

SOUTHERN CALIFORNIA ASSOCIATION OF
GOVERNMENTS

COMPREHENSIVE BUDGET

Fiscal Year 2023-24

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ORGANIZATION

INTRODUCTION

This document contains the Southern California Association of Governments (SCAG) Comprehensive Budget for Fiscal Year (FY) 2023-24.

The annual budget for consists of:

- The Overall Work Program (OWP)
A federal, state, and locally funded budget consisting of projects related to regional planning in the areas of transportation, housing, and the environment.
- Federal Transit Administration (FTA) Discretionary & Formula Grant Budget
A budget for federal grant funds of which SCAG is the designated recipient and must pass through to eligible public agencies for specialized transportation programs and projects.
- Transportation Development Act (TDA) Budget
A budget for the local transportation funds that the Transportation Commissions in Los Angeles, Orange, Riverside, and San Bernardino counties allocate to SCAG as the multi-county planning agency for the region.
- The General Fund Budget (GF)
A budget that utilizes SCAG members' dues for activities not eligible for federal and state funding.
- The Indirect Cost Budget (IC)
The budget for the administrative and operations support of SCAG.
- The Fringe Benefits Budget (FB)
The budget for the fringe benefits and leave time of SCAG employees.

ORGANIZATION

SCAG ORGANIZATION

SCAG, founded in 1965, is a Joint Powers Authority under California state law, established as an association of local governments and agencies that voluntarily convene as a forum to address regional issues. Under federal law, SCAG is designated as a Metropolitan Planning Organization (MPO) and under state law as the Multicounty Designated Transportation Planning Agency for the six (6) county Southern California region. Through SCAG, city and county governments throughout Southern California come together to develop solutions to common problems in transportation, housing, air quality, and other issues. To foster innovative regional solutions that improve the lives of Southern Californians through inclusive collaboration, visionary planning, regional advocacy, information sharing, and promoting best practices.

SCAG's primary responsibilities include the development of the Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS); the Federal Transportation Improvement Program (FTIP); the annual OWP; and the transportation-related portions of local air quality management plans. Under the federal Clean Air Act, SCAG is responsible for determining if regional transportation plans and programs are in conformity with applicable state air quality plans. SCAG's additional functions include the intergovernmental review of regionally significant development projects and the periodic preparation of a Regional Housing Needs Assessment (RHNA)

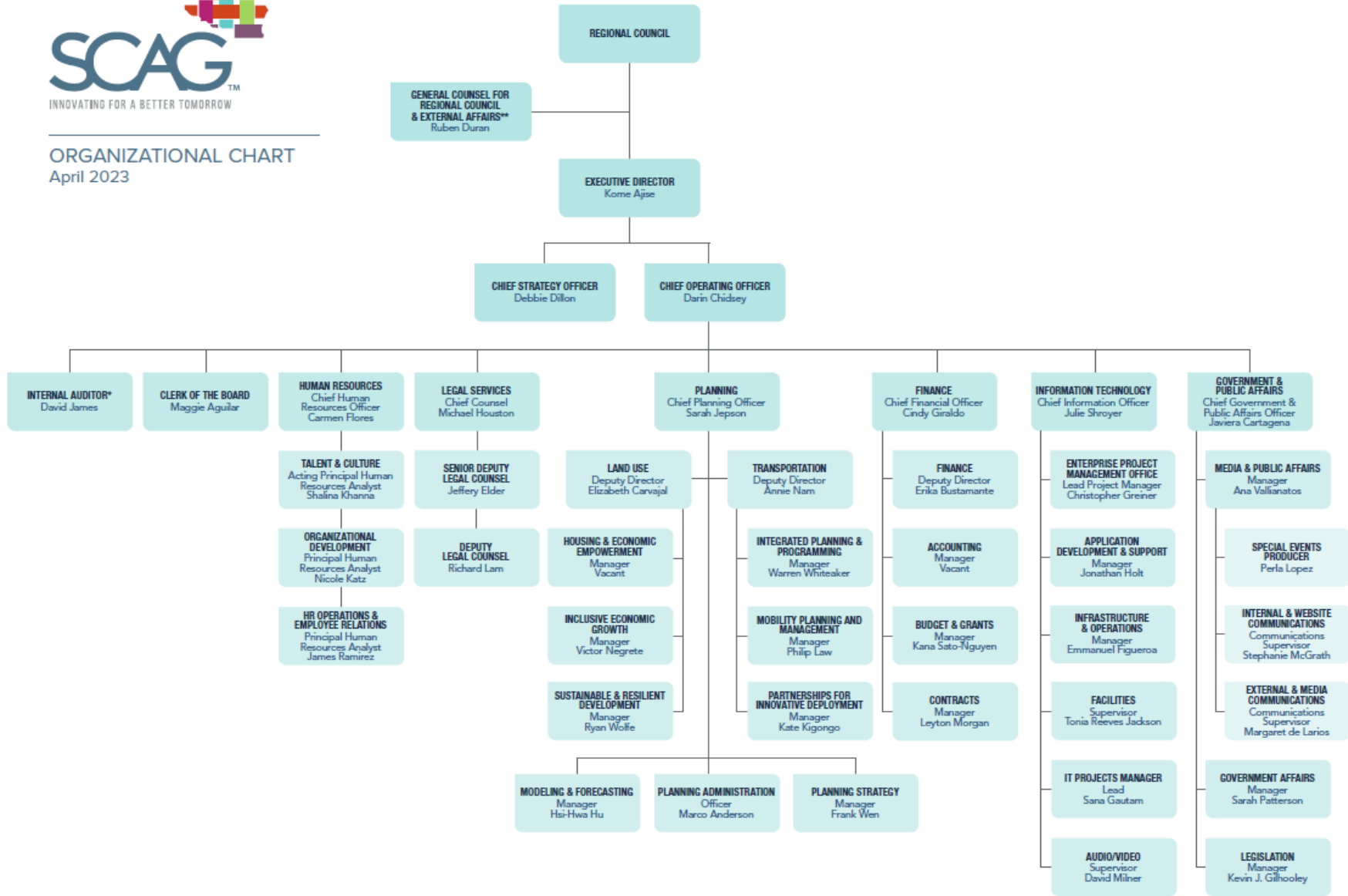
In addition to the six (6) counties and 191 cities that make up SCAG's region, there are six (6) County Transportation Commissions (CTCs) that hold the primary responsibility for programming and implementing transportation projects, programs and services in their respective counties. The agency also operates via a number of critical partnerships at the local, state and federal levels. In addition to its federal and state funding partners, including but not limited to, Federal Highway Administration (FHWA), Federal Transit Administration (FTA), Federal Aviation Administration, California Transportation Commission, California Department of Transportation (Caltrans), etc., SCAG's planning efforts are closely coordinated with regional transit operators, Tribal Governments and fifteen sub-regional Councils of Governments (COGs) or joint power agencies that represent SCAG's cities and counties.

The framework for developing the FY 2023-24 Comprehensive Budget is SCAG's multi-year Strategic Plan that focuses on SCAG's vision and priorities and improves the organization and its operations. The FY 2023-24 Comprehensive Budget supports Strategic Plan Goal #7 – Secure funding to support agency priorities to effectively and efficiently deliver work products. All the work programs funded in the budget support at least one of the seven Strategic Plan Goals.

ORGANIZATION



ORGANIZATIONAL CHART April 2023



* Takes direction from the Audit Committee
** Takes direction from the Regional Council

STRATEGIC PLAN

STRATEGIC PLAN COMPONENTS

Vision Statement

Southern California's Catalyst for a Brighter Future.

Mission Statement

To foster innovative regional solutions that improve the lives of Southern Californians through inclusive collaboration, visionary planning, regional advocacy, information sharing, and promoting best practices.

Core Values

Be Open

Be accessible, candid, collaborative and transparent in the work we do.

Lead by Example

Commit to integrity and equity in working to meet the diverse needs of all people and communities in our region.

Make an Impact

In all endeavors, effect positive and sustained outcomes that make our region thrive.

Be Courageous

Have confidence that taking deliberate, bold, and purposeful risks can yield new and valuable benefits.

STRATEGIC PLAN

STRATEGIC PLAN GOALS

GOAL #1

Produce innovative solutions that improve the quality of life for Southern Californians.

Objectives

- A. Create plans that enhance the region's strength, economy, resilience and adaptability by reducing greenhouse gas (GHG) emissions and air pollution.
- B. Be the leading resource for best practices that lead to local implementation of sustainable and innovative projects.
- C. Ensure quality, effectiveness, and implementation of plans through collaboration, pilot testing, and objective, data-driven analysis.
- D. Identify partnership opportunities with the private sector yield public benefits.
- E. Facilitate inclusive and meaningful engagement with diverse stakeholders to produce plans that are effective and responsive to community needs.
- F. Partner with the broader research community to ensure plans are informed by the most recent research and technology.

GOAL #2

Advance Southern California's policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

Objectives

- A. Cultivate dynamic knowledge of the major challenges and opportunities relevant to sustainability and quality of life in the region.
- B. Develop and implement effective legislative strategies at both the state and federal level.
- C. Advocate for the allocation, distribution, and expenditure of resources to meet the region's needs.
- D. Promote and engage partners in a cooperative regional approach to problem-solving.
- E. Act as the preeminent regional convener to shape regional, state, and national policies.

GOAL #3

Be the foremost data information hub for the region.

Objectives

- A. Develop and maintain models, tools, and data sets that support innovative plan development, policy analysis and project implementation.
- B. Become the information hub of Southern California by improving access to current, historical, local, and regional data sets that reduce the costs of planning and increase the efficiency of public services.
- C. Allocate resources to accelerate public sector innovation related to big data, open data

STRATEGIC PLAN

and smart communities with a focus on social equity in the deployment of new technologies across the region.

- D. Develop partnerships and provide guidance by sharing best practices and promoting collaborative research opportunities with universities, local communities and the private sector regionally, nationally, and internationally.
- E. Facilitate regional conversations to ensure data governance structures are in place at the local and regional level to standardize data sets, ensure timely updates of data, and protect the region's data systems and people.
- F. Model best practices by prioritizing continuous improvement and technical innovations through the adoption of interactive, automated, and state-of-the-art information tools and technologies.

GOAL #4

Provide innovative information and value-added services to enhance member agencies' planning and operations and promote regional collaboration.

Objectives

- A. Promote information-sharing and local cost savings with enhanced services to member agencies through networking events, educational and training opportunities, technical assistance, and funding opportunities.
- B. Provide resources and expertise to support local leaders and agencies in implementing regional plans.
- C. Expand SCAG's ability to address local and regional planning and information needs by prioritizing regular engagement with members to develop innovative, insight-driven, and interactive tools.
- D. Promote data-driven decision making, government transparency, and information as public engagement tools to increase opportunities for the public to inform local and regional policy.
- E. Identify, support, and partner with local champions to foster regional collaboration.

GOAL #5

Recruit, support, and develop a world-class workforce and be the workplace of choice.

Objectives

- A. Integrate the Strategic Plan into SCAG's day-to-day operations by defining roles and responsibilities across the agency.
- B. Prioritize a diverse and cooperative environment that supports innovation, allows for risk-taking, and provides opportunities for employees to succeed.
- C. Encourage interdepartmental collaboration through the use of formal and informal communication methods.
- D. Adopt and support enterprise-wide data tools to promote information sharing across

STRATEGIC PLAN

the agency.

- E. Anticipate future organizational needs of the agency by developing a systematic approach to succession planning that ensures leadership continuity and cultivates talent.
- F. Invest in employee development by providing resources for training programs, internal mentorship opportunities, and partnerships with universities.
- G. Foster a culture of inclusion, trust, and respect that inspires relationship-building and employee engagement.

GOAL #6

Deploy strategic communications to further agency priorities and foster public understanding of long- range regional planning.

Objectives

- A. Leverage cutting-edge communication tools and strategies to maximize connectivity and sustain regional partnerships.
- B. Produce clear and consistent communications, media, and promotional campaigns that exemplify agency values and standards.
- C. Enhance the SCAG brand as a respected and influential voice for the region increasing awareness of agency's work and purpose.
- D. Practice robust public engagement, conducting proactive outreach to traditionally underrepresented communities as well as long-term stakeholders.

GOAL #7

Secure funding to support agency priorities to effectively and efficiently deliver work products.

Objectives

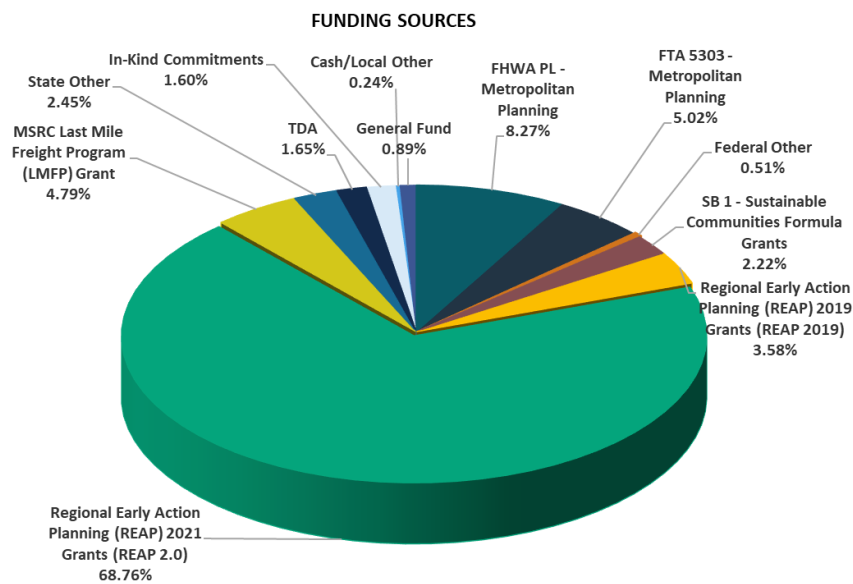
- A. Pursue innovative funding opportunities for planning and infrastructure investments.
- B. Maximize efficiency and effectiveness in resource allocation to maintain adequate working capital, appropriate reserves, and investments, and utilize resources in a timely and responsible fashion.
- C. Pioneer best practices and streamline administrative processes to better support agency activities.
- D. Focus resources to maintain and expand programs that are aligned with agency values.

COMPREHENSIVE BUDGET

FY 2023-24 COMPREHENSIVE BUDGET

Budget Funding Sources

SCAG receives most of its recurring funding from the Federal Consolidated Planning Grant (CPG) which consists of Metropolitan Planning Funds from FHWA (FHWA PL) and FTA (FTA Section 5303). In recent years, SCAG received the Regional Early Action Planning Grants of 2019 (REAP 2019) and 2021 (REAP 2.0) from the Department of Housing and Community Development (HCD), which represents more than 70% of the total funding sources. More information on funding sources is detailed on pages 20-23. The following chart illustrates the source and relative value of SCAG's funding sources.



