue in rain-soaked Panama. But Gatún Lake serves as a drinking water supply as well. And the water level has to be monitored so there is enough stored for use by the canal during the dry season, roughly January to April. If the level is too low the authority has to reduce the amount of water for each passage, which means the deepest-draft ships cannot use the canal unless they unload some cargo.

Water quality is an issue as well. The new locks and basins will allow more saltwater into Gatún Lake, although the canal authority insists that the effect will be small and that steps can be taken to mitigate the problem if necessary.

The water-saving basins, with an elaborate system of culverts and valves to divert water to and from the chambers, may be the project's most technologically challenging part. Operators will use computer controls that are a far cry from the electromechanical ones, with brass and glass indicators and chrome valve handles, that were used from 1914 until just a few years ago.

Despite the system's complexities, Mr. Quijano, the canal authority official, insisted that the authority was capable of carrying it out successfully. "We have not invented anything that has not been invented before," he said.

Mr. Alemán, the authority's chief executive, also expressed confidence in the project's overall success, saying his managers draw lessons from those who worked a century ago. "We have a very high standard to live up to," he said.



## San Fernando Valley Council of Governments Staff Report

REPORT DATE: Oct 13, 2011	FILE NUMBER: 11-7009	AGENDA ITEM: 009
TITLE: ADOPTION OF FISCAL POLICY MANUAL		

### **ACTION REQUESTED:**

Approve the proposed Fiscal Policy Manual for the San Fernando Valley Council of Governments

### **BACKGROUND:**

Carried forward from July 14, 2011

Executive Director presentation of the San Fernando Valley Council of Governments, Fiscal Policy Manual; prepared in conjunction with the County Auditor-Controller.

The San Fernando Valley Council of Governments (SFVCOG) Fiscal Manual is a resource guide of fiscal policies, procedures, and internal controls to safeguard and manage the authority's assets. The Executive Director and the management team will use the Fiscal Manual as a day-to-day guide to manage and control fiscal operations, and meet their responsibilities to manage funds and other assets within the SFVCOG.

This Fiscal Manual will be updated and maintained by the Executive Director, SFVCOG in accordance with procedures detailed within the Fiscal Manual

### **ANALYSIS:**

Required operational document

**POLICY IMPLICATIONS:** Provide consistent and continuous guidance as to the handling of the assets of the SFVCOG

**FISCAL IMPACT:** None

**ASSIGNED STAFF:** R. Scott



**SAN FERNANDO VALLEY  
COUNCIL OF GOVERNMENTS**



**FISCAL MANUAL**

**October 2011**

# SAN FERNANDO VALLEY COUNCIL OF GOVERNMENTS



## FISCAL MANUAL

### Introduction

The San Fernando Valley Council of Governments (SFVCOG) Fiscal Manual is a resource guide of fiscal policies, procedures, and internal controls to safeguard and manage the authority's assets. The Executive Director and the management team will use the Fiscal Manual as a day-to-day guide to manage and control fiscal operations, and meet their responsibilities to manage funds and other assets within the SFVCOG.

This Fiscal Manual will be updated and maintained by the Executive Director, SFVCOG in accordance with procedures detailed within the Fiscal Manual.

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# Chapter 1 – Governing Regulations and Guidelines

## 1.1.0 Governing Regulations and Guidelines

### 1.1.1 Introduction and Summary

The San Fernando Valley Council of Governments (SFVCOG) Joint Powers Agreement (JPA Agreement) was approved in May 2010 and provides overall guidance on administrative matters.

Section 9 of the JPA Agreement states that "The Treasurer of one of the Members shall serve as Treasurer of the SFVCOG for a term of three (3) years. Upon expiration or earlier termination of the term, the Treasurer of the Member whose Board Representative then serves as the Chair of the Board shall serve as the Treasurer for the SFVCOG. Should that person have just served as Treasurer, or otherwise not be available, then the Treasurer of the Member whose Board Representative then serves as Vice Chair shall serve as the Treasurer."

Currently, the Los Angeles County Treasurer and Tax Collector serves as the treasurer of the Authority and the County Auditor-Controller acts as the Fiscal Agent. The treasurer is responsible for the deposit, custody, safekeeping and disbursement of all the monies of the Authority. The auditor-controller is responsible for monitoring all financial transactions, processing payments for all Authority expenditures, contracting with a certified public accountant for the annual audit of accounts and records as prescribed by the State Controller for special districts (report shall be filed within six months after end of fiscal year under audit), keep copies of supporting documentations for expenditures provided by the Authority, and submit on a quarterly basis a cash basis report to the Governing Board of the Authority which shows all financial transactions of the Authority.

### 1.1.2 Los Angeles County Fiscal Manual

The Los Angeles County Fiscal Manual is the primary resource guide for all fiscal matters in the County. Therefore, based on the direct connection between the Authority and the County in fiscal matters cited above; the County Fiscal Manual provides the overall governing regulations and guidelines for all Authority fiscal matters, incorporated herein by this reference.

### 1.1.3 Maintenance and Updates to the Authority Fiscal Manual

The Executive Director of the SFVCOG shall be responsible for maintaining and updating the SFVCOG Fiscal Manual. All updates, including but not limited to signature and expenditure authority rules, will be submitted to the SFVCOG Board of Directors for approval.

## **Chapter 2 — Payroll and Personnel**

### **2.1.0 Payroll and Personnel**

#### **2.1.1 Decentralization of Payroll and Personnel**

To the extent that SFVCOG does not directly and explicitly employ any particular employee(s), Member staff assigned to the SFVCOG will not be considered employees of the SFVCOG, but instead such Member staff will remain employees of their member department/city/agency. All payroll and personnel responsibilities will therefore be decentralized and will remain the responsibility of the employees' member agencies.

#### **2.1.2 Authority of the Executive Director**

While the SFVCOG will not technically employ the employees, the Executive Director will provide day-to-day functional supervision of the employees assigned to the SFVCOG. The Executive Director may also, at their discretion, review specific administrative items, such as time records and invoices from any agencies seeking reimbursement for employee service, to ensure the accurate and appropriate accounting of SFVCOG expenditures.

#### **2.1.3 Independent Contractors**

The SFVCOG may directly retain independent contractors to perform services as contract employees. County procurement procedures and the County Fiscal Manual will govern the fiscal aspects, solicitation, contracting, and payment of these independent contractors.

## **Chapter 3 — Procurement and Contracting**

### **3.1.0 Procurement and Contracting**

#### **3.1.1 Procurement and Contracting Procedures**

Overall SFVCOG procurement and contracting policies and procedures will be governed by County procurement policies and procedures. Exceptions may be made for specific items (such as expenditure authority limitations outlined below) as approved by the SFVCOG Board of Directors.

The County Board of Supervisors has adopted certain policies and programs that were adopted by the County Board of Supervisors to be applied to County purchase orders and service contracts. These policies are specifically excluded when they do not directly relate to the SFVCOG's procurement of goods and services, and are not applicable to SFVCOG procurement and contracting activities.

#### **3.1.2 Expenditure Approval Authorization**

The SFVCOG Board of Directors is responsible for establishing appropriate limits of expenditure approval authorization.

All invoices related to payment of the Executive Director or reimbursement to the Executive Director for approved expenditures, must be approved by the Chair of the Board of Directors.

#### **3.1.3 Expenditure Authorizations Limits**

As approved by the Authority's Board of Directors on October 13, 2011, the expenditure authorization limits are as follows:

- a. The Executive Director is authorized to approve all purchases, invoices, and expenditures within the amounts included in the Authority's adopted budget.
- b. All expenditures above the budgeted amounts must be approved by the Board of Directors.

## **Chapter 4 — Grant Management**

### **4.1.0 Grant Management**

#### **4.1.1 Introduction**

Due to importance of federal and State grants to the development of the SFVCOG, the Board and the Executive Director will adhere to and pay particular attention to the availability, processes, and timelines for grant applications, approvals, and payments.

#### **4.1.2 Policies and Procedures**

The Director shall ensure that grants are aggressively pursued and rigorously managed to ensure that all available grant funds are allocated to the Authority and expended in a timely manner.

#### **4.1.3 Reporting Procedures**

The Executive Director shall report to the Board at least quarterly on the status of all grant funding.

## **Chapter 5 — Capital Assets Management**

### **5.1.0 Capital Assets Management**

#### **5.1.1 Introduction**

Currently, the SFVCOG has no capital assets. However, if capital assets are acquired, it is imperative that the Board of Directors and Executive Director pay particular attention to the safeguarding, custody, replacement, documentation and accountability for all capital assets.

#### **5.1.2 Responsibility for Policies and Procedures**

The Executive Director shall be responsible for establishing capital asset policies and procedures that are consistent with the County Fiscal Manual and sound management practices. Internal controls will focus on budgetary control, accurate inventory and tagging of all capital assets, and clear accountability and responsibility for SFVCOG capital assets, including their replacement.



## **Chapter 6 — Travel and Training Policy**

### **6.1.0 Travel and Training Policy**

#### **6.1.1 Policy**

The Director shall ensure that personnel assigned to the SFVCOG follow all County travel and training regulations to ensure the effective control and cost management of these expenses.

#### **6.1.2 Approval Procedures**

All out-of-County travel and training shall receive prior approval of the Chair. The Chair, within the guidelines and expenditure limits established by the County, shall approve all claims for reimbursement of travel and training expenditures.



## San Fernando Valley Council of Governments Staff Report

REPORT DATE: Oct 13, 2011	FILE NUMBER: 11-7008	AGENDA ITEM: 010
TITLE: OPERATING BUDGET - FISCAL YEAR 2011-2012 - Rev 2		

### **ACTION REQUESTED:**

Approve operating budget for FY 2011-2012 - Rev 2

### **BACKGROUND:**

Carried forward

Executive Director presentation of a proposed operating budget for FY 2011-2012. Item 4(D) on the Agenda of the August 12, 2010 Board of Directors meeting provided for a temporary working budget for the San Fernando Valley Council of Governments (SFVCOG) as follows:

*John Wickham, Office of the CLA City of Los Angeles, stated that with anticipated contributions of \$10,000 per member organization, the SFV COG will begin with a budget of \$60,000. Comparative salaries for Executive Directors of other smaller COGs were studied. COG funding will be set aside for printing, postage, travel to the League of California Cities conference, etc. An audit is required in future, which will require funding. A Surety Bond is required. The amount remaining, \$48k, will be budgeted to pay contract costs for an Executive Director. The Reserve Fund should be raised to a total of 20% (recommend raising it annually 5% a year plus supplementing with savings if any).*

### **ANALYSIS:**

This matter was referred back to the Executive Director in consultation with his Technical Advisory Committee for review and modification. The Board of Directors requested that the annual expenditures be reduced to coincide with current annual revenues of not more than \$60,000.

Due to the protracted process of contracting for an Executive Director, the SFVCOG realized significant savings in 2011-2012 by not having to pay for staff. The recommended Reserve Fund of 20% of the annual budget (\$12,000) can be met currently and still yield a surplus of \$26,073. With the receipt of dues from the City of Los Angeles, \$10,000 for FY 1010-1011, the combined surplus will total \$36,073. The disposition of the surplus left to the discretion of the Board of Directors. It is recommended that it be used for leveraged investment on projects that will develop revenue or build the capacity of the organization.

The current staff is being subsidized through a monthly supplement of \$1,450 from The Valley Economic Alliance, Mulholland Institute. It would be beneficial to work toward enhancing the funding for staff, both to improve the capacity of the organization, and ultimately abate dependence on the startup subsidy.