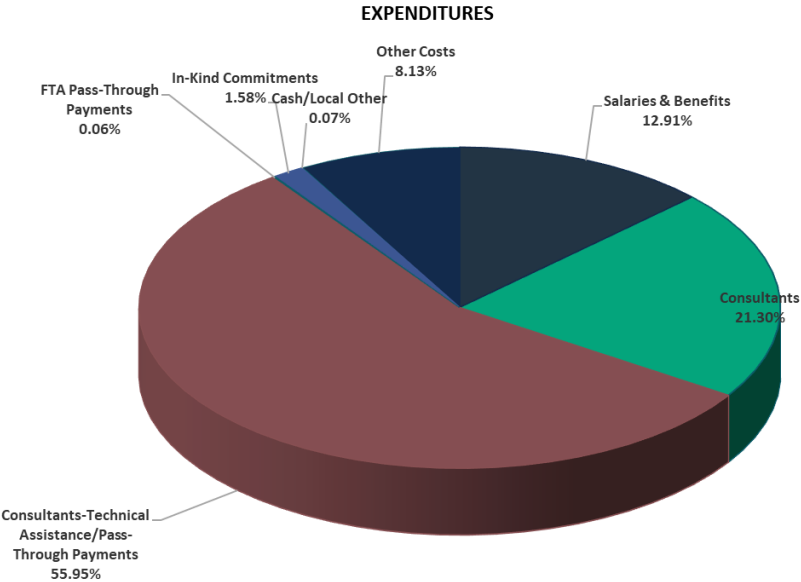
*May not total 100.00% due to rounding

FUNDING SOURCES	AMOUNT
FHWA PL - Metropolitan Planning	28,683,770
FTA 5303 - Metropolitan Planning	17,412,752
Federal Other	1,766,976
SB 1 - Sustainable Communities Formula Grants	7,704,993
Regional Early Action Planning (REAP) 2019 Grants (REAP 2019)	12,401,775
Regional Early Action Planning (REAP) 2021 Grants (REAP 2.0)	238,350,867
MSRC Last Mile Freight Program (LMFP) Grant	16,618,900
State Other	8,507,748
TDA	5,716,552
In-Kind Commitments	5,546,934
Cash/Local Other	831,062
General Fund	3,089,747
SUBTOTAL	346,632,076
Fringe Benefits Carryforward	1,130,592
Indirect Cost Carryforward	2,578,112
TOTAL FUNDING SOURCES	350,340,780

COMPREHENSIVE BUDGET

Budget Expenditures

SCAG allocates its budget into seven major expenditure categories. The following chart illustrates the relative values of each category. Consultants category in the chart and table below includes the following costs categories: Consultant, Consultant Toll Credit, and Consultant IC REAP Admin (see page 12). Consultants-Technical Assistance/Pass-Through Payments includes the resources being allocated to the regional partners through Sustainable Communities Program Call 4 and REAP 2.0 programs. Lastly, Other includes direct and indirect non-labor costs (see pages 12-13).



*May not total 100.00% due to rounding

EXPENDITURES	AMOUNT
Salaries & Benefits	45,231,596.00
Consultants	74,613,697.00
Consultants-Technical Assistance/Pass-Through Payments	196,000,000.00
FTA Pass-Through Payments	200,000.00
In-Kind Commitments	5,546,934.00
Cash/Local Other	256,851.00
Other Costs	28,491,702.00
TOTAL EXPENDITURES	350,340,780.00

LINE ITEM BUDGET

Comprehensive Line Item Budget: FY21 through FY24

GL Account	Line Item	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed	% Incr. (Decr)
500XX	Staff	\$ 18,719,166	\$ 21,547,217	\$ 24,235,152	\$ 30,793,976	27%
543XX	Consultant	15,267,391	21,050,899	57,635,422	68,161,127	18%
54302	Non-Profits/JHL	694,352	411,147	132,875	-	-100%
54303	Consultant TC	1,779,652	2,414,792	7,998,943	6,452,570	-19%
54304	Consultant - Technical Assistance/Pass-Through Payments	-	-	-	196,000,000	
54340	Legal	669,539	371,814	940,644	986,339	5%
54360	FTA Pass-Through Payments	4,184,198	3,529,241	1,079,543	200,000	-81%
55201	Network and Communications	-	200,437	238,700	179,548	-25%
55210	Software Support	689,402	955,508	1,529,900	1,892,709	24%
55220	Hardware Support	366,013	405,200	503,518	693,826	38%
55240	Repair-Maintenance	9,196	24,216	56,000	55,000	-2%
55250	Cloud Services	580,320	521,103	-	-	
55251	Infrastructure Cloud Services	-	276,956	1,966,400	2,754,062	40%
55270	Software Purchases	-	2,399	-	-	
55271	On-Prem Software	-	9,613	286,636	579,348	102%
55275	Co-location Services	-	148,884	168,947	171,997	2%
5528X	3rd Party Contributions	4,147,786	4,443,110	5,469,596	5,753,843	5%
55310	Furniture & Fixture Principal	251,852	264,368	160,241	-	-100%
55315	Furniture & Fixture Interest	27,315	14,799	2,607	-	-100%
55320	Audio-Visual Equipment Principal	141,160	149,033	117,206	-	-100%
55325	Audio-Visual Equipment Interest	18,677	10,804	2,672	-	-100%
55400	Office Rent / Operating Expense	2,209,350	2,378,341	2,371,519	2,442,665	3%
55410	Office Rent Satellite	117,074	130,937	286,546	295,142	3%
55415	Off-Site Storage	10,275	14,601	14,124	14,124	0%
55420	Equipment Leases	60,838	60,851	100,000	100,000	0%
55430	Equipment Repair-Maintenance	1,690	845	1,000	2,000	100%
55435	Security Services	3,701	72,459	100,000	100,000	0%
55440	Insurance	368,039	356,854	315,000	370,000	17%
55441	Payroll / Bank Fees	22,274	27,685	32,500	32,500	0%
55445	Taxes	632	829	1,000	1,000	0%
55460	Materials & Equipment < \$5,000	3,535	9,020	154,000	205,000	33%
55510	Office Supplies	20,181	35,159	73,800	73,800	0%
55520	Graphic Supplies	2,498	4,802	9,000	8,000	-11%
55530	Telephone	175,844	1,226	-	-	
55540	Postage	197	-	10,000	10,000	0%
55550	Delivery Services	7,411	9,833	12,000	15,000	25%
55580	Outreach/Advertisement	56,698	45,169	50,000	56,000	12%
55600	SCAG Memberships	205,465	183,394	231,600	231,600	0%
55610	Professional Memberships	5,865	7,409	13,000	13,000	0%
55611	Professional Dues	879	1,384	1,950	8,750	349%
55620	Resource Materials/Subscriptions	206,032	278,614	432,500	521,000	20%
55630	COVID Facility Expense	148,119	9,760	53,740	53,740	0%
55631	ADA & Safety Compliance	-	-	15,000	15,000	0%
55700	Depreciation - Furniture & Fixture	124,927	63,775	250,000	250,000	0%
55710	Depreciation - Computer	47,259	240,427	-	-	
55720	Amortization - Lease	75,487	108,382	75,000	75,000	0%
55730	Capital Outlay	100,923	1,026,796	-	-	
55800	Recruitment - Advertising	21,509	20,661	25,000	65,000	160%
55801	Recruitment - Other	27,668	24,628	45,000	45,000	0%
55810	Public Notices	25,285	25,093	65,000	58,000	-11%
55820	Staff Training	17,500	995	30,000	70,000	133%
55830	Networking Meetings/Special Events	663	6,725	24,000	24,500	2%
55840	Training Registration	70,746	53,434	75,000	99,000	32%
55860	Scholarships	92,000	-	44,000	44,000	0%
55910	RC/Committee Meetings	-	-	15,000	15,000	0%
55912	EAC Retreat	39,939	19,248	40,000	40,000	0%
55914	RC General Assembly	850	651,713	611,500	661,500	8%

LINE ITEM BUDGET

Comprehensive Line Item Budget: FY21 thru FY24 (continued)

GL Account	Line Item	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Proposed	% Incr. (Decr)
55915	Demographic Workshop	1,000	-	28,000	28,000	0%
55916	Economic Summit	46,740	25,000	85,000	158,000	86%
55918	Housing Summit	-	-	-	-	
55920	Other Meeting Expense	12,398	43,187	141,750	121,750	-14%
55930	Miscellaneous Other	37,468	14,679	162,649	60,500	-63%
55931	Miscellaneous Labor	48	-	2,335,388	529,675	-77%
55932	Miscellaneous Labor Future	-	-	101,842	13,065,549	12729%
55936	Engagement Committee	4,702	8,633	20,000	20,000	0%
55937	Employee Recognition	2,862	3,935	15,000	15,000	0%
55938	Department Allowances	6,609	13,149	15,000	15,000	0%
55940	Stipend-RC Meetings	244,400	234,230	245,000	245,000	0%
55950	Temporary Help	368,204	87,552	208,261	186,000	-11%
55980	Contingency - General Fund	445,917	-	-	-	
56100	Printing	9,251	3,368	42,000	51,500	23%
58100	Travel	-	39,765	189,000	351,000	86%
58101	Travel - Local	1,285	12,998	68,000	76,878	13%
58110	Mileage	1,300	11,928	71,000	61,700	-13%
58150	Staff Lodging Expense	1	3,378	13,000	13,000	0%
58800	RC Sponsorships	67,713	99,540	165,000	165,000	0%
59090	Expense - Local Other	6,788,021	32,389,195	277,715	49,942	-82%
60041	Vacation Cash Out	81,957	66,896	274,345	75,000	-73%
60110	Retirement-PERS	5,616,735	6,463,636	7,402,214	8,385,649	13%
60120	Retirement-PARS	78,388	79,956	79,690	80,752	1%
60200	Health Insurance - Active Employees	1,506,706	1,670,985	1,996,800	2,904,612	45%
60201	Health Insurance - Retirees PAYGO	557,562	560,166	698,772	703,491	1%
60202	Health Insurance - Retirees GASB 45	141,524	138,981	-	-	
60210	Dental Insurance	200,569	205,163	308,458	327,592	6%
60220	Vision Insurance	57,849	61,891	93,611	91,550	-2%
60225	Life Insurance	100,434	114,835	103,268	123,106	19%
60240	Medicare Tax Employers Share	273,271	316,450	346,765	439,451	27%
60250	Medicare Tax ER - Interns	3,231	3,666	4,495	4,495	0%
60255	Social Security ER - Interns	2,292	7,565	23,715	23,715	0%
60300	Tuition Reimbursement	18,503	25,956	43,776	43,776	0%
60310	Transit Passes	18,233	8,927	264,576	50,000	-81%
60315	Bus Passes NT - Interns	-	125	24,757	8,073	-67%
60360	De Minimis Employee Exp	83,160	67,355	15,000	15,000	0%
60365	De Minimis Employee Exp Interns	1,690	5,500	5,167	5,167	0%
60366	Technology Allowance	-	51,655	297,293	388,080	31%
60367	Technology Allowance Intern	-	2,985	-	28,933	
60400	Workers Compensation Insurance	142,380	146,286	142,380	146,286	3%
60405	Unemployment Compensation Insurance	30,333	3,869	35,000	35,000	0%
60410	Miscellaneous Employee Benefits	81,438	68,746	13,836	16,836	22%
60415	SCAG 457 Match	113,016	107,693	133,750	434,750	225%
60450	Benefits Administrative Fees	43,775	69,975	84,561	85,605	1%
60500	Automobile Allowance	19,575	20,700	20,700	20,700	0%
	Total	69,027,905	105,883,088	124,699,315	350,340,780	181%

*Totals may not add due to rounding

LINE ITEM BUDGET

DESCRIPTION OF BUDGET LINE ITEM

The following chart provides a description of each budget account/line item.

Account/Line Item	Description
500XX Staff	Staff wages including non-worktime.
54300 Consultant	Outside experts retained to provide special expertise.
54301 Consultant – Other	Same as 54300 above. Outside experts retained to provide special expertise, specifically for IT services.
54302 Non-Profits/IHL	Partnerships with non-profit organizations and institutes of higher learning (IHL).
54303 Consultant TC	Same as 54300 above. Toll credits are used in lieu of local matching funds, which allows for work to be 100% funded with federal funds.
54304 Consultant - Technical Assistance/Pass-Through Payments	Outside experts retained to provide special expertise as well as pass-through funding to partner agencies.
54315 Consultant IC – REAP Admin	Same as 54300 above. 5% administration costs that are incurred by outside experts.
54340 Legal	Outside legal experts retained to provide special expertise.
54360 FTA Pass-Through Payments	FTA Payments received by SCAG but passed through to other agencies.
55201 Network and Communications	Fees paid for any network infrastructure including network circuits, internet, and VoIP systems and calling plans.
55210 Software Support	Fees paid for telephone support and updates of SCAG’s high-end desktop and network software.
55220 Hardware Support	Fees paid for maintenance and repair contracts on SCAG’s computer servers.
55240 Repair - Maintenance	Processes that do not enhance function or extend the useful life of an asset are expensed as repairs.
55250 Cloud Services	Monthly recurring costs for cloud compute and storage capacity.
55251 Infrastructure Cloud Services	Fees paid for any software, licenses, or software support that is managed in the cloud by a 3rd party provider or is related to cloud provided software or services.
55270 Software Purchases	Fees paid for initial software purchase.
55271 On-Prem Software	Fee paid for any software, licenses, or software support that is installed to or used for SCAG owned servers in our datacenters or private cloud infrastructure.
55275 Co-location Services	Fee paid for any services, products, features, or support that are provided by an IT co-location or data center provider.
5528X 3rd Party Contribution	Like-kind contributions from other agencies that are match for SCAG’s grants.

LINE ITEM BUDGET

Account/Line Item	Description
55310 Furniture & Fixtures Principal	Principal portion of furniture and fixtures debt service payments.
55315 Furniture & Fixtures Interest	Interest portion of furniture and fixtures debt service payments.
55320 Audio-visual Equipment Principal	Principal portion of audio-visual equipment debt service payments.
55325 Audio-visual Equipment Interest	Interest portion of audio-visual equipment debt service payments.
55400 Office Rent / Operating Expense	Rent and operating expenses paid for SCAG's main office.
55410 Office Rent Satellite	Rent paid for SCAG's satellite offices.
55415 Off-site Storage	Fees paid for off-site storage.
55420 Equipment Leases	Fees paid for copier, telephone, postage, equipment, etc.
55430 Equipment Repairs - Maintenance	Fees paid to outside vendors to repair SCAG owned equipment.
55435 Security Services	The cost of physical security services at SCAG's locations.
55440 Insurance	SCAG's liability insurance premiums.
55441 Payroll / Bank Fees	Fees paid for payroll processing & bank services.
55445 Taxes	Personal property taxes levied on SCAG's assets.
55460 Materials & Equipment <\$5,000	Used to buy capital equipment with unit costs under \$5,000 (it's not necessary to capitalize and depreciate).
55510 Office Supplies	Routine office supplies and paper for copy machines.
55520 Graphic Supplies	Materials used in the production of documents for agency communications, presentations, etc.
55530 Telephone	SCAG's monthly telephone fees paid for both voice and data lines.
55540 Postage	Postage and delivery fees.
55550 Delivery Services	Cost of outside courier delivery and other non-USPS services.
55580 Outreach/Advertisement	Cost of advertising and public outreach for SCAG programs and services.

LINE ITEM BUDGET

Account/Line Item	Description
55600 SCAG Memberships	Pays for SCAG to belong to various organizations.
55610 Professional Memberships	Fees paid on behalf of SCAG employees to belong to certain professional organizations.
55611 Professional Dues	Dues paid on behalf of SCAG employees for professional licenses (Certified Public Accountant, Certified Internal Auditor or State Bar).
55620 Resource Materials / Subscriptions	Fees for book purchases, subscriptions and data acquisition.
55630 COVID Facility Expense	Pays for facility expenses related to COVID 19.
55631 ADA & Safety Compliance	Pays for ADA and safety compliance expenses.
55700 Depreciation - Furniture & Fixtures	The general fund buys assets that have a cost greater than \$5,000 using account 55730, Capital Outlay. The cost is recovered when depreciation is charged to a grant using this account.
55710 Depreciation - Computer	Same as above
55720 Amortization – Lease	To account for amortization of leasehold improvements.
55730 Capital Outlay	Fixed asset purchases greater than \$5,000. The cost is recovered when depreciation is charged to a grant.
55800 Recruitment - Advertising	Advertising in certain journals and publications regarding job opportunities at SCAG.
55801 Recruitment – Other	Moving expenses and cost of sponsoring foreign employees (visas).
55810 Public Notices	Legal advertising that SCAG must undertake to support certain programs or grants.
55820 Staff Training	Used to provide access to outside training opportunities or to bring experts for in-house training.
55830 Networking Meetings / Special Events	Cost of informational events attended by SCAG staff and elected officials.
55840 Training Registration	Training registration cost for staff.
55860 Scholarships	Contributions by SCAG to offset the educational expense of selected students.
55910 RC/Committee Meetings	Pays for the food and other expenses associated with hosting RC and committee meetings.
55912 EAC Retreat	The EAC holds an annual off-site retreat. This budget pays for the actual meeting expenses such as meals and conference facilities.