**POLICY IMPLICATIONS:** The Budget will determine the organization's ability to implement its Work Program.

**FISCAL IMPACT:** The Budget will provide forward-looking guidance for expected revenues and expenditures.

**ASSIGNED STAFF:** R. Scott

## SAN FERNANDO VALLEY COUNCIL OF GOVERNMENTS

OPERATING BUDGET - Fiscal Year 2011-2012 - Rev 2

July 1, 2011 through June 30, 2010

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<b>REVENUES</b>	<b>REVENUES</b>	<b>EXPENDITURES</b>	<b>BALANCE</b>
Member Dues	60,000		60,000
<b>EXPENDITURES</b>			
<b>Wages &amp; Benefits</b>			
Executive Director, Management Services Contract		48,000	12,000
<b>General Operations</b>			
Office Lease		0	12,000
Office Expense, Postage, Stationery, etc.		2,500	9,500
Printing		2,970	6,530
Computer Supplies		300	6,230
Telephone & Communications		0	6,230
Audit Fees, Fund		2,500	3,730
Travel, Airfare & Accommodations		720	3,010
Travel Per Diem		240	2,770
Parking and Auto		120	2,650
Meeting/Event Support, Logistics, Refreshment and Expenses		2,400	250
Membership Dues		0	250
League of Cities		250	0
Data and Data Services		0	0
Other Miscellaneous Expenses		0	0
<b>Totals and Year End Balance</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 0</b>



## San Fernando Valley Council of Governments Staff Report

REPORT DATE: Oct 13, 2011	FILE NUMBER: 11-7011	AGENDA ITEM: 011
TITLE: MAP OF THE SAN FERNANDO VALLEY COUNCIL OF GOVERNMENTS		

### **ACTION REQUESTED:**

Adopt a map that depicts the boundaries of the San Fernando Valley Council of Governments (SFVCOG) for purposes of identifying the current boundaries of member cities and the county. The map would also be used to determine areas relative to working relationships with the Southern California Association of Governments (SCAG). The map is not intended to limit the SFVCOG in its activities or concerns where outlying areas ultimately impact the area served.

### **BACKGROUND:**

Carried forward from July 14, 2011

The cities and county of the SFVCOG are located in two different valleys; San Fernando Valley and Santa Clarita Valley. Other contiguous cities have been invited to join and if they choose to, the map would likely be modified to include them as well. The map in its current version includes the cities of Burbank, Glendale, Los Angeles, San Fernando and Santa Clarita, and a considerable amount of the unincorporated area of the County of Los Angeles. A large portion of the county territory is found in the One Valley-One (OVOV) vision area of Santa Clarita. A joint exercise in planning between the city and county.

### **ANALYSIS:**

A graphic representation of the region of the SFVCOG is important to visualize and demonstrate to the public the size, nature and configuration of the service area. It is also necessary in defining relationships with SCAG.

**POLICY IMPLICATIONS:** May define, but will also moderate areas of involvement and concern.

**FISCAL IMPACT:** None

**ASSIGNED STAFF:** R. Scott





## San Fernando Valley Council of Governments Staff Report

REPORT DATE: Oct 13, 2011	FILE NUMBER: 11-7012	AGENDA ITEM: 012
TITLE: WORK PROGRAM FY 2011-2012		

### **ACTION REQUESTED:**

Adopt the Work Program for Fiscal Year 2011-2012

### **BACKGROUND:**

Carried forward

The San Fernando Valley Council of Governments (SFV COG) is a joint powers authority serving the San Fernando and Santa Clarita Valleys. The organization held its first meeting in July of 2010, and after resolving the logistics, fiscal year 2011-2012 is its first full year of operation. The jurisdictions represented include the cities of Burbank, Glendale, Los Angeles (San Fernando Valley portion), San Fernando, Santa Clarita, and adjacent unincorporated Los Angeles County areas of the two valleys. Together these jurisdictions cover over 400 square miles and are home to 2.1million residents making it the fifth largest unified metropolitan area in the U.S.

The SFVCOG was formed to bring together San Fernando and Santa Clarita Valley cities, communities, and the County of Los Angeles, to focus in unprecedented ways on issues that affect these two populous valleys. Historically, they have not previously had a structure to focus specifically on their unique region of Southern California. SFVCOG serves as the forum for cooperative regional decision making.

### **ANALYSIS:**

This document identifies the work that will be commenced during the fiscal year of July 1, 2011 through June 30, 2012 (FY 2011-2012). It discusses the planning priorities, the needs of the region, and the specific programs to meet those needs. It serves as a management tool for SFV COG, its policy committees, working groups, and staff. It additionally provides local agencies with a focal point for improving regional coordination and reducing duplication of work efforts at all levels. The Work Program will provide essential guidance to staff, and also to the Board of Directors in striving for the goals and objectives of the SFV COG.

**POLICY IMPLICATIONS:** Each goal, objective and initiative is likely to result in changes to the organization's programming and regional leadership profile.

**FISCAL IMPACT:** Refer to the SFV COG Budget, FY 2011-2012

**ASSIGNED STAFF:** R. Scott



# **SAN FERNANDO VALLEY COUNCIL OF GOVERNMENTS**

WORK PROGRAM

Fiscal Year 2011-2012

Revision 2



# SAN FERNANDO VALLEY COUNCIL OF GOVERNMENTS

## WORK PROGRAM

### Regional Perspective

The San Fernando Valley Council of Governments is a joint powers authority serving the San Fernando and Santa Clarita Valleys. The organization held its first meeting in July of 2010, and after resolving the logistics, fiscal year 2011-2012 is its first full year of operation. The jurisdictions represented include the cities of Burbank, Glendale, San Fernando Valley portion of Los Angeles, San Fernando, Santa Clarita, and adjacent unincorporated Los Angeles County areas of the two valleys. Together these jurisdictions cover over 400 square miles and are home to 2.1 million residents<sup>1</sup> making it the fifth largest unified metropolitan area in the United States

The SFV COG was formed to bring together San Fernando and Santa Clarita Valley cities, communities, and the County of Los Angeles, to focus in unprecedented ways on issues that affect these two populous valleys. They have not previously had a structure to focus specifically on their unique region of Southern California. The SFV COG serves as the forum for cooperative regional decision making.

## Goals

- Establish an agency to jointly conduct studies and projects designed to coordinate and improve common governmental responsibilities and services on a valley-wide and subregional basis.
- Explore areas of inter-governmental cooperation and coordination of government programs. Provide recommendations and solutions to problems of common and general concern to Members.
- Assist in planning and voluntary coordination in the greater San Fernando and Santa Clarita valley areas of Los Angeles County.
- Coordinate activities with the Southern California Association of Governments (SCAG) relative to the Strategic Plan, Regional Transportation Plan (RTP), SCAG's annual Overall Work Program (OWP), Compass Blueprint, Regional Comprehensive Plan (RCP), Sustainable Communities Strategies (SCS) and transportation-related portions of local air quality management plans.
- Coordinate activities with SCAG relative to review of regionally significant development projects, periodic preparation of a Regional Housing Needs Assessment (RHNA), and wastewater treatment management.