LINE ITEM BUDGET

Account/Line Item	Description
55914 RC General Assembly	Pays for General Assembly expenses such as meals and conference facilities, as required the by the SCAG Bylaws.
55915 Demographic Workshop	Pays for the meeting expenses of the annual workshop that addresses demographic issues.
55916 Economic Summit	Pays for the meeting expenses of the annual summit that addresses economic issues.
55918 Housing Summit	Pays for the expenses of the annual summit that addresses housing issues.
55920 Other Meeting Expense	Pays for other, non-food expenses related to meeting support.
55930 Miscellaneous Other	Pays for other, minor expenses not categorized elsewhere.
55931 Miscellaneous Labor	Pays for other labor expenses not categorized elsewhere.
55932 Miscellaneous Labor, Future	Pays for other labor expenses not categorized elsewhere for the future budget.
55936 Engagement Committee	Pays for employee engagement committee activities and projects.
55937 Employee Recognition	Pays for employee recognition activities.
55938 Department Allowances	Pays for employee recognition activities by department managers.
55940 Stipend-RC Meeting	Stipends paid to RC Members for attending meetings.
55950 Temporary Help	SCAG occasionally uses employment agencies to provide short term staffing.
55980 Contingency – General Fund	Funds available for unforeseen spending.
56100 Printing	Pays for outside printing costs of SCAG publications and brochures.
58100 Travel	Pays for staff and RC travel on behalf of SCAG projects.
58101 Travel – Local	Travel inside the SCAG region.
58110 Mileage	Cost of automobile travel at the IRS rate per mile.
58150 Staff Lodging Expense	General funds used to pay for staff lodging expenses, under certain conditions, greater than state or federal guidelines.
58800 RC Sponsorships	General funds allocated to events supported by RC actions.

Account/Line Item	Description
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LINE ITEM BUDGET

59090 Expense-Local Other	Cash contributions from local agencies for projects funded with federal pass-through funds from SCAG.
60041 Vacation Cash Out	Vacation cash-out program for staff and management.
60110 Retirement-PERS	Pays for employee share of contributions to PERS.
60120 Retirement-PARS	SCAG contribution to the supplemental defined benefit retirement plan.
60200 Health Insurance – Active Employees	SCAG contribution for employee health insurance
60201 Health Insurance – Retirees PAYGO	Retiree health insurance premiums paid to CalPERS.
60202 Health Insurance – Retirees GASB 45	Retiree health insurance premiums paid to the California Employers' Retiree Benefit Trust, as computed by an actuary.
60210 Dental Insurance	SCAG contribution for employee dental insurance
60220 Vision Insurance	SCAG contribution for employee vision insurance
60225 Life Insurance	SCAG cost of life insurance for each benefit-eligible employee.
60240 Medicare Tax Employer Share	SCAG pays a percentage of 1.45% (of payroll) contribution to Medicare for all employees hired after 1986.
60250 Medicare Tax ER – Interns	SCAG pays a percentage of 1.45% (of payroll) contribution to Medicare for all employees hired after 1986.
60255 Social Security ER – Interns	Employer's share of social security on wages paid.
60300 Tuition Reimbursement	All employees can participate in a tuition reimbursement program for work related classes.
60310 Transit Passes	All employees who utilize public transportation to commute are eligible to be reimbursed up to a specified maximum.
60315 Bus Passes NT – Interns	Interns who utilize public transportation to commute are eligible to be reimbursed up to a specified maximum.
60360 De Minimis Employee Exp	Stipends paid to employees related to COVID-19
60365 De Minimis Employee Exp Interns	Stipends paid to interns related to COVID-19
60366 Technology Allowance	The allowance covers phone usage, offset employees' cost of burden utilizing internet and electricity/water while working remotely.
60367 Technology Allowance Intern	Same as 60366 above but for intern staff.
60400 Workers Compensation Insurance	This is mandated insurance for employees that provides a benefit for work-related injuries.

Account/Line Item

Description

LINE ITEM BUDGET

60405 Unemployment Comp Insurance	Payments for unemployment insurance claims filed by former employees.
60410 Miscellaneous Employee Benefits	Pays for SCAG's Employee Assistance Program.
60415 SCAG 457 Match	SCAG staff, managers and directors receive matching funds for 457 Plan deferred compensation contributions.
60450 Benefits Administrative Fees	Pays for third parties who administer SCAG's cafeteria plan.
60500 Automobile Allowance	Allowances payable to executives in accordance with employment contracts.

OVERALL WORK PROGRAM

OVERALL WORK PROGRAM (OWP)

THE FLOW OF FUNDS

Traditionally, the majority of OWP recurring funding has come to SCAG via the Federal appropriations process. Some funding has been directly allocated to SCAG, and some has “passed through” via Caltrans. In recent years, SCAG’s non-recurring funding flow has expanded due to the direct allocation from the California Department of Housing & Community Development (HCD) for the Regional Early Action Planning Grants of 2019 and 2021. In addition, SCAG has secured various discretionary competitive grants to support its work plan and activities.

SUMMARY OF FUNDING SOURCES

Consolidated Planning Grant (CPG)

In 1997, FHWA/FTA instituted a transportation planning funds process called CPG. In California, the four CPG fund sources are described below.

1. FHWA Metropolitan Planning (FHWA PL)

Metropolitan Planning funds, otherwise known as PL funds, are available for MPOs to carry out the metropolitan transportation planning process required by 23 U.S.C. 134, including development of metropolitan area transportation plans and transportation improvement programs.

The state must make all federally authorized PL funds available to the MPOs in accordance with a formula developed by the state, in consultation with the MPOs and approved by the FHWA.

2. FTA Metropolitan Planning, Section 5303 (FTA §5303)

All MPOs with an urbanized area receive FTA §5303 funds each year to develop transportation plans and programs. The percentage of the California apportionment of FTA §5303 each MPO receives is determined by a formula agreed to by the MPOs, Caltrans and FTA.

The FTA §5303 formula has two components, a base allocation and a population component which distributes funds according to the MPOs percentage of statewide urbanized area population as of the most recent decennial census.

3. FHWA State Planning and Research Part I – Strategic Partnership Grants (SP&R)

Funds transportation planning studies in partnership with Caltrans that address the regional, interregional and statewide need of the State highway system, and assist in

OVERALL WORK PROGRAM

achieving other State goals. Caltrans awards these grants through an annual, competitive selection process.

4. FTA State Planning and Research, Section 5304 Strategic Partnerships – Transit (FTA §5304)

Funds local and regional multimodal transportation planning projects, with a focus on transit, in partnership with Caltrans of regional, interregional and statewide significance, that support in achieving the Caltrans Mission and other State Goals. Caltrans awards these grants through an annual, competitive selection process.

Sustainable Communities SB 1 Formula Grants

Senate Bill (SB) 1, the Road Repair and Accountability Act of 2017, is a transportation funding bill that will provide a reliable source of funds to maintain and integrate the State’s multimodal transportation system. Beginning in FY 2017-18 approximately \$12.5 million in Sustainable Communities Formula Grants from SB 1 reside under the Sustainable Transportation Planning Grant Program and are allocated via formula (consistent with the FHWA PL formula) to the 18 MPOs. These funds are for local and regional multimodal transportation and land use planning projects that further the region’s RTP/SCS, contribute to the State’s GHG reduction targets, and assist in achieving other State goals.

Local Funds

Each of the funding sources described above requires that local cash or in-kind services be provided as a match. SCAG uses a combination of the following sources for match:

Transportation Development Act (TDA)

State of California Public Utilities Code Section 99233.2 authorizes the Transportation Commissions in Los Angeles, Orange, Riverside, and San Bernardino counties to allocate up to $\frac{3}{4}$ of 1 percent of their local transportation funds to SCAG as the multi-county planning agency for the region. As the largest source of recurring non-federal funding received by SCAG, TDA is used to fund local initiatives and to provide cash match as needed for projects funded with state or federal funds.

Cash Match/Local Funds

Funding from local agencies is provided to SCAG to serve as matching funds to the CPG and other grants that require local match for consultant expenditures as a condition of receiving grant funds. For example, the CPG requires a match of 11.47%.

In-Kind Match

The CPG and other grants accept in-kind match, as well as cash match, to fulfill the local

OVERALL WORK PROGRAM

match requirement for staff costs that is a condition of receiving grant funds. In-kind match includes services, such as staff time, provided by a local agency in support of the work funded by a grant.

FTA Pass-Through Funds

As the Designated Recipient of Section 5339 and Section 5312 FTA funds, SCAG is required to pass them through to eligible public agencies. SCAG administers these grant programs which provide capital funding to replace, rehabilitate and purchase buses, vans, and fixed guideway, as well as to construct related facilities and to purchase related equipment.

Special Grant Funds

SCAG receives various discretionary grant funds to carry out a wide array of planning programs such as Regional Early Action Planning Grants Program, Pedestrian and Bicycle Safety Program, Clean Cities Coalition, Last Mile Freight Program, and Caltrans Local Assistance Active Transportation Program.

AB2766/Mobile Source Air Pollution Reduction Review Committee (MSRC) Funds

State Health & Safety Code Section 44225 (AB2766) established MSRC to develop a work program to fund projects which help reduce air pollution from motor vehicles within the South Coast Air District. MSRC provides to SCAG the financial assistance which supports Future Communities Pilot Program and Last Mile Freight Program.

Office of Traffic Safety (OTS) Pedestrian and Bicycle Safety Funds

California OTS competitively award to various agencies for projects that increase awareness of traffic rules, rights, and responsibilities among different age groups.

Department of Energy (DOE) Funds

The Department of Energy provides financial assistance to fund projects which provide technical aid and targeted outreach, within the coalition's territory, to raise awareness and foster a greater understanding of alternative fuels and advanced vehicle technologies to increase the market and decrease petroleum dependence.

Active Transportation Program (ATP) Funds

ATP was created by Senate Bill 99 (Chapter 359, Statutes of 2013) and Assembly Bill 101 (Chapter 354, Statutes of 2013) to encourage increased use of active modes of transportation, such as biking and walking. The ATP program is funded from various federal and state funds appropriated in the annual Budget Act. Caltrans provides the administrative oversight for the Programs and ensures that the terms and conditions of

OVERALL WORK PROGRAM

the California Transportation Commission's guidelines.

Congressionally Directed Project

The Consolidated Appropriations Act, 2022 (Public Law 117-103) appropriated funding for Highway Infrastructure Programs (HIP), which included a set-aside for Community Project Funding/Congressionally Directed Spending. Caltrans provides administrative oversight for this program. SCAG received an award in the amount of \$480,000 under this program to support Highways to Boulevards Regional Study.

Regional Early Action Planning (REAP) Grants Program

The California 2019-20 Budget Act, also known as Assembly Bill (AB) 101, appropriated two new one-time programs to provide regions and jurisdictions with grants for planning activities to enable jurisdictions to increase housing planning and accelerate housing production to meet housing needs as determined by the sixth Regional Housing Needs Assessment (RHNA). Up to \$47.5 million is available for SCAG under the REAP 2019 for eligible activities.

As part of the 2021 California Comeback Plan under AB 140, the Regional Early Action Planning Grant of 2021 (REAP 2.0) was established to build on the success of the REAP 2019, but to expand the program focus by integrating housing and climate goals and allowing for broader planning and implementation investments. Up to approximately \$246 million is available for SCAG under the REAP 2.0 for eligible activities.

California Workforce Development Board Grant Funds

Through the State of California mid-year budget revise process, AB129 allocated one-time funding of \$3.5 million to SCAG, to be administered through the California Workforce Development Board, to implement several core recommendations of the Inclusive Economic Recovery Strategy (IERS).

California Energy Commission Grant Funds

The California Energy Commission (CEC) released a solicitation to fund applied research and development (AR&D) and technology demonstration and deployment (TD&D) activities through the creation of a Research Hub for Electric Technologies in Truck Applications (RHETTA). Electric Power Research Institute (EPRI) led the application effort and subsequently secured \$13 million in grant funds. Of this, \$0.6 million is being sub-awarded from EPRI to SCAG. The larger study led by EPRI will demonstrate and evaluate corridor-based charging strategies for zero emission truck solutions and SCAG's work will focus on the study of supporting infrastructure for medium and heavy duty zero emission trucks.

OVERALL WORK PROGRAM

OWP BUDGET DOCUMENT

The core regional transportation planning document is the OWP, and its core product is completion of the Regional Transportation Plan (RTP). The OWP is developed by SCAG on an annual basis and serves as the planning structure that SCAG must adhere to for the state fiscal year, which is July 1 through June 30 of the following calendar year. The OWP includes three component pieces:

1. Regional Prospectus

The prospectus section provides the context for understanding the work activities proposed and gives information about the region. It includes, but is not limited to:

- The region's regional planning approach
- The agency's organizational structure and interagency arrangements
- An overview of governmental and public involvement
- The progress made towards implementing the RTP/SCS

2. Program/Work Elements

The Program/Work Element identifies specific planning work to be completed during the term of the OWP, as well as a narrative of previous, on-going and future year's work to be completed. It also includes the sources and uses of funds.

3. Budget Revenue & Expenditure Reports

These summary reports are a listing of all the work elements in the OWP by funding sources and expenditure category.

The OWP, in conjunction with the Overall Work Program Agreement (OWPA) and the regional planning Master Fund Transfer Agreement (MFTA), constitutes the annual funding agreement between the State and SCAG. Although the OWP includes all planning projects to be undertaken by SCAG during the fiscal year, the OWPA and MFTA only includes the CPG and SB 1 grants described above.

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OWP LINE ITEM BUDGET

The OWP Budget can be viewed in two ways: The first table is a line item budget displaying how the OWP budget is allocated. The second table shows the same budget by project and major budget category.

Cost Category	FY23 Adopted	FY24 Proposed	Incr (Decr)
500XX Staff	10,600,168	13,761,841	\$ 3,161,673
543XX Consultant	54,623,182	64,358,640	9,735,458
54302 Non-Profits/IHL	132,875	-	(132,875)
54303 Consultant TC	7,998,943	6,452,570	(1,546,373)
54304 Consultants-Technical Assistance/Pass-Through Payments	-	196,000,000	196,000,000
55305 Cloud services	-	-	-
54340 Legal	370,644	415,164	44,520
55210 Software support	700,000	909,000	209,000
5528X Third party contribution	5,469,596	5,753,843	284,247
55415 Off-site storage	9,124	9,124	-
55460 Materials & equipment purchases <\$5K	-	1,000	1,000
55520 Graphic supplies	5,000	4,000	(1,000)
55580 Outreach/advertisement	50,000	56,000	6,000
55610 Professional membership	-	1,000	1,000
55620 Resource materials/subscriptions	270,000	350,000	80,000
55810 Public notices	65,000	58,000	(7,000)
55830 Networking meetings/special events	4,000	4,000	-
55920 Other meeting expense	54,000	34,000	(20,000)
55930 Miscellaneous other	53,754	24,000	(29,754)
55931 Miscellaneous labor	2,165,388	460,387	(1,705,001)
55932 Miscellaneous labor, future	101,842	13,065,613	12,963,771
55950 Temporary help	102,261	-	(102,261)
56100 Printing	9,000	8,500	(500)
58100 Travel	49,500	177,500	128,000
58101 Travel-local	5,000	10,000	5,000
58110 Mileage	24,000	12,000	(12,000)
Sub-total	\$ 82,863,277	301,926,182	\$ 219,062,905
51000 Fringe benefits	7,987,962	9,034,823	\$ 1,046,861
51001 Indirect costs	26,107,993	31,284,880	\$ 5,176,887
Total	\$ 116,959,232	342,245,885	\$ 225,286,653

*Totals may not add due to rounding

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This table shows the same budget by program and major budget category.