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<sup>1</sup> Estimates derived from: State of California, Department of Finance, E-5 Population and Housing Estimates for Cities, Counties and the State, 2001-2009, with 2000 Benchmark. Sacramento, California, May 2009; San Fernando Valley Economic Research Center, CSUN (2010); and Mulholland Institute



# INTRODUCTION TO THE FISCAL YEAR 2011-2012 WORK PROGRAM

This document identifies the work that will be initiated during the fiscal year of July 1, 2011 through June 30, 2012 (FY 2011-2012). It discusses the planning priorities, the needs of the region, and the specific programs to meet those needs. It serves as a management tool for SFV COG, its policy committees, working groups, and staff. It additionally provides local agencies with a focal point for improving regional coordination and reducing duplication of work efforts at all levels.

## Objectives

1. Determine activities realistically based on existing resources and capabilities.
2. Establish policy committees to develop positions and programs in various categories.
3. Establish a process to build consensus across jurisdictions and among agencies on goals and objectives.
4. Seek out partnership opportunities with organizations, agencies and fellow councils of governments in the County of Los Angeles.
5. Establish a Legislative Agenda and policy matrix that furthers the advancement of projects adopted and supported by the SFV COG.
6. Establish, mediate and facilitate strategies and partnerships for implementation among jurisdictions, and with private sector and community resources.
7. Develop cross-jurisdictional, inter-agency collaboration focused on vitalizing the area's economy and offering opportunities to broaden the base of prosperity.
8. Establish and facilitate aggressive and entrepreneurial committees: Technical Advisory Committee (TAC), and Civic Advisory Committee (CAC).
9. Create implementation strategies and tactics for:
  - a. *Los Angeles County Strategic Plan for Economic Development;* and
  - b. *Interstate-5 Corridor Economic Development Plan.*
10. Develop strategies to identify grants, subventions, fundraising activities and potential private-sector partners.
11. Seek additional opportunities and resources working with existing reports, plans and expertise.
12. Initiate implementation of SFV COG goals when and where practical.

# Detailed Work Elements

## Legislative Objectives

Expedite transportation and infrastructure projects in the greater San Fernando and Santa Clarita Valley region.

Develop a legislative process, agenda and advocacy program to further the goals and objectives of the SFV COG.

Advocate for legislation that will have a positive effect on the two valleys in priority categories as addressed by the SFV COG:

1. Regional Stewardship and Planning
2. Transportation
3. Economic Development
4. Higher Education, Careers and Workforce
5. Environment and Quality of Life
6. Energy
7. Infrastructure and Utilities
8. Housing and Community Development

## Planning for Economic Development in Regional Corridors

- Establish an Economic Development workgroup with emphasis on jobs and career development
- Assist in implementation of Los Angeles County Strategic Plan for Economic Development as adopted
- Work to implement Interstate-5 Corridor Plan: CA-126 to the southern boundary of Glendale/Burbank
- Monitor and coordinate economic development along the US-101 Corridor: Camarillo to Pasadena
- Explore the creation of a region-wide Comprehensive Economic Development Strategy (CEDS) (US Department of Commerce).

## Transit & Transportation Planning

- Establish a Transportation, Transit & Logistics workgroup.
- Develop and maintain a Valley Mobility Matrix that focuses on the transportation needs of the region.
- Optimize mobility based upon interconnecting networks that address the needs of the region. Include strategies to connect valley origins and destinations, maximizing intra-valley mobility as well as optimizing connections to destinations throughout Southern California.

- Cultivate centers, transit oriented districts and clusters of destinations. Balance amenities and attractions to minimize travel demand using pedestrian-oriented approaches, radial studies and gravity models. Evaluate and consider new and advanced transportation concepts and alternatives.
- Cultivate an I-405 mobility plan, facilitating commuter transit from 126 to LAX.
- Assure that any High-Speed Rail lines are efficient and effective.

## Environment & Natural Resources

Coordinate with the Southern California Association of Governments on the SFV COG's role in implementation of AB 32 and SB 375.

## Public Information & Involvement

Contact relevant agencies to gather Census data, information and statistics for the SFV COG region pursuant to city and county resolutions, Government Code Section 11093, and the San Fernando Valley Census County Division under the US Census Bureau.

Work with regional media in communicating the role and mission of the SFV COG and providing information regarding the region to the wider public.

## Regional Forecasting & Policy Analysis

Work with staff, local institutions and organizations in dissemination of information and demographics; trends and forecasts relating to quality of life and economic development in the region.

Coordinate complementary programming among members to act on economic data and implement strategies.

## Work Program Development & Administration

*Capacity building for the San Fernando Valley Council of Governments region.*

Make initial contacts and establish relationships with:

- Members of federal and state legislative delegations that have jurisdiction over the SFV COG region.
- Government, quasi-governmental and special agencies; and with special districts that have jurisdiction over the SFV COG region.
- NGOs and not-for-profit organizations that are active in, or representative of the SFV COG region.
- Gain appropriate access to grants and projects for the fifth largest unified metro region in the United States.

## Legislative Process and Agenda

- Monitor developments on matters reasonably related to initiatives and activities undertaken by the SFV COG, its Board of Directors or contained in the Joint Powers Agreement.
- Notify all Board Members in advance of any unprecedented initiatives, activities or advocacy to be commenced between board meetings. Provide sufficient time and notice for Board Members to respond to the proposal, and if indicated, to require that the matter be brought up at a Board of Directors meeting for advance discussion and approval.
- Engage the Board of Directors in the development of public policy positions on relevant issues and Legislative Objectives.
- Engage the Board of Directors and develop public policy positions on the following matters:
  - Development of a "Valley Mobility Matrix" to provide strategic vision
  - California Environmental Quality Act (CEQA)
  - California Redevelopment Act (RDA)
  - Regional Housing Needs Assessment (RHNA)
  - AB32 Global Warming Solutions Act of 2006
  - SB375 Sustainable Communities and Climate Protection Act of 200
- Work with the Board of Directors to develop overall vision and complementary strategies in policy categories.
- Provide staff services, drafting, research and facilitation for issues raised by individual Members.