Program	FY24 Final Budget				
	Total *	Other Costs	Consultant	Consultant TC	Consultant TA
010 System Planning	1,083,814	1,083,814	-	-	
015 Transportation Finance	1,911,593	1,294,630	10,000	606,963	
020 Environmental Planning	1,603,731	1,110,180	-	493,551	
025 Air Quality and Conformity	850,561	850,561	-	-	
030 Federal Transportation Improvement Program (FTIP)	3,511,886	3,161,886	-	350,000	
045 Geographic Information Systems (GIS)	5,669,923	5,146,623	-	523,300	
050 Active Transportation Planning	970,420	919,720	700	50,000	
055 Regional Forecasting, Socioeconomic Technical & Policy Analysis	2,030,131	1,720,131	-	310,000	
060 Corridor Planning	298,159	298,159	-	-	
065 Sustainability Program	1,724,010	1,469,248	204,762	50,000	
070 Modeling	8,426,043	7,886,043	-	540,000	
080 Performance Assessment, Monitoring & Strategy	755,873	755,873	-	-	
090 Public Information and Communications	4,869,482	4,146,482	-	723,000	
095 Regional Outreach and Public Participation	5,340,677	4,840,377	-	500,300	
100 Intelligent Transportation Systems (ITS) and Smart Cities	1,731,353	1,116,353	190,000	425,000	
115 Clean Technology Program	1,660,296	474,296	555,000	631,000	
120 OWP Development and Administration	1,564,560	1,564,560	-	-	
130 Goods Movement	2,258,478	1,574,478	-	684,000	
140 Transit and Rail Planning	1,019,985	880,717	-	139,268	
225 Special Grant Projects	2,476,646	535,543	1,941,103	-	
230 Regional Aviation and Airport Ground Access Planning	511,950	511,950	-	-	
235 Local Information Services Program	546,781	546,781	-	-	
265 Express Travel Choices Phase III	151,962	55,774	-	96,188	
267 Clean Cities Program	200,535	200,535	-	-	
275 Sustainable Communities Program	8,582,114	903,344	5,678,770	-	2,000,000
280 Future Communities Initiative	1,227,024	633,933	593,091	-	
290 Research, Planning and Engagement for Sustainable Communities	5,254,196	3,746,196	1,508,000	-	
300 Regional Early Action Planning (REAP) Grants Program - AB 101	12,446,775	1,902,477	10,544,298	-	
303 Economic Empowerment	218,038	218,038	-	-	
305 Regional Early Action Planning (REAP) Grants Program – REAP 2.0	238,350,867	19,265,291	25,085,576	-	194,000,000
310 Planning Strategy Development and Implementation	5,632,777	5,152,777	150,000	330,000	
315 Last Mile Freight Program - MSRC	16,927,129	188,229	16,738,900	-	
320 Inclusive Economic Recovery Strategy (IERS) Implementation Grant	2,438,116	1,279,676	1,158,440	-	
Total Costs	342,245,885	75,434,675	64,358,640	6,452,570	196,000,000

*Totals may not add due to rounding

*Includes indirect costs, fringe benefits, non-labor, and in-kind match.

OVERALL WORK PROGRAM

PROGRAM/WORK ELEMENTS

The following section provides a summary of the OWP Programs and the Strategic Plan goal(s) each program supports.

010 System Planning

Managers: Warren Whiteaker & Philip Law

Program Objective:

Transportation System Planning involves long-term planning for system preservation, system maintenance, optimization of system utilization, system safety, and strategic system expansion of all modes of transportation for people and goods in the six-county region, including Imperial, Los Angeles, Orange, Riverside, San Bernardino, and Ventura. Connect SoCal (RTP/SCS) is the primary vehicle SCAG uses to achieve our transportation system planning goals and objectives. As the MPO for this region, one of SCAG's major responsibilities is to develop, administer, and update the RTP/SCS. The primary objective of this work element is to ensure SCAG is fulfilling its roles and responsibilities in this area as the designated MPO and RTPA for this region. SCAG will ensure that Connect SoCal 2024 is consistent with state and federal requirements while addressing the region's transportation needs.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California's policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

015 Transportation Finance

Manager: Warren Whiteaker

Program Objective:

This work program is critical to addressing some of SCAG's core activities—specifically, satisfying federal planning requirements on financial constraint; ensuring a reasonably available revenue forecast through the RTP/SCS planning horizon, and addressing system level operation and maintenance cost analyses along with capital cost evaluation of transportation investments. In FY 2023-24, this work program will continue development of the Connect SoCal 2024 financial plan

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and provide support for key financial strategies throughout the region.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #7 – Secure funding to support agency priorities to deliver work products effectively and efficiently.

020 Environmental Planning

Manager: Frank Wen

Program Objective:

In accordance with the California Environmental Quality Act (CEQA), SCAG prepares environmental documentation to ensure regulatory compliance with applicable federal and state environmental laws, monitors changes in environmental compliance requirements, and provides tools and services related to CEQA and CEQA streamlining efforts to support local jurisdictions. SCAG serves as the lead agency responsible for preparing the RTP/SCS Program Environmental Impact Report (PEIR) and addendums, and ensures completion of environmental documentation, such as Categorical Exemptions, for SCAG's existing programs, as needed. Staff works closely with local and regional agencies and stakeholders and conducts consultation and public outreach during the preparation of environmental documentation.

The Intergovernmental Review (IGR) program provides informational resources to regionally significant projects, plans, and programs to facilitate the consistency of these projects with SCAG's adopted regional plans, to be determined by the lead agencies; functions as a clearinghouse for applications for federal grants and financial assistance programs, federally required state plans, federal development activities, and environmental documents; serves as an internal resource for submitted project information to support the Connect SoCal update and regional performance monitoring and assessment; and coordinates internal input to integrate performance monitoring in the review of environmental documents for regionally significant projects.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California's policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

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025 Air Quality and Conformity

Manager: Frank Wen

Program Objective:

The Air Quality Planning and Conformity program oversees and performs regional transportation conformity determinations and related air quality planning, analysis, documentation, and policy implementation in SCAG region. This includes preparing transportation conformity analyses for RTP/SCS, FTIP, and their amendments; fulfilling federally required interagency consultation, processing and acting as clearinghouse for particulate matter (PM) hot spot analyses for transportation projects through the Transportation Conformity Working Group (TCWG); monitoring, participating in, and reporting on relevant federal, California, and regional air quality rulemaking; collaborating with the California Air Resources Board (ARB) and local air districts on development of air quality management plans/state implementation plans (AQMPs/SIPs); identifying and proactively addressing potential conformity failures and potential highway sanctions; developing SCAG's portion of South Coast Air Quality Management Plan (commonly known as Appendix IV-C); ensuring the timely implementation of transportation control measures (TCMs); and participating in the development and implementation of the Mobile Source Air Pollution Reduction Review Committee (MSRC) work programs.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California's policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

030 Federal Transportation Improvement Program (FTIP)

Manager: Warren Whiteaker

Program Objective:

The Federal Transportation Improvement Program (FTIP) is a multimodal list of capital improvement projects programmed over a six-year period. The FTIP is the program that implements the RTP/SCS. The currently approved FTIP is the 2023 FTIP and was federally approved and found to conform on December 16, 2022. The program contains approximately \$35.9 billion worth of projects beginning FY 2022-23 to FY 2027-28. The FTIP must include all federally funded transportation projects in the region, as well as all regionally significant transportation projects

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and projects for which approval from a federal agency is required regardless of funding source. The FTIP is developed to incrementally implement the programs and projects in the RTP/SCS in accordance with federal and state requirements. The FTIP is amended on an on-going basis, as necessary, thereby allowing projects consistent with the RTP/SCS to move forward toward implementation. SCAG continues to work with consultant to enhance the functionality of the eFTIP database to ensure requirements to programming and performance monitoring are consistent with federal guidance.

Strategic Plan:

Supports Goal #2 – Advance Southern California’s policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

045 Geographic Information Systems (GIS)

Managers: Hsi-Hwa Hu & Jonathan Holt

Program Objective:

Analyzing and visualizing regional geographic data, often on a map, is where many Planning efforts begin. This program provides agency-wide GIS operations and support. It fosters widespread use of geographic data in data-driven planning, geospatial analysis, data visualization, GIS mapping, as well as GIS application development by leveraging location intelligence. To enhance GIS workflows, staff applies GIS modeling and analytics techniques to streamline regional geospatial database development and maintenance processes. GIS staff establishes innovative analytical and visualization methodologies to facilitate and support policy and planning analysis. In addition, GIS staff provides professional GIS technical support and training to SCAG staff. To support SCAG’s ongoing role as a Regional Information Center, the program manages and maintains regional geospatial data and information for policy and planning analysis for Southern California and provides data and visualization services and support to better serve the needs of the agency and stakeholders.

Additional goals include developing cutting-edge web-GIS applications and tools for information sharing and innovative planning; developing and managing SCAG’s Enterprise GIS and RDP systems (including GIS hardware/software, GIS database, GIS analysis, and GIS applications); developing and implementing GIS governance and GIS data management standards and providing value-added GIS technical services and products to our local jurisdictions.

Strategic Plan:

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Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California’s policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

Supports Goal #3 – Be the foremost data information hub for the region.

Supports Goal #4 – Provide innovative information and value-added services to enhance member agencies’ planning and operations and promote regional collaboration.

Supports Goal #6 – Deploy strategic communications to further agency priorities and foster public understanding of long-range regional planning.

050 Active Transportation Planning

Manager: Philip Law & Frank Wen

Program Objective:

SCAG will continue to research and explore opportunities and partnerships to implement the core regional active transportation strategies. In addition, SCAG will develop partnerships and strategies that are coordinated with the deployment of shared mobility services to advance complete streets goals and reduce the use of Single Occupancy Vehicles (SOVs) for short trips. SCAG will also work with Caltrans, counties, and individual cities to fund local active transportation plans and multi-jurisdictional active transportation projects that are part of Connect SoCal, the 2024 RTP/SCS.

SCAG will also continue to manage the Regional Active Transportation Program, including providing technical assistance to project sponsors, managing planning and program grants, tracking project delivery, and preparing program amendments, as necessary. SCAG will provide leadership and input at the state and regional levels to ensure future funding cycles align with regional planning goals. Through continued collaboration with the California Transportation Commission, Caltrans and the Southern California county transportation commissions, SCAG will also work to improve the application and allocation procedures.

Efforts will also be continued to expand and support capability to measure the impact of active transportation investments, including through better data collection, modeling, and co-benefit analysis (focusing on greenhouse gas emissions, public health and the economy).

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Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California’s policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

Supports Goal #4 – Provide innovative information and value-added services to enhance member agencies’ planning and operations and promote regional collaboration.

055 Regional Forecasting, Socioeconomic Technical & Policy Analysis

Managers: Ryan Wolfe & Hsi-Hwa Hu

Program Objective:

The key focus of this work element is to collect, compile, assess, analyze, and research socioeconomic, technology advancement, and demographic data and their trends, develop value-added information products, including but not limited to regional and county-level population, household and employment estimates and projections to inform regional planning and policy development.

This program also addresses the following: promote and advance in-house research and capacity with trainings and teaching research methodology, data, analytical tools - GIS, statistics, programming across the agency. Collaboration with universities, research institutes and planning partners and peer agencies jointly conduct research and data sharing on important and emerging regional challenges and issues. Serve as the regional data and information hub, promote data and information driven decision-making process and outcome. Additional program objectives include actively promoting and advocating for SCAG’s innovative planning practices and experiences across the nation and internationally by organizing and conducting summits, workshops, symposiums, participation, presentation at key conferences, and publications in the peer-reviewed journals.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California’s policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

Supports Goal #3 – Be the foremost data information hub for the region.

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Supports Goal #4 – Provide innovative information and value-added services to enhance member agencies’ planning and operations and promote regional collaboration.

Supports Goal #6 – Deploy strategic communications to further agency priorities and foster public understanding of long-range regional planning.

060 Corridor Planning

Manager: Philip Law

Program Objective:

Staff will provide input to the RTP/SCS on the design concept and scope of major transportation corridor investments, as identified upon the completion of corridor planning studies conducted under this work element and in partnership with other agencies. Staff will also initiate and/or support our partners in developing comprehensive, multi-modal and sustainable corridor plans that will meet the needs of the region, including providing a greater diversity of mobility choices and a well maintained, sustainable and safer transportation system. Additionally, staff will ensure that corridor planning studies are completed in accordance with federal transportation planning requirements as identified in 23 CFR 450. Lastly, staff will engage with state and local partners, including Caltrans and local jurisdictions, on efforts to reconnect communities by planning for the removal, retrofit, or mitigation of existing transportation facilities (e.g., highways or rail lines).

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California’s policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

065 Sustainability Program

Manager: Ryan Wolfe & Frank Wen

Program Objective:

SCAG’s Sustainability Program is a core effort for implementing the Connect SoCal, the 2020 RTP/SCS. The program demonstrates that the region can achieve mobility, air quality, and public health goals through local land use and policy changes along with targeted transportation investments. The program also focuses on developing regional resiliency strategies; explores pressing issues and possible challenges Southern California’s residents may face in the coming

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decades, including climate change impacts to public health; furthers the region's ability to model the impacts of transportation and land use changes on public health; and considers ways to address potential disruptions to anticipated regional development patterns and transportation investments.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

070 Modeling

Manager: Hsi-Hwa Hu

Program Objective:

Provide data and modeling services for the development and implementation of the RTP/SCS, FTIP, and other major land use and transportation planning initiatives. Analyze socioeconomic data and build analytical foundations for planning activities. Develop small area demographic and employment growth forecast through collaborating with local jurisdictions and peer planning agencies and building consensus. Continue to provide small area socioeconomic data for scenario planning and transportation modeling. Provide member agencies tools and data to analyze the impacts of their land use and planning decisions. Develop, maintain, and improve SCAG's forecasting and modeling tools to more effectively forecast small area growth, impacts of alternative scenarios, regional travel demand and estimate resulting air quality. Maintain a leadership role in the Southern California modeling community by coordinating the Region's modeling activities. Provide technical assistance and data services to support planning analysis of member agencies and other public institutions. Promote model consistency through an active subregional modeling program. Continue ongoing modeling collaboration with SCAG's partners to advance the region's modeling practices.

Strategic Plan:

Supports Goal #3 – Be the Foremost Data Information Hub for the Region.

080 Performance Assessment, Monitoring, & Strategy

Manager: Frank Wen

Program Objective:

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Provide performance assessment and monitoring of the SCAG region that is consistent with federal performance-based planning, monitoring, and reporting guidance. Ensure the region is on track toward achieving the goals of the 2020 RTP/SCS (Connect SoCal) and in the implementation of Connect SoCal. Performance Assessment, Monitoring, and Strategy tasks including the collection and analysis of data needed to identify and evaluate regional growth and development trends, transportation system performance, environmental quality, regional sustainability and climate resilience, public health, housing affordability, and the socioeconomic well-being of people in the region.

The results of the regional performance monitoring and assessment program provide the basis for informed policy making, investment planning, and the effective implementation of Connect SoCal. To support this effort, SCAG is in the process of developing a regional performance monitoring dashboard application to enhance the visualization, communication, and reporting of regional performance relative Connect SoCal objectives. The provision of assistance to local jurisdictions in the implementation of the revised CEQA transportation impact assessment requirements established through SB 743 is also included in this task item. This program also coordinates with the California Department of Transportation (Caltrans) in the management of the annual local data collection process in support of the Highway Performance Monitoring System (HPMS).

On environmental justice (EJ), SCAG staff will monitor potential changes to EJ and equity requirements and related policies (i.e. SB1000, AB617, Justice40 Initiative), provide support services to member agencies, as needed, to ensure regulatory compliance, and provide on-going outreach opportunities with local jurisdictions and stakeholders to showcase equity in action best practices and discuss and solicit input on environmental justice and equity concerns relevant to the region by means of the Equity Working Group and equity focused Toolbox Tuesdays. SCAG staff will use these outreach opportunities to monitor implementation of EJ policies and incorporation of equity considerations and assist local jurisdictions that may benefit from SCAG's wide range of EJ and equity analysis and data. Lastly, SCAG staff will continue to conduct outreach with local jurisdictions and stakeholders and consultation with SCAG's Policy Committees to further improve on the Equity Analysis for Connect SoCal 2024.

Strategic Plan:

Supports Goal #2 – Advance Southern California's policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

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Supports Goal #3 – Be the foremost data information hub for the region.

Supports Goal #4 – Provide innovative information and value-added services to enhance member agencies' planning and operations and promote regional collaboration.

Supports Goal #6 – Deploy strategic communications to further agency priorities and foster public understanding of long-range regional planning.

090 Public Information & Communications

Manager: Ana Vallianatos

Program Objective:

Develop and execute a comprehensive external communications program that informs the region's diverse audiences about SCAG programs, plans, initiatives, and services. SCAG's communications strategies facilitate the agency's transportation planning activities by helping to inform the general public, media, agency stakeholders and partners about the existence, purpose and potential impact of these activities, and to convey this information in ways that are engaging and easy to understand for general audiences. SCAG communicates through various email and social media channels, engagement with local media, video production, websites, print collateral and workshops/events.

Strategic Plan:

Supports Goal #2 – Advance Southern California's policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

Supports Goal #6 – Deploy strategic communications to further agency priorities and foster public understanding of long-range regional planning.

095 Regional Outreach & Public Participation

Manager: Sarah Patterson

Program Objective:

Provide support for federal and state mandated public outreach for SCAG's planning activities. Engage regional stakeholders in the SCAG planning and programming process through the support, assessment and enhancement of outreach efforts to local governments, Tribal Governments, and members of the various stakeholder entities, including community, environmental, business, and academic groups, as well as other interested parties. The SCAG Regional Offices are critical components in these efforts, with SCAG staff assigned to an office in

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each county in the SCAG region.

Strategic Plan:

Supports Goal #2 – Advance Southern California’s policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

Supports Goal #4 – Provide innovative information and value-added services to enhance member agencies’ planning and operations and promote regional collaboration.

100 Intelligent Transportation Systems (ITS) and Smart Cities

Manager: Philip Law

Program Objective:

Under this program, staff will identify and create plans, policies, and tools to support deployment and integration of technologies and Smart Cities strategies, to achieve regional goals including mobility, equity and sustainability. SCAG will plan for and support ubiquitous regional broadband deployment, access and adoption to provide the necessary infrastructure and supporting policies for Smart Cities Strategies and other transportation planning initiatives, and will work towards documenting and disseminating the benefits of these strategies equitably throughout the region. SCAG will continue engaging with regional stakeholders on ITS and ITS related matters, including use and maintenance of the updated Regional ITS Architecture. Additionally, SCAG will maintain the web-accessible Architecture and provide documentation to maximize its usability and ensure on-going maintenance. SCAG will seek to provide training and educational opportunities to stakeholders on ITS related topics in partnership with FHWA/Caltrans as opportunities become available.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California’s policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

Supports Goal #3 – Be the foremost data information hub for the region

Supports Goal #4 – Provide innovative information and value-added services to enhance member agencies' planning and operations and promote regional collaboration.

Supports Goal #5 – Provide innovative information and value-added services to enhance member

OVERALL WORK PROGRAM

agencies' planning and operations and promote regional collaboration

Supports Goal #7 – Secure funding to support agency priorities to effectively and efficiently deliver work products.

115 Clean Technology Program

Manager: Philip Law

Program Objective:

Through the Clean Technology Program, SCAG will work towards the Connect So Cal long term vision of a zero-emission transportation system, using cleaner mobility options where zero emission options are not feasible. SCAG will identify and create plans, policies, and tools to support demonstration, deployment and integration of clean mobility strategies consistent with regional goals including equity and sustainability; to continue engaging with regional stakeholders on clean mobility related matters, develop planning tools, provide technical assistance, and prepare the region for funding opportunities to support this objective; and to develop and convey Clean Mobility strategies in the Connect SoCal update and support modeling efforts on clean mobility assumptions and analysis.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California's policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

Supports Goal #4 – Provide innovative information and value-added services to enhance member agencies' planning and operations and promote regional collaboration.

120 OWP Development & Administration

Manager: Kana Sato-Nguyen

Program Objective:

Develop, administer, and monitor the Overall Work Program (OWP). The OWP is a required function of SCAG as the Metropolitan Planning Organization (MPO) for this region and provides a detailed description of the planning activities that will be completed by the MPO and its partners in the fiscal year.

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Strategic Plan:

Supports Goal #7 – Secure funding to support agency priorities to effectively and efficiently deliver work products.

130 Goods Movement

Manager: Philip Law

Program Objective:

This work program focuses on integrating freight related transportation initiatives into the regional transportation planning process, including efforts to refine and support the implementation of the Comprehensive Regional Goods Movement Plan and Implementation Strategy. This includes but is not limited to a systems level plan for inland port strategies, along with strategic operational approaches to address increasing supply chain volatility and to prepare for major events. Under this program, SCAG will plan and advocate for funding, policies, and programs to optimize the intermodal goods movement network through increases in economic efficiency, congestion mitigation, safety and air quality improvements, mitigation of community impacts, and enhancements to system security.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California’s policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

Supports Goal #7 – Secure funding to support agency priorities to effectively and efficiently deliver work products.

140 Transit and Rail Planning

Manager: Philip Law

Program Objective:

SCAG supports and engages transit and rail operations in corridor and regional planning efforts and in further refining the transit and rail strategies for inclusion in future updates to Connect SoCal. In FY23-24, SCAG will continue to implement FTA requirements for performance-based planning and coordinate with transit operators to address transit safety and transit asset management (TAM). SCAG will continue to assess and monitor regional transit system

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performance and work with transit operators through the Regional Transit Technical Advisory Committee to ensure stakeholder input and participation in the metropolitan transportation planning process, consistent with the SCAG MOUs with the transit operators.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #4 – Provide innovative information and value-added services to enhance member agencies’ planning and operations and promote regional collaboration.

225 Special Grant Projects

Manager: Frank Wen

Program Objective:

To fund and participate in environmental and transportation specialized projects with funding from discretionary grants and/or local funds contributed by local jurisdictions. Grants assist the region and local agencies to better integrate land use, technology and transportation planning to develop alternatives for addressing growth, sustainability and to assess efficient infrastructure investments that meet community needs. In addition, staff secured a grant through the Office of Traffic Safety to support Go Human, SCAG’s Regional Active Transportation Safety and Encourage Campaign. The Campaign was implemented in partnership with the six county health departments and six county transportation commissions, and aimed to increase rates of walking and biking while reducing collisions. The multi-pronged campaign included partnership development with local agencies on temporary safety demonstration projects utilizing *Go Human’s* Kit of Parts Lending Library, safety messaging campaigns and increasing public awareness of traffic safety measures through outreach and engagement. The multi-faceted campaign will include partnering with local agencies on demonstration projects, coordinating safety trainings and workshops, and increasing public awareness of the rules of the road through outreach and advertising partnerships.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California’s policy interests and planning priorities through

OVERALL WORK PROGRAM

regional, statewide, and national engagement and advocacy.

Supports Goal #4 – Provide innovative information and value-added services to enhance member agencies’ planning and operations and promote regional collaboration.

Supports Goal #6 – Deploy strategic communications to further agency priorities and foster public understanding of long-range regional planning.

Supports Goal #7 – Secure funding to support agency priorities to effectively and efficiently deliver work products.

230 Regional Aviation & Airport Ground Access Planning

Manager: Warren Whiteaker

Program Objective:

The Regional Aviation and Airport Ground Access Planning (Aviaton) program focuses on the region’s airports and aviation system primarily from the perspective of airport ground access and the surface transportation system. Although SCAG does not have regulatory or developmental authority over the airports, it does maintain an updated list of airport ground access projects in the regional transportation plan. It also plays a critical consultative and collaborative role with the airports, federal agencies, Caltrans, the transportation agencies and commissions, academic institutions, industry associations, and other transportation stakeholders. During FY 2023-24, staff continue development of the aviation element of the Connect SoCal 2024. Staff will also continue ongoing work on regional airport and airport ground access planning, and explore new areas of research on aviation systems planning. There will be considerable collaboration with regional partners through ongoing communication and participation on working groups and committees, including the Aviation Technical Advisory Committee (ATAC), which SCAG manages and convenes.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California’s policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

Supports Goal #3 – Be the foremost data information hub for the region.

Supports Goal #4 – Provide innovative information and value-added services to enhance member agencies’ planning and operations and promote regional collaboration.

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235 Local Information Services Program

Manager: Frank Wen

Program Objective:

The Local Information Services Program mainly focuses on the Local Information Services Team (LIST) and the Toolbox Tuesday Training Series to build local capacity in innovative and integrated transportation and planning tools and resources. LIST aims to (1) link SCAG's available information products (e.g., data, applications, model policies and best practices, topical white papers, etc.) to help address local needs, (2) provide local jurisdiction staff an opportunity to offer feedback on how SCAG can improve its products to facilitate better collaboration, and (3) coordinate and conduct one-on-one technical assistance meetings with local jurisdictions. Internally, LIST also work closely with subject matter experts at SCAG to provide technical, outreach, education, and engagement guidance on a number of proposed applications for local jurisdictions while aligning the objectives between local and regional planning. The Toolbox Tuesdays serve as important opportunities for inter-governmental communication. By bringing together planners from diverse areas of the region, the sessions provide opportunities for local jurisdictions to learn from each other about the successes and failures in new approaches to transportation and land use planning. In a region as vast as SCAG, forums, where staff from dense urban communities can share their concerns and successes with planners from less populated areas, are highly valued. Toolbox Training sessions equip local government planners to think beyond their traditional roles and respond to new mandates that require collaboration and public participation.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #3 – Be the foremost data information hub for the region.

Supports Goal #4 – Provide innovative information and value-added services to enhance member agencies' planning and operations and promote regional collaboration.

Supports Goal #6 – Deploy strategic communications to further agency priorities and foster public understanding of long-range regional planning.

265 Express Travel Choices Phase III

Manager: Warren Whiteaker

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Program Objective:

Update the Regional Express Lanes Concept of Operations, as needed, and associated research to facilitate the buildout of the planned express lane system. Conduct related managed lanes and value pricing research.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #7 – Secure funding to support agency priorities to effectively and efficiently deliver work products.

267 Clean Cities Program

Manager: Philip Law

Program Objective:

Administer the U.S. Department of Energy (DOE) Clean Cities Program for the SCAG Clean Cities Coalition, including performing outreach and marketing in support of expanding alternative fuels in the SCAG region. Partner with public and private entities to displace petroleum gasoline use by encouraging purchase of alternative vehicles, increasing efficiency of existing fleet vehicles, and reduction of vehicle miles traveled (VMT).

Strategic Plan:

Supports Goal #4 – Provide innovative information and value-added services to enhance member agencies' planning and operations and promote regional collaboration.

275 Sustainable Communities Program

Manager: Frank Wen, Philip Law, & Marco Anderson

Program Objective:

The Sustainable Communities Program (SCP) is a proven, recognized and effective framework for deploying essential planning resources throughout the SCAG region. This collaborative initiative provides assistance to local jurisdictions to coordinate sustainable transportation, land use and regional policies and issues in local planning. The SCP seeks to provide needed planning resources to local jurisdictions for active transportation and multimodal planning efforts, sustainability, land use and planning for affordable housing; develop local plans that support the implementation of

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key strategies and goals outlined in Connect SoCal, the 2020 RTP/SCS; and increase the region's competitiveness for federal and state funds. In FY24 this also includes planning for mobility as a service as well as reconnecting communities previously divided by highway or railway facilities. The SCP aims to address and ensure health and equity in regional land use and transportation planning and to close the gap of racial injustice and better serve our communities of color. The program seeks planning solutions to local growth challenges and results in strategies that promote local and regional sustainability through the integration of transportation and land use, with particular focus on developing and practical strategies to reduce greenhouse gases. It will continue to be a critical tool in achieving SB 375 targets and other State goals aimed at reducing GHG emissions.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California's policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

Supports Goal #4 – Provide innovative information and value-added services to enhance member agencies' planning and operations and promote regional collaboration.

280 Future Communities Initiative

Manager: Hsi-Hwa Hu

Program Objective:

The Future Communities Initiative, guided by the Emerging Technologies Committee, includes early action items aimed at harnessing the power of new technologies, big data, open data as well as enhanced analytics to promote innovation in regional and local planning and reduce transportation demand. Tools and resources provided through the initiative will enable more informed regional and local policy making, increase the efficiency of public service delivery, and ensure the financial sustainability of future cities. The Future Communities Initiative will play a key role in reducing VMT and GHG emissions by modernizing regional land-use and transportation planning tools, fostering data-driven collaboration with SCAG's partner agencies, and providing local agencies with planning resources to pilot new technologies and initiatives to reduce travel demand.

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Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #3 – Be the foremost data information hub for the region.

Supports Goal #4 – Provide innovative information and value-added services to enhance member agencies' planning and operations and promote regional collaboration.

290 Research, Planning and Engagement for Sustainable Communities

Managers: Ryan Wolfe, Marco Anderson, Elizabeth Carvajal, Frank Wen, Warren Whiteaker & Hsi-Hwa Hu

Program Objective:

SCAG staff initiated the implementation of Connect SoCal immediately after its adoption, and has since launched research, planning and studies in preparation for the next plan, Connect SoCal 2024. Much of SCAG's research and planning is focused on reducing single occupancy vehicle trips and transportation related GHG through advancing mode shift, transportation demand management, operational efficiency, system accessibility, and integration of future transportation, employment and land use. Research is also focused on aligning land use and encouraging cities and counties to adopt land uses that promote growth in Connect SoCal identified Priority Growth Areas.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California's policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

300 Regional Early Action Planning (REAP) Grants Program – AB 101

Manager: Elizabeth Carvajal

Program Objective:

Under the California 2019-20 Budget Act, SCAG was awarded \$47 million in Regional Early Action Planning (REAP 1.0) funding to support local governments and stakeholders with housing planning activities that accelerate housing production and meet the region's goals for producing

OVERALL WORK PROGRAM

1.3 million new units of housing by 2029, as determined by the 6th Cycle Regional Housing Needs Assessment (RHNA). The REAP 1.0 funding is a one-time planning program that authorizes subregional partnerships and encourages inter-governmental collaboration on projects that have a broader regional impact on housing production. SCAG is administering the REAP funds through a combination of direct technical assistance (including housing element data components and policy assessments), subregional partnerships with councils of government, community-based partnership grants in collaboration with philanthropic organizations, and planning support offered through the Sustainable Communities Program to local jurisdictions or entities serving single or multiple jurisdictions. The REAP grants program is focused on implementable solutions across land use, financing, development streamlining and other actions that accelerate housing production.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California’s policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

303 Economic Empowerment

Manager: Elizabeth Carvajal

Program Objective:

The Economic Empowerment Program is focused on the implementation of targeted, place-based programs aimed at achieving economic empowerment, environmental and restorative justice across intersectional policy goals identified in the RTP/SCS and the Regional Housing Needs Allocation (RHNA) process. This program will ensure that the recommendations of the Racial Equity and Regional Planning Subcommittee inform the strategies and implementation plans in Connect SoCal 2024. The staff in this program are also charged with identifying new partnerships, projects and funding sources to develop new programs for implementation of Connect SoCal 2020, the future Connect SoCal 2024, and SCAG’s adopted Racial Equity Action Plan.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California’s policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

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305 Regional Early Action Planning (REAP) Grants Program – REAP 2.0

Managers: Elizabeth Carvajal, Kate Kigongo, Frank Wen & Marco Anderson

Program Objective:

The REAP 2.0 program seeks to accelerate progress towards state housing goals and climate commitments through a strengthened partnership between the state, its regions, and local entities. REAP 2.0 seeks to accelerate infill housing development, reduce Vehicle Miles Traveled (VMT), increase housing supply at all affordability levels, affirmatively further fair housing, and facilitate the implementation of adopted regional and local plans to achieve these goals. SCAG’s REAP 2.0 Program was developed through an inclusive and equitable outreach process with a variety of strategies to reach a wide range of regional stakeholders. SCAG’s REAP 2.0 Program combines coordinated and transformative housing development, finance, land use, and transportation strategies to help achieve California’s housing and greenhouse gas emission reduction goals. This program includes several projects across three major Program Areas, including Early Program Initiatives, Programs to Accelerate Transformative Housing (PATH) Program, and the Transportation Partnership Programs (TPP).