## Areas of Interest & Opportunity

*Areas to be monitored by the SFV COG for possible support and implementation as funds and resources become available.*

- Memberships and sponsorships - Partnerships and co-sponsorships with credible regional organizations and agencies
- Funders conference - co-sponsor with other agencies
- Partnering opportunities with neighboring COGs, regions and valleys
- San Fernando Valley Fair - New Venue
- "Water Comes to L.A." 100th Anniversary of the Los Angeles Aqueduct
- AB811 implementation program
- Regional needs assessment - Annual Report
- Service Planning Area 2 - Health District - Monitor Status
- *Los Angeles In Context* (2002) - Review Study re: Grants and Subventions  
Convene future working groups.
- Infrastructure Committee
- Legislative Committee
- Livable Communities Working Group
- Green Task Force
- Revenue Enhancement and Policies Group



# San Fernando Valley Council of Governments

## Staff Report

REPORT DATE: Oct 13, 2011	FILE NUMBER: 11-7014	AGENDA ITEM: 013a
TITLE: SO CA ASSOCIATION OF GOVERNMENTS (SCAG) SUBREGION		

### **ACTION REQUESTED:**

Formally request the creation of a 15th Southern California Association of Governments (SCAG) Planning Subregion in the geographic "San Fernando Valley." The current recommendation is for an "Overlay Subregion" that keeps the existing City of Los Angeles intact as a subregion, and allows for a fully-functioning San Fernando Valley overlaying subregion. Recommend discuss and table the until the October 13, 2011 Board of Directors meeting, to allow for further research and consideration.

### **BACKGROUND:**

Carried forward from July 14, 2011

The proposed subregion would include the portion of the City of Los Angeles that lies north of Mulholland Drive. It would be co-terminus on its southern boundary with the San Fernando Valley Statistical District (Gov.C. §11093) and with the U.S. Census Bureau's San Fernando Valley Census County Division (CCD).

The subregion carries with it opportunities to interact with SCAG at the highest levels of regional planning, to make appointments to policy committees, and to access grant resources of various types.

### **Discussion of a New Subregion for San Fernando Valley Council of Governments**

The concept of a new subregion for the San Fernando Valley was supported by the Los Angeles City Council in 2004 (CF 05-0002-813) in a City Council resolution. According to the city attorney, this resolution is still in effect.

As proposed, the new subregion would be an overlay for the city, with the existing City of Los Angeles subregion remaining intact. This would be similar to the city's participation in the Westside Cities subregion, as discussed below.

### **Perspectives from the Technical Advisory Committee**

Reasons for the SFVCOG and the City of Los Angeles to support an overlay approach for the new SFVCOG subregion include the following:

1. There will almost certainly be times when the SFVCOG subregion members cannot agree on policy issues before SCAG and/or grant applications to SCAG. Because of the unanimous vote requirement of the SFVCOG, if there is a lack of agreement, then no action could be taken on the policy issue or grant application. Another problem is that, since the SFVCOG meets quarterly, there may be times when SFVCOG cannot act in time on a SCAG issue.
2. When SFVCOG cannot take a position, then the City of Los Angeles should not be prevented from taking a policy position or applying for a SCAG grant on its own as one City. The existing City of Los Angeles subregion has been effective both in the policy area and in applying for SCAG grants.
3. There may also be times when the City as a whole wishes to take a position on its own as well as through the SFVCOG.

4. The combination of a council of governments and optional overlay subregion would meet the current needs of the SFVCOG. A COG can best advocate to local Councils and Mayors. A "subregion" exists primarily to seek grants and resources and to do business with entities such as SCAG. An overlay subregion will serve this purpose.
5. The overlay approach to the new subregion has been discussed with SCAG staff, and the staff of City Council offices. There is general consensus of support.
6. There is a precedent for an "optional overlay" subregion. The existing Westside Cities subregion is an optional overlay subregion for the City of Los Angeles. Westside Cities is composed of Los Angeles, Culver City, Beverly Hills, West Hollywood, and Santa Monica. The City of LA participates in the Westside Cities subregion but also is its own subregion. Westside Cities is a council of governments and joint powers authority, very similar to SFVCOG.

**ANALYSIS:**

The Technical Advisory Committee is recommending to staff that the above " Overlay Subregion" be authorized, and direct the Executive Director to request SCAG to carry out these recommendations..

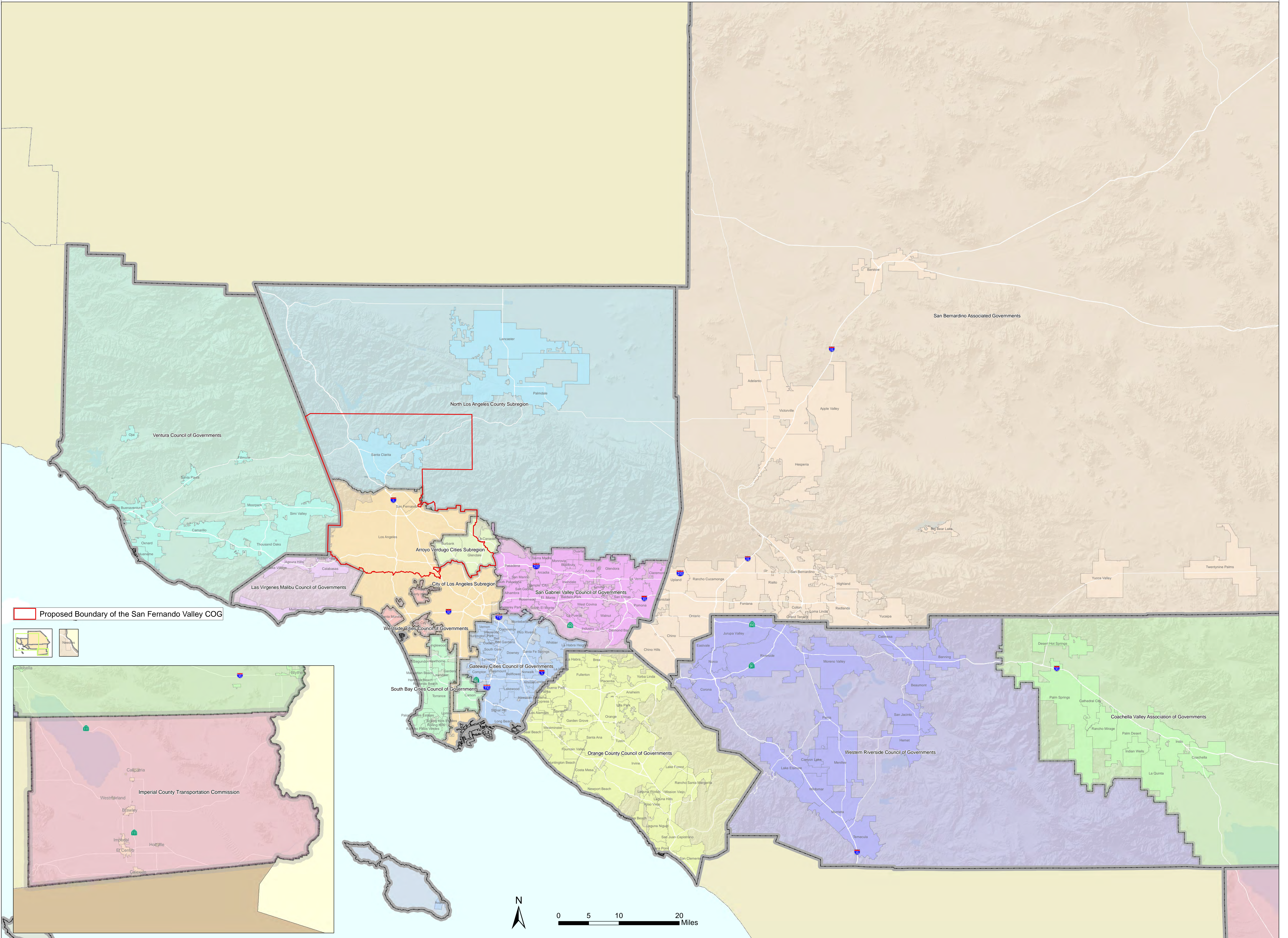
**POLICY IMPLICATIONS:** The San Fernando Valley Council of Governments members will have unprecedented ability to participate in planning at the regional level, including the ability to represent their constituents in matters of transportation, housing, infrastructure, energy, environment, economic development and regional stewardship. This may present challenges at times, but experience with the Westside Cities COG demonstrates that the overlay works well for both the COG and for the City of Los Angeles.