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #4 – Provide innovative information and value-added services to enhance member agencies’ planning and operations and promote regional collaboration.

Supports Goal #7 – Secure funding to support agency priorities to effectively and efficiently deliver work products.

310 Planning Strategy Development and Implementation

Manager: Frank Wen

Program Objective:

This project will develop a strategic framework for coordinating the implementation, monitoring, and performance assessment of the current Connect SoCal (2020 Regional Transportation Plan/Sustainable Communities Strategy) alongside coordinating the integration of existing strategies, emerging trends and technologies across all SCAG departments to develop of the next Connect SoCal (2024 RTP/SCS). This project will coordinate and advance planning division priorities and major work programs, and coordinate projects that fall in different departments. Additionally, this program will foster partnerships with federal, state, regional, and local agencies. To accomplish above objectives, the Planning Strategy Department will coordinate planning

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teams in the following program areas: Connect SoCal Development, Connect SoCal Strategies, and Performance Measurement and Monitoring., Local Planning and Program Assistance, and Local Jurisdiction Technical and Information Assistance.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California’s policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

Supports Goal #3 – Be the foremost data information hub for the region.

Supports Goal #4 – Provide innovative information and value-added services to enhance member agencies’ planning and operations and promote regional collaboration.

Supports Goal #6 – Deploy strategic communications to further agency priorities and foster public understanding of long-range regional planning.

Supports Goal #7 – Secure funding to support agency priorities to effectively and efficiently deliver work products

315 Last Mile Freight Program – MSRC

Manager: Philip Law

Program Objective:

SCAG has partnered with the Mobile Source Air Pollution Reduction Review Committee (MSRC) to establish the Last Mile Freight Program (LMFP). The LMFP is intended to achieve immediate reductions in criteria pollutants and greenhouse gas emissions from commercially deployed vehicles/equipment serving the last mile delivery market. The LMFP will inform both industry and the public regarding zero-emissions/near-zero emissions vehicle/equipment and supporting infrastructure performance and how this information can be used to scale emissions reductions to contribute to regional air quality goals.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California’s policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

OVERALL WORK PROGRAM

320 Inclusive Economic Recovery Strategy (IERS) Implementation Grant

Manager: Victor Negrete

Program Objective:

Using \$3.5 million in one-time State-grant funding from the California Workforce Development Board, implement recommendations developed in the Inclusive Economic Recovery Strategy (IERS) adopted by SCAG's Regional Council on July 1, 2021. The five deliverables are focused on strategies that support expansion of the number of, and access to, middle wage jobs, strengthen supply chains and access to contracting opportunities for small businesses, expand construction apprenticeships and training, provide regional data to support both state efforts and broader inclusive economic growth efforts, and address human capital needs to realize economic opportunity.

Strategic Plan:

Supports Goal #1 – Produce innovative solutions that improve the quality of life for Southern Californians.

Supports Goal #2 – Advance Southern California's policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

FTA GRANT BUDGET

FTA DISCRETIONARY AND FORMULA GRANT BUDGET

Program Overview

SCAG is the Designated Recipient of FTA Urbanized Area Formula Grants under 49 U.S.C. Section 5307 for the large urbanized areas (UZAs) with populations of 200,000 or more (according to the latest U.S. Census) in the SCAG region. Under the reauthorization bill that was signed into Law on November 15, 2021, the Infrastructure Investment and Jobs Act (referred to as the Bipartisan Infrastructure Bill), funding is authorized for 49 U.S.C. Section 5339 Bus and Bus Facilities Formula Grants Program and U.S.C. Section 5312 National Research & Technology Program to SCAG due to being the Section 5307 Designated Recipient.

As the Designated Recipient, SCAG is responsible to apply for and pass through Section 5339 and Section 5312 grant funds for specialized transportation programs and projects, which provide capital funding to replace, rehabilitate and purchase buses, vans, fixed guide-way, as well as to construct related facilities and purchase related equipment.

Line Item Budget

The following table shows the FTA Discretionary and Formula Grant line item budget.

Cost Category	FY23 Adopted	FY24 Proposed	Incr (Decr)
500XX Staff	\$ 26,792	\$ 2,047	\$ (24,745)
54300 SCAG Consultant	\$ 200,000	\$ 218,719	\$ 18,719
54360 Pass Through Payments			
Riverside Transit Agency	373,133	200,000	(173,133)
SunLine Transit Agency	430,906	-	(430,906)
Metro-Foothill	275,504	-	(275,504)
ATNs'	-	-	-
54360 Total	\$ 1,079,543	\$ 200,000	\$ (879,543)
55930 Miscellaneous Other	\$ 90,000	\$ -	\$ (90,000)
55931 Miscellaneous Labor	\$ 80,000	\$ 69,288	\$ (10,712)
59090 Exp Local Other			
Riverside Transit Agency	93,225	49,942	(43,283)
SunLine Transit Agency	81,439	-	(81,439)
Metro-Foothill	103,051	-	(103,051)
ATNs'	-	-	-
59090 Total	\$ 277,715	\$ 49,942	\$ (227,773)
Sub-total	\$ 1,754,050	\$ 539,996	\$ (1,214,054)
51000 Fringe Benefits	\$ 20,427	\$ 1,373	\$ (19,054)
51001 Indirect Costs	\$ 66,318	\$ 4,693	\$ (61,625)
Total	\$ 1,840,795	\$ 546,062	\$ (1,294,733)

TDA BUDGET

TDA BUDGET

Program Overview

State of California Public Utilities Code Section 99233.2 authorizes the Transportation Commissions in Los Angeles, Orange, Riverside and San Bernardino counties to allocate up to $\frac{3}{4}$ of 1 percent of their local transportation funds to SCAG as the multi-county planning agency for the region. SCAG uses TDA to fund local initiatives and to provide cash match as needed for projects funded with state or federal funds.

Line Item Budget

In FY 2023-24, the TDA budget includes \$5,716,552 for consultants and staff related costs to support local transportation planning projects.

The following table shows the TDA line item budget.

	FY23 Adopted	FY24 Proposed	Incr (Decr)
REVENUES:			
TDA Revenue	5,240,123	5,397,327	157,204
Transfer from Fund Balance	-	319,225	319,225
Total Revenues	5,240,123	5,716,552	476,429
EXPENDITURES:			
500XX Staff	721,642	1,010,724	289,082
54300 SCAG consultant	793,177	829,033	35,856
54302 Non-Profits/IHL	14,094	-	(14,094)
54304 Consultants-Technical Assistance/Pass-Through Payments	-	229,400	229,400
54340 Legal	20,000	164,520	144,520
55210 Software Support	5,735	5,735	-
55520 Graphic Supplies	5,000	4,000	(1,000)
55460 Materials & Equipment Purchases < \$5K	-	1,000	1,000
55580 Outreach/Advertisement	-	6,000	6,000
55610 Prof Membership	-	-	-
55840 Training Registration	-	1,000	1,000
55914 RC General Assembly	-	208,190	208,190
55915 Demographic Workshop	-	18,200	18,200
55916 Economic Summit	-	128,250	128,250
55930 Miscellaneous other	22,068	9,000	(13,068)
55950 Temporary Help	10,211	-	(10,211)
56100 Printing	-	16,000	16,000
58100 Travel	5,000	36,000	31,000
58110 Mileage	-	4,000	4,000
58150 Travel lodge>Per Diem	-	13,000	13,000
Sub-total	1,596,927	2,684,052	1,083,125
51000 Fringe benefits - Reg Staff	550,184	675,430	125,246
51003 Fringe benefits - Intern	-	-	-
51001 Indirect Cost	1,823,768	2,357,070	533,302
Non-Capital	3,970,879	5,716,552	1,741,673
55310 F&F Principal	160,241	-	(160,241)
55315 F&F Interest	1,836	-	(1,836)
55320 AV Principal	117,206	-	(117,206)
55325 AV Interest	653	-	(653)
Capital & Debt Service	279,936	-	(279,936)
Total Expenditures	4,250,815	5,716,552	1,461,737

GENERAL FUND BUDGET

GENERAL FUND BUDGET (GF)

Program Overview

The General Fund (GF) has been established to: provide support to the Regional Council (RC) and its Subcommittees for the costs of stipends and travel; fund costs not eligible for grant reimbursement; provide a source of working capital; finance program expenditures, which must be paid prior to sending requisitions to certain federal and state grantors; and authorize establishment of, and borrowing from, a line of credit. The General Fund is not an available resource to fund project costs otherwise chargeable to grants.

The RC is responsible for conducting the affairs of SCAG pursuant to Article V (A) 4 of the By-Laws. Among other duties, the RC reviews and may revise, amend, increase, or decrease the proposed annual GF budget as prepared by the Chief Financial Officer. The RC submits the approved GF budget to members of the General Assembly (GA) at least thirty (30) days before the annual meeting for review. After adoption of the budget and the annual assessment schedule by the GA, the RC controls all GF expenditures in accordance with the budget.

Membership Dues Assessments

The By-Laws require the Executive Director to annually submit the GF budget to the RC. Upon its adoption, the GA fixes membership assessment for all members of SCAG in amounts sufficient to provide the funds required by the GF budget. The membership dues are calculated in accordance with the guidelines of the By-Laws.

GENERAL FUND BUDGET

General Fund Line Item Budget

The following table shows General Fund revenues and expenditures by task.

		FY22 Actual	FY23 Adopted Budget	FY24 Proposed Budget	FY23 Adopted To FY24 Proposed Incr (Decr)
REVENUE:	Membership Dues:				
	Counties	322,491.00	336,895	349,754	12,859
	Cities	1,762,255.59	1,876,843	2,011,702	134,859
	Commissions	88,500.00	88,500	88,500	-
	Transportation Corridor Agency	10,000.00	10,000	10,000	-
	Air Districts	10,000.00	10,000	10,000	-
	Sub-total	2,193,246.59	2,322,238	\$ 2,469,956	\$ 147,718
	Interest	26,699.86	90,000	55,086	(34,914)
	Other	184,016.98	41,800	41,800	-
	General Assembly Sponsorships & Registrations	340,575.00	340,000	340,000	-
	Transfer from Fund Balance	-	596,114	182,905	(413,209)
	Sub-total	551,291.84	1,067,914	\$ 619,791	\$ (448,123)
	Total Revenues	2,744,538.43	3,390,152	\$ 3,089,747	\$ (300,405)
	EXPENDITURES:				
	Task .01 Regional Council	Regional Council:			
Staff Time		87,702.61	48,546	26,738	(21,808)
EAC Retreat		19,248.13	40,000	40,000	-
Legal Services		103,284.30	135,000	164,840	29,840
Miscellaneous Other		4,546.77	-	-	-
Other Meeting Expense		7,662.58	20,000	20,000	-
Professional Memberships		549.29	-	-	-
RC/Committee Meeting		-	15,000	15,000	-
Stipends		234,230.00	245,000	245,000	-
Travel - Outside		4,279.31	50,000	50,000	-
Travel - Local		6,662.02	46,000	46,000	-
Mileage - Local		1,329.77	25,000	25,000	-
Task sub-total	469,494.78	624,546	\$ 632,578	\$ 8,032	
Task .02 Legislative	Legislative:				
	Staff Time	8,988.39	29,324	34,086	4,762
	Federal/State Lobbyist	228,000.00	228,000	228,000	-
	Networking Meeting/Special Events	2,540.00	-	-	-
	Other Meeting Expense	-	15,000	15,000	-
	Resource Materials/Subscriptions	-	2,000	2,000	-
	Travel - Outside	3,884.82	10,000	10,000	-
	Travel - Local	1,084.81	-	-	-
Mileage	40.95	500	500	-	
Task sub-total	244,538.97	284,824	\$ 289,586	\$ 4,762	

GENERAL FUND BUDGET

General Fund Line Item Budget (continued)

		FY22 Actual	FY23 Adopted Budget	FY24 Proposed Budget	FY23 Adopted To FY24 Proposed Incr (Decr)
Task .03 RHNA	RHNA:				
	Staff Time	-	-	53,688	53,688
Task sub-total		-	-	\$ 53,688	\$ 53,688
Task .04 Other Non-Labor	Other Non-Labor:				
	Bank Fees	17,194.73	15,000	15,000	-
	Demographic Workshop	-	28,000	-	(28,000)
	Economic Summit	25,000.00	85,000	-	(85,000)
	Legal Services	-	205,000	220,000	15,000
	Miscellaneous Other	3,176.95	20,000	20,000	-
	Other Meeting Expense	24,030.00	50,000	50,000	-
	Professional Memberships	6,809.26	11,500	11,500	-
	SCAG Consultant	150,000.00	76,415	26,500	(49,915)
	SCAG Memberships	166,079.65	127,600	-	(127,600)
	Scholarships	-	44,000	-	(44,000)
	Sponsorships	99,540.00	165,000	-	(165,000)
	Training Registration	11,995.65	-	-	-
	Travel	968.69	2,500	2,500	-
	Travel - Local	272.93	1,500	1,500	-
Staff Lodging Expense	3,377.54	13,000	-	(13,000)	
Mileage - Local	151.37	500	500	-	
Task sub-total		508,596.77	845,015	\$ 347,500	\$ (497,515)
Task .06 General Assembly	General Assembly:				
	Staff Time	31,436.77	33,082	12,141	(20,941)
	General Assembly	651,713.16	611,500	453,310	(158,190)
	Other Meeting Expense	5,700.00	-	1,500	1,500
	Printing	-	10,000	4,000	(6,000)
	SCAG Consultant	99,494.84	180,000	43,200	(136,800)
	Travel - Local	1,234.91	-	-	-
Mileage	3,972.48	5,000	1,000	(4,000)	
Task sub-total		793,552.16	839,582	\$ 515,151	\$ (324,431)
Task .10 Capital Outlay >\$5K	Capital Outlay >\$5K				
	Capital Outlay	1,026,795.60	-	-	-
Task sub-total		1,026,795.60	-	\$ -	\$ -
Task .11 Public Records Administration	Public Records Administration:				
	Staff Time	21,620.58	51,524	72,642	21,118
Task sub-total		21,620.58	51,524	\$ 72,642	\$ 21,118
Task .14 International Collaboration	International Collaboration:				
	Staff Time	1,684.16	6,063	4,845	(1,218)
	Miscellaneous Other	-	2,000	2,000	-
	Other Meeting Expense	-	1,500	1,500	-
	Mileage	-	500	500	-
Task sub-total		1,684.16	10,063	\$ 8,845	\$ (1,218)

GENERAL FUND BUDGET

General Fund Line Item Budget (continued)

		FY22 Actual	FY23 Adopted Budget	FY24 Proposed Budget	FY23 Adopted To FY24 Proposed Incr (Decr)
Task .20 Go Human Events	Go Human Events:				
	Outreach/Advertisement	661.34	-	-	-
	Task sub-total	661.34	-	\$ -	\$ -
Task .23 Other Labor	Other Labor:				
	Staff Time	1,260.42	32,777	34,962	2,185
	Task sub-total	1,260.42	32,777	\$ 34,962	\$ 2,185
Task .26 Employee Engagement Program	Employee Engagement Program				
	Engagement Committee	8,633.44	20,000	20,000	-
	Employee Recognition	3,935.21	15,000	15,000	-
	Department Allowance	13,148.76	15,000	15,000	-
	Task sub-total	25,717.41	50,000	\$ 50,000	\$ -
Task .28 Grant Program	Grant Program				
	Staff Time	190,808.06	-	-	-
	Task sub-total	190,808.06	-	\$ -	\$ -
Task .29 Special Events	Special Events				
	Demographic Workshop	-	-	9,800	9,800
	Economic Summit	-	-	29,750	29,750
	RC Sponsorships	-	-	165,000	165,000
	SCAG Memberships	-	-	127,600	127,600
	Scholarships	-	-	44,000	44,000
	Task sub-total	-	-	\$ 376,150	\$ 376,150
	Total for all tasks	3,284,730.25	2,738,331	\$ 2,381,102	\$ (357,229)
	Allocated Fringe Benefits	268,755.18	153,486	160,398	6,912
	Allocated Indirect Costs	865,179.20	498,335	548,247	49,912
	Total	4,418,664.63	3,390,152	\$ 3,089,747	\$ (300,405)

*Totals may not add due to rounding

FRINGE BENEFITS BUDGET

FRINGE BENEFITS BUDGET (FB)

Program Overview

Fringe benefits (FB) are employee-associated costs such as leave expenses (vacation, holidays, personal floating holidays, sick leave, etc.), health plan expenses, retirement plan expenses, workers' compensation insurance, unemployment insurance, bus/rail/carpool expenses, tuition reimbursement expenses, technology allowance, and deferred compensation expenses. These costs are expressed as a rate for full-time regular staff. The rate is the pooled costs of the fringe benefits divided by the total salaries for full-time regular staff.

To participate in SCAG's fringe benefits program, staff must hold benefits-eligible positions as regular, at-will or limited-term positions. Some of these programs provide staff and their families with financial protection if they become ill or disabled. Others are designed to aid them in preparing for retirement or in meeting educational costs they incur for themselves. Others are designed to allow staff and their family's time to recreate and spend time together.

The employee-associated costs are related to SCAG's full-time staff to generate a fringe benefits burden rate. The fringe benefits burden is applied to all staff charges in OWP, General Fund, TDA and Indirect projects.

A rate is applied to all OWP, GF and IC salaries, e.g., for every \$1,000 of salaries, the FB budget is \$670.83 (67.0832%).

Part-time staff, interns, and temporary employees may be eligible for SCAG's limited fringe benefits. Part-time staff, interns, and temporary employee benefits are calculated separately and are not part of the fringe benefits burden rate.

FRINGE BENEFITS BUDGET

Line Item Budget

The following table shows the Fringe Benefits line item budget.

GL Account	Line Item	FY23 Adopted	FY24 Proposed	Incr (Decr)
60002	Sick leave	308,637	537,332	228,695
60004	PFH	612,907	680,951	68,044
60003	Holiday	1,127,304	1,251,499	124,195
60001	Vacation	1,299,227	1,773,195	473,968
60032	Sick - Interns	10,333	10,333	-
60041	Vacation Cash Out	274,345	75,000	(199,345)
60110	PERS	7,402,214	8,385,649	983,435
60120	PARS	79,690	80,752	1,062
60200	Health insurance - actives	1,996,800	2,904,612	907,812
60201	Health insurance - retirees PAYGO	698,772	703,491	4,719
60210	Dental insurance	308,458	327,592	19,134
60220	Vision insurance	93,611	91,550	(2,061)
60225	Life insurance	103,268	123,106	19,838
60240	Medicare tax employers - regular staff	346,765	439,451	92,686
60250	Medicare tax employers - interns	4,495	4,495	-
60255	Social security tax employers - interns	23,715	23,715	-
60300	Tuition reimbursement	43,776	43,776	-
60310	Bus passes - regular staff	264,576	50,000	(214,576)
60315	Bus passes - interns	24,757	8,073	(16,684)
60360	De Minimis Employee Exp	15,000	15,000	-
60365	De Minimis Employee Exp Interns	5,167	5,167	-
60366	Technology Allowance	274,560	388,080	113,520
60367	Technology Allowance Intern	22,733	28,933	6,200
60400	Workers compensation	142,380	146,286	3,906
60405	Unemployment compensation Insurance	35,000	35,000	-
60410	Miscellaneous employee benefits	13,836	16,836	3,000
60415	SCAG 457 match	133,750	434,750	301,000
60450	Benefits administrative fees	84,561	85,605	1,044
60500	Automobile allowance	20,700	20,700	-
		15,771,337	18,690,931	2,919,594

*Totals may not add due to rounding

INDIRECT COST BUDGET

INDIRECT COST BUDGET (IC)

Program Overview

The Indirect Cost Budget is established to provide funding for staff salaries, fringe benefits and other non-labor costs that are not attributable to an individual direct program project, except on a pro-rata basis. The Indirect Cost Rate Proposal (ICRP) is prepared in accordance with the guidelines of SCAG’s federal cognizant agency, FTA, and requires their approval as well as Caltrans approval.

An IC rate, approved by FTA and Caltrans, is applied to all productive staff salaries and fringe costs. For example, for every \$1,000 of direct salaries and fringe, the IC budget is \$1,372.35 (137.2349%). A review of the comprehensive line item budget chart beginning on page 12 shows the impact of this concept. Notice that the budgets for the OWP, TDA and General Fund include allocated funds for the indirect costs which represents each budget component’s share of funding the Indirect Cost program.

INDIRECT COST BUDGET

Line Item Budget

The following table shows the Indirect Cost line item budget.

GL Account	Cost Category	FY23 Adopted	FY24 Proposed	Incr (Decr)
	Staff	10,048,467	12,489,756	2,441,289
5430X	SCAG consultant	2,327,825	3,113,268	785,443
54340	Legal	230,000	186,335	(43,665)
55201	Network and Communications	238,700	179,548	(59,152)
55210	Software support	829,900	983,709	153,809
55220	Hardware support	503,518	693,826	190,308
55240	Repair- maintenance	56,000	55,000	(1,000)
55251	Infrastructure Cloud Services	1,966,400	2,754,062	787,662
55271	On-Prem Software	286,636	579,348	292,712
55275	Co-location Services	168,947	171,997	3,050
55315	Furniture & Fixture Interest	771	-	(771)
55325	Audio-visual Equipment Interest	2,019	-	(2,019)
55400	Office rent / Operating expense	2,371,519	2,442,665	71,146
55410	Office rent satellite	286,546	295,142	8,596
55415	Off-site Storage	5,000	5,000	-
55420	Equipment leases	100,000	100,000	-
55430	Equip repairs and maintenance	1,000	2,000	1,000
55435	Security Services	100,000	100,000	-
55440	Insurance	315,000	370,000	55,000
55441	Payroll / bank fees	17,500	17,500	-
55445	Taxes	1,000	1,000	-
55460	Materials & equipment <\$5K	154,000	204,000	50,000
55510	Office supplies	73,800	73,800	-
55520	Graphic Supplies	4,000	4,000	-
55540	Postage	10,000	10,000	-
55550	Delivery services	12,000	15,000	3,000
55600	SCAG memberships	104,000	104,000	-
55610	Professional memberships	1,500	1,500	-
55611	Professional dues	1,950	8,750	6,800
55620	Resource materials	160,500	169,000	8,500
55630	COVID Facility Exp	53,740	53,740	-
55631	ADA & Safety Compliance	15,000	15,000	-
55700	Depreciation - furniture & fixture	250,000	250,000	-
55720	Amortization - lease	75,000	75,000	-
55800	Recruitment adverting	25,000	65,000	40,000
55801	Recruitment - other	45,000	45,000	-
55820	In House Training	30,000	70,000	40,000
55830	Networking Meetings/Special Events	20,000	20,500	500
55840	Training Registration	75,000	98,000	23,000
55920	Other meeting expense	1,250	1,250	-
55930	Miscellaneous other	87,000	13,000	(74,000)
55950	Temporary help	106,000	186,000	80,000
56100	Printing	23,000	23,000	-
58100	Travel	77,000	111,000	34,000
58101	Travel - local	15,500	19,378	3,878
58110	Mileage	15,500	18,200	2,700
	Sub-total	21,292,488	26,194,274	4,901,786
51000	Fringe benefits - regular staff	7,577,112	8,304,738	727,626
51003	Fringe benefits - interns	32,361	26,885	(5,476)
	Total	\$ 28,901,961	34,525,897	\$ 5,623,936

*Totals may not add due to rounding

INDIRECT COST BUDGET

Indirect Cost Work Areas

The Indirect Cost budget is spread across several functional work areas within the agency. The following chart describes each work area.

Group	Work Area	Activities
Administration	Finance	Finance is responsible for all financial activities of the agency, including accounting, budget & grants, investment policy, contracts, procurement, internal audits, and directing outside audits.
	Human Resources	Human Resources (HR) is responsible for staff recruitment, employee relations, training, employee benefits, maintaining personnel records, and administration of personnel rules and systems.
	Information Technology	Information Technology (IT) supports IT operations, computers for office staff, modeling and GIS capabilities, phone systems, video conferencing and networks as well as Facilities/property management for all of SCAG offices.
Agency-wide Management		The Agency-wide Management section is responsible for the management of staff, the budget, and day-to-day operations of the departments. The Executive Director is the official representative of the agency and its policies.
Legal Services		Legal Services is responsible for all internal and external legal affairs of SCAG.
Government and Public Affairs	Legislation	This unit is responsible for interfacing with the legislative processes at the federal and state level.
	Regional Services & Media and Public Affairs	The primary responsibility of this unit is to maintain and expand governmental, community and private sector participation in the regional planning work of SCAG. This is done by working with cities and counties, local government officials, community, and business interest groups.

MEMBERSHIP ASSESSMENT SCHEDULE

SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS

Proposed Membership Assessment

Schedule Fiscal Year 2023-24

As of February 1, 2023

	UNINC POP COUNTIES/TOTAL POP CITIES	ASSESSMENTS 2023-24
<u>COUNTIES (6)</u>		
IMPERIAL	33,709	7,378
LOS ANGELES	1,009,857	151,187
ORANGE	132,437	40,237
RIVERSIDE	396,717	70,644
SAN BERNARDINO	300,003	59,516
VENTURA	93,798	20,792
	<hr/>	<hr/>
SUB-TOTAL	1,966,521	349,754
 <u>CITIES (191)</u>		
ADELANTO	36,357	4,683
AGOURA HILLS	19,771	2,525
ALHAMBRA	81,834	9,915
ALISO VIEJO	50,782	6,343
ANAHEIM	341,245	40,011
APPLE VALLEY	75,628	9,201
ARCADIA	55,934	6,935
ARTESIA	16,226	2,117
AVALON	3,394	490
AZUSA	49,704	6,219
BALDWIN PARK	70,855	8,652
BANNING	30,877	4,052
BARSTOW	25,202	3,400
BEAUMONT	54,690	6,792
BELL	33,624	4,369
BELLFLOWER	77,359	9,400
BELL GARDENS	38,861	4,971
BEVERLY HILLS	32,265	4,212
BIG BEAR LAKE	5,041	680
BLYTHE	17,505	2,264
BRADBURY	904	204
BRAWLEY	26,952	3,601
BREA	46,872	5,893
BUENA PARK	83,430	10,099
BURBANK	105,451	12,882
CALABASAS	22,926	2,888

MEMBERSHIP ASSESSMENT SCHEDULE

SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS

Proposed Membership Assessment

Schedule Fiscal Year 2023-24

As of February 1, 2023

	UNINC POP COUNTIES/TOTAL	ASSESSMENTS
	POP CITIES	2023-24
CALEXICO	38,711	4,954
CALIMESA	10,899	1,504
CALIPATRIA	6,367	833
CAMARILLO	70,171	8,573
CANYON LAKE	11,056	1,522
CARSON	92,362	11,127
CATHEDRAL CITY	51,840	6,464
CERRITOS	48,634	6,095
CHINO	91,998	11,085
CHINO HILLS	77,964	9,470
CLAREMONT	37,072	4,765
COACHELLA	42,158	5,350
COLTON	53,617	6,669
COMMERCE	12,140	1,647
COMPTON	94,233	11,342
CORONA	156,778	18,788
COSTA MESA	111,394	13,566
COVINA	50,449	6,304
CUDAHY	22,318	2,818
CULVER CITY	40,135	5,118
CYPRESS	49,810	6,231
DANA POINT	32,943	4,290
DESERT HOT SPRINGS	32,569	4,247
DIAMOND BAR	54,204	6,736
DOWNEY	112,584	13,703
DUARTE	21,258	2,696
EASTVALE	69,929	8,546
EL CENTRO	44,508	5,621
EL MONTE	107,706	13,142
EL SEGUNDO	17,084	2,216
FILLMORE	16,469	2,145
FONTANA	212,809	25,234
FOUNTAIN VALLEY	56,564	7,008
FULLERTON	142,732	17,172
GARDEN GROVE	170,526	20,370
GARDENA	59,947	7,397
GLENDALE	193,116	22,969
GLENDORA	51,821	6,462
GRAND TERRACE	13,042	1,751
HAWAIIAN GARDENS	13,619	1,817

MEMBERSHIP ASSESSMENT SCHEDULE

SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS

Proposed Membership Assessment

Schedule Fiscal Year 2023-24

As of February 1, 2023

	UNINC POP	
	COUNTIES/TOTAL	ASSESSMENTS
	POP CITIES	2023-24
HAWTHORNE	86,841	10,491
HEMET	89,646	10,814
HERMOSA BEACH	19,171	2,456
HESPERIA	100,324	12,293
HIDDEN HILLS	1,738	300
HIGHLAND	56,546	7,006
HOLTVILLE	5,565	740
HUNTINGTON BEACH	196,100	23,312
HUNTINGTON PARK	53,942	6,706
IMPERIAL	21,513	2,725
INDIAN WELLS	4,762	648
INDIO	89,137	10,755
INDUSTRY	438	150
INGLEWOOD	106,481	13,001
IRVINE	310,250	36,445
IRWINDALE	1,490	271
JURAPA VALLEY	105,384	12,875
LA CANADA FLINTRIDGE	20,081	2,560
LA HABRA	61,792	7,609
LA HABRA HEIGHTS	5,594	744
LA MIRADA	48,696	6,103
LA PALMA	15,332	2,014
LA PUENTE	37,587	4,824
LA QUINTA	37,860	4,856
LA VERNE	32,304	4,217
LAGUNA BEACH	22,706	2,862
LAGUNA HILLS	30,750	4,038
LAGUNA NIGUEL	64,316	7,900
LAGUNA WOODS	17,514	2,265
LAKE ELSINORE	71,615	8,740
LAKE FOREST	86,775	10,484
LAKESWOOD	80,876	9,805
LANCASTER	175,164	20,903
LAWNSDALE	31,301	4,101
LOMA LINDA	25,349	3,416
LOMITA	20,633	2,624
LONG BEACH	460,682	53,753
LOS ALAMITOS	11,873	1,616
LOS ANGELES	3,819,538	440,700
LYNWOOD	66,723	8,177
MALIBU	10,686	1,479