**FISCAL IMPACT:** Possible additional source of revenue and grant funding for specific projects.

**ASSIGNED STAFF:** R. Scott

# Cities, Counties, and Subregions in SCAG

(Including the Proposed Boundary of the San Fernando Valley COG)





# San Fernando Valley Council of Governments

## Staff Report

REPORT DATE: Oct 13, 2011	FILE NUMBER: 11-1013	AGENDA ITEM: 013b
TITLE: APPOINTMENTS TO SCAG POLICY COMMITTEES		

### **ACTION REQUESTED:**

Appoint, or establish and commence a process for the appointment of representatives to the three major policy committees of the Southern California Associations of Governments.

### **BACKGROUND:**

As the governance entity for a SCAG Subregion, the San Fernando Valley Council of Governments is entitled to make one appointment each to the three main policy committees of SCAG. These are required to be elected officials, and because of existing composition, must be from cities other than Los Angeles:

- Community, Economic and Human Development (CEHD)
- Energy and Environment Committee (EEC)
- Transportation Committee (TC)

### **ANALYSIS:**

Representatives should be selected who have experience and expertise in the respective category. It is recommended that the three appointments be distributed across three different jurisdictions to allow for geographic diversity. Preference might properly be given to jurisdictions with the least amount of current representation at the regional MPO (SCAG) level.

**POLICY IMPLICATIONS:** The San Fernando Valley Council of Governments members will have unprecedented ability to participate in planning at the regional level, including the ability to represent their constituents in matters of transportation, housing, infrastructure, energy, environment, community and economic development and regional stewardship.

**FISCAL IMPACT:** None

**ASSIGNED STAFF:** R. Scott





# Save the Date

November 10, 2011

Thursday 9 am-12 noon

**SAN FERNANDO VALLEY  
COUNCIL OF GOVERNMENTS**

## Valley Mobility Summit 2011



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### The Valley Perspective

*San Fernando Valley - Santa Clarita Valley*

- Leadership Briefing - Unifying the North Los Angeles County Region
- Transportation Networks - Past, Present and Future
- Emerging Transit Technologies - Thinking Outside the Box
- High Speed Rail - Costs, Benefits and Market Potential
- Target Projects and Sub-Regional Allocation of Funding
- Improvement Projects - Funding Programs, Bonds and Measures
- Speeding up the Implementation Process
- Airports, Seaports and Ground Access Strategies
- The Logistics Industry - Goods Movement and Supply Chains
- Challenges of the Panama Canal Expansion - Regional Implications

## ***Hiding in Plain Sight - Funders Summit***

Planned March 2012 half-day conference, *Hiding in Plain Sight – Funders Summit for the San Fernando Valley*. The objective of this conference is to help Southern California foundation, corporate and other private funders learn more about nonprofits serving the people of the San Fernando Valley, and the local community needs they are working to meet.

Recently there has been considerable local and national focus on equity in the distribution of philanthropic resources, including research studies, e.g., by the James Irvine Foundation. The greater San Fernando Valley has more than 4,000 nonprofits serving nearly 2,000,000 residents, working with limited resources to improve the area's quality of life, community environment, shared prosperity and overall well-being. On a per capita basis, the Valley's philanthropic infrastructure and resources have traditionally been limited—owing in part to its geographic perception as a mere "suburb" of the City of Los Angeles. Many underprivileged and underserved groups have migrated from the central city to create outlying pockets of poverty, making up huge percentages of the Valley's modern-day population (e.g., in the Northeast sector of the Valley). Valley nonprofits serving these populations are even more challenged by the unprecedented economic downturn, further affecting their ability to meet growing needs.

The planned conference will provide insights into this important region, and on the remarkable work its nonprofits have done with limited funding. It will focus on how the Valley compares to other Southern California regions in the allocation of philanthropic resources. The conference will include a demographic overview, combined with discussion of the social and economic benefits of a healthy nonprofit sector for the Valley. It also will address the challenges and opportunities that local nonprofits face, and identify both successful nonprofits and funders that already are helping to support them. The event is planned for March 2012 at one of the two hotels atop Universal City, and will be organized by the SFV Community Foundation in partnership with three other leading infrastructure organizations in the Valley.