MEMBERSHIP ASSESSMENT SCHEDULE

SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS

Proposed Membership Assessment

Schedule Fiscal Year 2023-24

As of February 1, 2023

	UNINC POP COUNTIES/TOTAL	ASSESSMENTS
	POP CITIES	2023-24
MANHATTAN BEACH	34,902	4,516
MAYWOOD	24,814	3,105
MENIFEE	106,627	13,018
MISSION VIEJO	92,515	11,144
MONROVIA	37,563	4,822
MONTCLAIR	37,846	4,854
MONTEBELLO	61,622	7,590
MONTEREY PARK	60,207	7,427
MOORPARK	35,399	4,573
MORENO VALLEY	209,407	24,843
MURRIETA	111,183	13,542
NEEDLES	4,876	661
NEWPORT BEACH	83,727	10,133
NORCO	24,909	3,116
NORWALK	101,645	12,445
OJAI	7,466	959
ONTARIO	179,516	21,404
ORANGE	137,676	16,590
OXNARD	200,050	23,766
PALM DESERT	50,889	6,355
PALM SPRINGS	44,397	5,608
PALMDALE	167,398	20,010
PALOS VERDES ESTATES	12,980	1,743
PARAMOUNT	52,477	6,538
PASADENA	138,310	16,663
PERRIS	78,890	9,577
PICO RIVERA	61,442	7,569
PLACENTIA	51,204	6,391
POMONA	149,766	17,981
PORT HUENEME	21,599	2,735
RANCHO CUCAMONGA	174,476	20,824
RANCHO MIRAGE	16,804	2,183
RANCHO PALOS VERDES	41,468	5,271
RANCHO SANTA MARGARITA	47,279	5,940
REDLANDS	72,585	8,851
REDONDO BEACH	68,972	8,435
RIALTO	103,954	12,710
RIVERSIDE	317,847	37,319
ROLLING HILLS	1,684	294
ROLLING HILLS ESTATES	8,289	1,054

MEMBERSHIP ASSESSMENT SCHEDULE

SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS

Proposed Membership Assessment

Schedule Fiscal Year 2023-24

As of February 1, 2023

	UNINC POP COUNTIES/TOTAL	ASSESSMENTS
	POP CITIES	2023-24
ROSEMEAD	50,511	6,311
SAN BERNARDINO	220,840	26,158
SAN BUENAVENTURA	108,231	13,202
SAN CLEMENTE	63,380	7,792
SAN DIMAS	34,352	4,452
SAN FERNANDO	23,519	2,956
SAN GABRIEL	38,845	4,969
SAN JACINTO	54,593	6,781
SAN JUAN CAPISTRANO	34,798	4,504
SAN MARINO	12,257	1,660
SANTA ANA	308,459	36,239
SANTA CLARITA	228,835	27,078
SANTA FE SPRINGS	18,763	2,409
SANTA MONICA	92,408	11,132
SANTA PAULA	30,892	4,054
SEAL BEACH	24,846	3,109
SIERRA MADRE	10,865	1,500
SIGNAL HILL	11,597	1,584
SIMI VALLEY	124,985	15,130
SOUTH EL MONTE	19,668	2,513
SOUTH GATE	93,259	11,230
SOUTH PASADENA	26,580	3,558
STANTON	39,275	5,019
TEMECULA	109,925	13,397
TEMPLE CITY	36,262	4,672
THOUSAND OAKS	124,592	15,085
TORRANCE	144,433	17,367
TUSTIN	79,535	9,651
TWENTYNINE PALMS	27,685	3,685
UPLAND	79,139	9,605
VERNON	208	124
VICTORVILLE	136,561	16,462
VILLA PARK	5,782	765
WALNUT	28,094	3,732
WEST COVINA	108,243	13,204
WEST HOLLYWOOD	35,399	4,573
WESTLAKE VILLAGE	8,043	1,025
WESTMINSTER	90,393	10,900
WESTMORLAND	2,004	331
WILDOMAR	36,632	4,715
WHITTIER	87,931	10,617

MEMBERSHIP ASSESSMENT SCHEDULE

SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS

Proposed Membership Assessment

Schedule Fiscal Year 2023-24

As of February 1, 2023

	UNINC POP	
	COUNTIES/TOTAL	ASSESSMENTS
	POP CITIES	2023-24
YORBA LINDA	67,233	8,235
YUCCA VALLEY	21,813	2,760
YUCAIPA	54,494	6,770
SUB-TOTAL	16,693,119	2,010,897
<u>TRIBAL GOVERNMENTS (16)</u>		
AGUA CALIENTE BAND OF CAHUILLA INDIANS	27,090	3,617
AUGUSTIN BAND OF CAHUILLA INDIANS	0	150
CABAZON BAND OF MISSION INDIANS	192	122
CAHUILLA BAND OF MISSION INDIANS	229	126
CHEMEHUEVI INDIAN TRIBE	464	153
COLORADO RIVER RESERVATION	1,213	240
FORT MOJAVE INDIAN TRIBE	253	129
FORT YUMA (QUECHAN TRIBE) RESERVATION	1,876	316
MORONGO-MISSION INDIANS	1,243	243
PECHANGA BAND OF LUISENO INDIANS	582	167
RAMONA BAND OF MISSION INDIANS	0	150
SAN MANUEL BAND OF MISSION INDIANS	137	116
SANTA ROSA BAND OF CAHUILLA INDIANS	131	115
SOBOBA BAND OF LUISENO INDIANS	567	165
TORRES MARTINEZ BAND OF CAHUILLA INDIANS	119	114
TWENTY-NINE PALMS BAND OF MISSION INDIANS	0	150
SUB-TOTAL	34,096	6,073

MEMBERSHIP ASSESSMENT SCHEDULE

SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS

Proposed Membership Assessment

Schedule Fiscal Year 2023-24

As of February 1, 2023

	UNINC POP COUNTIES/TOTAL POP CITIES	ASSESSMENTS 2023-24
<u>COMMISSIONS (7)</u>		
SBCTA	2,187,665	25,000
RCTC	2,435,525	25,000
VCTC	833,652	10,000
ICTC	179,329	3,500
Transportation Corridor Agency		10,000
OCTA	3,162,245	25,000
Air Districts		10,000
SUB-TOTAL	<u>8,798,416</u>	<u>108,500</u>
TOTAL MEMBERSHIP AND ASSESSMENTS		<u><u>2,475,224</u></u>

SCAG SALARY SCHEDULE

	Classification	Ranges						Time Base
		Minimum	Minimum Hourly	Midpoint	Midpoint Hourly	Maximum	Maximum Hourly	
1	Accountant	\$83,859.70	\$40.32	\$98,535.15	\$47.37	\$113,210.60	\$54.43	Monthly
2	Administrative Assistant	\$58,974.29	\$28.35	\$69,294.80	\$33.31	\$79,615.30	\$38.28	Hourly
3	Application Developer	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
4	Applications Administration Supervisor	\$139,338.75	\$66.99	\$163,723.03	\$78.71	\$188,107.31	\$90.44	Monthly
5	Applications Administrator	\$91,574.79	\$44.03	\$107,600.38	\$51.73	\$123,625.97	\$59.44	Monthly
6	Assistant Modeler	\$70,324.72	\$33.81	\$82,631.55	\$39.73	\$94,938.38	\$45.64	Monthly
7	Assistant Regional Planner	\$70,324.72	\$33.81	\$82,631.55	\$39.73	\$94,938.38	\$45.64	Monthly
8	Associate Modeler	\$83,859.70	\$40.32	\$98,535.15	\$47.37	\$113,210.60	\$54.43	Monthly
9	Associate Regional Planner	\$83,859.70	\$40.32	\$98,535.15	\$47.37	\$113,210.60	\$54.43	Monthly
10	Audio/Video Supervisor	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
11	Benefits Administrator	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
12	Budget and Grants Analyst	\$83,859.70	\$40.32	\$98,535.15	\$47.37	\$113,210.60	\$54.43	Monthly
13	Chief Counsel	\$233,233.64	\$112.13	\$284,545.03	\$136.80	\$335,856.43	\$161.47	Monthly
14	Chief Financial Officer	\$233,233.64	\$112.13	\$284,545.03	\$136.80	\$335,856.43	\$161.47	Monthly
15	Chief Government and Public Affairs Officer	\$201,063.48	\$96.67	\$245,297.44	\$117.93	\$289,531.41	\$139.20	Monthly
16	Chief Human Resources Officer	\$201,063.48	\$96.67	\$245,297.44	\$117.93	\$289,531.41	\$139.20	Monthly
17	Chief Information Officer	\$201,063.48	\$96.67	\$245,297.44	\$117.93	\$289,531.41	\$139.20	Monthly
18	Chief Operating Officer	\$261,221.67	\$125.59	\$318,690.44	\$153.22	\$376,159.21	\$180.85	Monthly
19	Chief Planning Officer	\$233,233.64	\$112.13	\$284,545.03	\$136.80	\$335,856.43	\$161.47	Monthly
20	Chief Strategy Officer	\$233,233.64	\$112.13	\$284,545.03	\$136.80	\$335,856.43	\$161.47	Monthly
21	Clerk of the Board	\$149,422.92	\$71.84	\$182,295.96	\$87.64	\$215,169.00	\$103.45	Monthly
22	Communications Supervisor	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
23	Community Engagement Specialist	\$70,324.72	\$33.81	\$82,631.55	\$39.73	\$94,938.38	\$45.64	Monthly
24	Contracts Administrator	\$83,859.70	\$40.32	\$98,535.15	\$47.37	\$113,210.60	\$54.43	Monthly
25	Creative Designer	\$70,324.72	\$33.81	\$82,631.55	\$39.73	\$94,938.38	\$45.64	Monthly
26	Database Administrator	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
27	Department Manager	\$149,422.92	\$71.84	\$182,295.96	\$87.64	\$215,169.00	\$103.45	Monthly
28	Deputy Clerk of the Board	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
29	Deputy Director (Division)	\$173,330.58	\$83.33	\$211,463.31	\$101.67	\$249,596.04	\$120.00	Monthly
30	Deputy Legal Counsel	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
30	Deputy Legal Counsel	\$122,304.00	\$58.80	\$140,670.40	\$67.63	\$159,036.80	\$76.46	Monthly
31	Executive Assistant	\$83,859.70	\$40.32	\$98,535.15	\$47.37	\$113,210.60	\$54.43	Monthly
32	Facilities Supervisor	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
33	Finance Associate	\$58,974.29	\$28.35	\$69,294.80	\$33.31	\$79,615.30	\$38.28	Monthly
34	GIS Application Developer	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
35	GIS Applications Supervisor	\$139,338.75	\$66.99	\$163,723.03	\$78.71	\$188,107.31	\$90.44	Monthly
36	GIS Database Administrator	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
37	Government Affairs Officer	\$76,794.60	\$36.92	\$90,233.65	\$43.38	\$103,672.71	\$49.84	Monthly
38	Human Resources Analyst I	\$70,324.72	\$33.81	\$82,631.55	\$39.73	\$94,938.38	\$45.64	Monthly
39	Human Resources Analyst II	\$83,859.70	\$40.32	\$98,535.15	\$47.37	\$113,210.60	\$54.43	Monthly
40	Internal Auditor	\$149,422.92	\$71.84	\$182,295.96	\$87.64	\$215,169.00	\$103.45	Monthly
41	IT PMO Supervisor	\$139,338.75	\$66.99	\$163,723.03	\$78.71	\$188,107.31	\$90.44	Monthly
42	IT Project Manager	\$91,574.79	\$44.03	\$107,600.38	\$51.73	\$123,625.97	\$59.44	Monthly
43	IT Projects Assistant	\$70,324.72	\$33.81	\$82,631.55	\$39.73	\$94,938.38	\$45.64	Hourly
44	Lead IT Help Desk	\$91,574.79	\$44.03	\$107,600.38	\$51.73	\$123,625.97	\$59.44	Monthly
45	Lead Projects Manager	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
46	Lead Systems Analyst	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
47	Legislative Affairs Analyst	\$76,794.60	\$36.92	\$90,233.65	\$43.38	\$103,672.71	\$49.84	Monthly
48	Management Analyst	\$91,574.79	\$44.03	\$107,600.38	\$51.73	\$123,625.97	\$59.44	Monthly
49	Modeling Supervisor	\$139,338.75	\$66.99	\$163,723.03	\$78.71	\$188,107.31	\$90.44	Monthly
50	Office Assistant	\$49,455.83	\$23.78	\$58,110.60	\$27.94	\$66,765.37	\$32.10	Hourly

SCAG SALARY SCHEDULE

	Classification	Ranges						Time Base
		Minimum	Minimum Hourly	Midpoint	Midpoint Hourly	Maximum	Maximum Hourly	
51	Office Services Specialist	\$49,455.83	\$23.78	\$58,110.60	\$27.94	\$66,765.37	\$32.10	Hourly
52	Payroll Administrator	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
53	Planning Administration Officer	\$149,422.92	\$71.84	\$182,295.96	\$87.64	\$215,169.00	\$103.45	Monthly
54	Planning Supervisor	\$120,119.61	\$57.75	\$141,140.54	\$67.86	\$162,161.47	\$77.96	Monthly
55	Principal Accountant	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
56	Principal Budget and Grants Analyst	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
57	Principal Contracts Administrator	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
58	Principal Human Resources Analyst	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
59	Principal Management Analyst	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
60	Principal Modeler	\$120,119.61	\$57.75	\$141,140.54	\$67.86	\$162,161.47	\$77.96	Monthly
61	Principal Planner	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
62	Public Affairs Specialist	\$70,324.72	\$33.81	\$82,631.55	\$39.73	\$94,938.38	\$45.64	Monthly
63	Senior Accountant	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
64	Senior Administrative Assistant	\$64,399.93	\$30.96	\$75,669.92	\$36.38	\$86,939.91	\$41.80	Hourly
65	Senior Application Developer	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
66	Senior Audio/Visual Technician	\$58,974.29	\$28.35	\$69,294.80	\$33.31	\$79,615.30	\$38.28	Hourly
67	Senior Budget & Grants Analyst	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
68	Senior Contracts Administrator	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
69	Senior Creative Designer	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
70	Senior Database Administrator	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
71	Senior Deputy Legal Counsel	\$173,330.58	\$83.33	\$211,463.31	\$101.67	\$249,596.04	\$120.00	Monthly
72	Senior Economist	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
73	Senior GIS Application Developer	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
74	Senior GIS Database Administrator	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
75	Senior Government Affairs Officer	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
76	Senior Human Resources Analyst	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
77	Senior IT Quality Assurance Analyst	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
77	Senior IT Quality Assurance Analyst	\$108,284.80	\$52.06	\$124,529.60	\$59.87	\$140,774.40	\$67.68	Monthly
78	Senior Legislative Affairs Analyst	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
79	Senior Management Analyst	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
80	Senior Modeler	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
81	Senior Network Engineer	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
82	Senior Office Services Specialist	\$58,974.29	\$28.35	\$69,294.80	\$33.31	\$79,615.30	\$38.28	Monthly
83	Senior Public Affairs Specialist	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
84	Senior Regional Planner	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
85	Senior Systems Engineer	\$109,199.64	\$52.50	\$128,309.58	\$61.69	\$147,419.52	\$70.87	Monthly
86	Special Events Producer	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly
87	Web/Content Administrator	\$99,999.67	\$48.08	\$117,499.62	\$56.49	\$134,999.56	\$64.90	Monthly