The half-day conference (8:30 am - 2 pm) will feature the following major segments:

- \* Registration, Continental Breakfast and Networking
- \* Welcome, by Bill Allen, CEO of the Los Angeles County Economic Development Corporation and long-time leader in Valley economic development (with an opening video about the Valley)
- \* Overview of Valley Economic Development, by Peter McCarty, Mulholland Institute and Robert Scott, Valley Economic Alliance
- \* Overview of Valley Nonprofit Sector, by Thomas E. Backer, PhD, Valley Nonprofit Resources
- \* Panel of Nonprofit Leaders, identifying nonprofit challenges and opportunities in the region, chaired by Marianne Haver Hill, MEND
- \* Panel of Corporate and Foundation Funders, chaired by Stella Theodoulou, California State University Northridge
- \* Luncheon and Brainstorming Discussion on a Funders' Strategy for the Valley, facilitated by Thomas E. Backer, PhD, Peter McCarty and Robert Scott

Results from the conference will be summarized in a brief paper outlining the challenges and opportunities identified. Media coverage will be sought from local media, such as *Daily News*, *San Fernando Valley Business Journal*, Time Warner Cable Access and *Los Angeles Times*.



## San Fernando Valley Council of Governments Staff Report

REPORT DATE: Oct 13, 2011	FILE NUMBER: 11-7020	AGENDA ITEM: 017
TITLE: VALLEY FAIR, CA 51ST AGRICULTURAL DISTRICT - VENUE		

### **ACTION REQUESTED:**

Consent to have staff assist the California 51st Agricultural District in locating a suitable venue for the annual Valley Fair. The SFVCOG will gather details and circulate them among the jurisdictions of the SFVCOG to present hosting the Valley Fair as an opportunity for economic and community development.

### **BACKGROUND:**

Carried forward

Created by an act of the California State Legislature in 1946, the 51st District Agricultural Association has dedicated itself to fulfilling its mission of "...producing an event preserving the agricultural heritage and enhancing corporate and technological advances, while promoting educational and competitive exhibits and providing wholesome family entertainment."

The 51st Agricultural District encompasses all of the jurisdictions of the SFVCOG and is an agency of the State of California. It used to own the property and have a permanent location for its annual event, the Valley Fair, on the north campus of what is now Cal State University Northridge. The Medtronic/Minimed facility now occupies the space formerly known as Devonshire Downs. The 51st AD was bought out by the university several decades ago for \$3 million dollars. They have been unable to find a replacement venue. The status of the fund is uncertain. A special state statute was enacted to also allow the use of the capital fund for improvements to property and facilities as well as for the acquisition of a site. Thus a partnership might be possible to share a venue or to rehabilitate a surplus site.

Since being displaced, the Valley fair has been held at the Los Angeles Equestrian Center, in Burbank, at Bonelli Stadium in Newhall, in the Castaic area, at Birmingham High School, and in the Hansen Dam/Lakeview Terrace area of the northeast valley.

### **ANALYSIS:**

The Valley Fair may be able to be re-established in a new venue. It is an economic and community development opportunity that combines culture with a forum to showcase the region. SFVCOG support may help to revive regional interest in the event.

**POLICY IMPLICATIONS:** An opportunity to bring a unique primary asset back to the region

**FISCAL IMPACT:** This may require a subsidy to re-launch, but could have longer-term fiscal benefit to the hosting jurisdiction.

**ASSIGNED STAFF:** R. Scott

# Valley Fair organizers told event may end unless permanent home found

Excerpt from DailyNews.com

By Dana Bartholomew, Staff Writer

Posted: 09/27/2010 10:04:59 PM PDT

Updated: 09/27/2010 10:08:16 PM PDT

State agriculture officials are threatening to end the nomadic Valley Fair and disburse its \$2.8 million savings to other venues unless its organizers find a more "stable" home, officials said Monday.

After the fair's poor turnout this spring at Birmingham High School, the Department of Food & Agriculture has ordered its operators to find a more permanent site.

Failure to find a suitable home could result in the dissolution of the 51st Agricultural District, a nonprofit state agency that launched the San Fernando Valley Fair in 1946.

It would also mean the loss of up to \$2.8 million in district funds reserved from the sale of its fairgrounds at California State University, Northridge. Funds from the 1982 sale were set aside to buy a permanent fair site, but none was ever found.

"The state indicated that there were 18 other fairs that couldn't make payroll - we could make payroll - and they have threatened to take the money and redistribute it to other fairs," said David Honda, chairman of the 51st Agricultural District Association, based in Sherman Oaks.

"We're low-hanging fruit. We have money in the bank. It's the Valley's money. The bottom line is: let us try to put on a fair at a venue and facility that makes sense."

Last week, Honda and Catherine Garcia, CEO of the 51st district, flew to Sacramento to meet with the agricultural department's Fairs & Expositions Division, which gave them the ultimatum, they said.

Fair & Expo officials will meet with the 51st District board on Oct. 6 to discuss how the Valley Fair can improve attendance.

"Our objective is to work with the fair to develop a viable business plan for the future, so the fair can achieve stability and relevance to the community," said Steve Lyle, spokesman for the Food & Agriculture Department, which administers 70 fair districts statewide. "The fair hasn't had a permanent home in years.

"We just want to see some progress and would like the fair to move with deliberate speed."

The fair, which has wandered between Hansen Dam, the Los Angeles Equestrian Center, Castaic Lake and the Saugus Speedway in Santa Clarita, went dark in 2009. When operating, it receives \$180,000 a year from the state.

[Draft Letter]

[Letterhead]

Addressee

xx

xx

**Re: Permanent Home for the Valley Fair - CA 51st Agricultural District**

Dear XXX:

As you know, the San Fernando Valley has a rich agricultural heritage, has been host to the Valley Fair for several decades. This signature event has allowed Valley residents to stay in touch with their roots. In 1989 the Fair's interest in, what was then Devonshire Downs fairgrounds was bought out by Cal State University, and became the "North Campus" area. Subsequently, the university entered into a lease agreement with a private firm to place a manufacturing facility on the property.

These events left the Fair without its original home. Since the displacement, the ADA's annual Fair event has been held at several other venues—Castaic, Saugus, Hansen Dam, the L.A. Equestrian Center in Burbank, and most recently Birmingham High School in Van Nuys. None of these was satisfactory. The Fair is still in possession of \$3 million left from the sale of its property. These funds can be used for acquisition of new grounds or to improve an existing facility, such as a leasehold or longer-term partnership property.

While the search continues, one venue continues to top the list of prospects: Pierce College in Woodland Hills. The missions of Pierce and the Fair are very similar, and Pierce has enough open space and capacity to accommodate the Fair many times over. The current Fair agenda calls for an annual county-fair style event that lasts a mere four days. Given all of the other events hosted by Pierce, the Fair would have a very nominal impact on the surrounding streets and neighborhoods. The Valley region has very few signature events to bring together the culture and history of our communities, and the Fair, in whatever format it might result, provides a tremendous boost to the identity, culture and history in the region.

We would like to open dialog on this issue with an eye toward establishing a new venue on a timetable that will allow planning for next summer's Fair to get underway. Please provide us with contact information for those who should be included in this discussion so that we can arrange an exploratory meeting.

Very truly yours,

[Multiple Signatures]

Board Members of the San Fernando Valley Council of Governments

# Los Angeles County

## clean water, clean beaches initiative

(working title)

# cleaning up rivers, lakes, bays beaches & coastal waters

## Guiding Principles

The Flood Control District's (FCD) approach to cleaning up water is based on four guiding principles:

- 1. Stormwater is not just a contamination problem; it is a resource.** In an arid region that frequently faces serious drought and related water supply issues, we can do more with stormwater than simply quickly sending it to the ocean.
- 2. Water quality solutions should be science-based and EPA-compliance oriented.** Projects and programs will be watershed-based, following proven and successful best management practices and using tools and methodologies approved by the Environmental Protection Agency (EPA).
- 3. Projects are encouraged to be designed to provide multiple benefits and incorporate green solutions.** Wherever possible, projects should be designed to provide additional benefits such as increasing water supply, replenishing our groundwater, flood protection, open space and natural areas, and restoring and creating wetlands and riverside habitats. Projects should, where feasible, incorporate natural filtration and cleansing of water, environmentally friendly infrastructure, improved permeability of surfaces and other "green solutions."
- 4. The most effective water clean up and protection strategies involve partnerships with many stakeholders,** in which cities, the County's unincorporated communities, non-governmental organizations, environmental groups and water resources agencies work together to develop cost-effective water clean-up solutions that will leverage funds raised through this proposed fee with state and federal matching funds.

Rivers, lakes, creeks, streams, beaches and coastal waters in the Los Angeles area have been found to be contaminated with toxins and health-threatening pollutants at levels well above established public health standards. The LA County Clean Water, Clean Beaches Initiative is a comprehensive effort to clean up our waterways in accordance with the federal Clean Water Act. Contamination is an unacceptable threat to children, adults and wildlife, and cannot be tolerated.

Most water pollution comes from the untreated water that flows off of rooftops, pavement, streets and parking lots directly into our waterways, bays and beaches. Runoff contains numerous pollutants, including industrial solvents, paints, infectious bacteria, oxygen-choking pesticides and fertilizers, motor oil, trash and even toxic heavy metals such as lead, mercury, chromium and arsenic.

## Water Quality Improvement Program

To meet the clean water challenge, the Los Angeles County Flood Control District (FCD) is proposing a new Water Quality Improvement Program to manage stormwater and urban runoff, reducing pollution and contamination of waterways, while also reducing flooding, maximizing groundwater resources, and protecting—and where feasible, restoring—habitat associated with water quality projects and programs.

Specifically, FCD has developed a draft Ordinance related to a proposed Clean Water, Clean Beaches fee that provides 90% local return, allocating funding to Watershed Authority Groups (WAGS) and Municipalities to initiate, plan, design, construct, implement, operate and maintain water quality improvement projects and programs:

## What is the Flood Control District?

The Los Angeles County Flood Control District covers more than 3,000 square miles, 85 cities and many County unincorporated communities. It operates and maintains regional flood control, and water conservation facilities including: 15 major dams, 529 miles of open rivers and channels, 2,800 miles of underground storm drains, acres of basins where water can collect during storms and slowly percolate into the ground, and 22 miles of sea water barriers. The District is taking on this Clean Water, Clean Beaches Initiative because it is the regional agency with ties to all of the cities and County unincorporated communities.



Today, beaches can look like this.



The goal is beaches enjoyed by everyone.



# Los Angeles County

clean water, clean beaches initiative

*continued from front*

### 1. Fifty percent to nine WAGS:

*Ballona Creek  
Dominguez Channel  
Upper Los Angeles River  
Lower Los Angeles River  
Rio Hondo  
Upper San Gabriel  
Lower San Gabriel  
Santa Clara River  
Santa Monica Bay*

### 2. Forty percent to Municipalities (including County unincorporated areas)

### 3. Ten percent to the Flood Control District for administration, regional planning and technical assistance

## New Funding Source is Needed

Reports commissioned by the Flood Control District and other agencies place the estimated cost of fully meeting the clean water challenge in the billions of dollars. The District, cities and County unincorporated communities do not have the needed dedicated funding.

The Flood Control District is now exploring the idea of a property-based Clean Water Fee that can be matched with existing Federal and State

funding—to start cleaning up waterways now and ensure long-term funding for operations and maintenance. Federal and State funding is extremely competitive, a local match, such as a Clean Water Fee, could allow Los Angeles area

communities to more successfully compete for millions of dollars.

## What is a Clean Water Fee?

A clean water fee can only be used for water cleanup and protection projects and could not be diverted by the state or any other entity for any other purpose. It is property-based, charged in proportion to how much water (with its pollutants) a property sends into the storm drain system. Engineers determine that amount based on the property's size and land use:

- Land that is developed with a house, commercial building or parking lot, has hard (paved) surfaces where water cannot soak into the ground.
- The more hard surface coverage a parcel has, the more water runoff it generates, sending water through stormdrains into creeks and rivers and eventually to our bays, beaches and coastal waters.
- Commercial/industrial parcels generally have a higher amount of hard surface area than do residential parcels and generate more pollutants, so they are charged a higher fee.

The property owners who would pay the fee vote on whether to impose it—a ballot would be sent directly to property owners of record, who do not need to be registered voters to participate.

## More Information

You'll find more information at <http://ladpw.org/lacfd/wqfi/>.

Or send an email to: [wqfi.info@dpw.lacounty.gov](mailto:wqfi.info@dpw.lacounty.gov).

## Agenda Item 18