

## **AGENDA**

### **City/County Manager's Technical Advisory Committee**

**Thursday, November 4, 2021**

**10:00 AM**

#### **LOCATION:**

**San Bernardino County Transportation Authority  
First Floor Lobby - Board Room  
1170 W. 3rd Street, San Bernardino, CA 92410**

#### **Call to Order**

**Attendance**

#### **Council of Governments**

**1. Emergency Communication Nurse System (ECNS) Update – Monique Reza-Arellano, SBCOG**

In November 2020, SBCOG partnered with CONFIRE to implement ECNS which utilizes registered nurses in the dispatch center to help non-emergency 9-1-1 callers receive the most appropriate medical response. SBCOG was directed to prepare an outreach plan that can be used by our cities and the county. This item will review that public outreach and how the ECNS has been operating.

Attachment No. 1: Pg. 5

**2. Use of Regional Early Action Planning (REAP) 2021 Grants for a San Bernardino County Housing Trust – Josh Lee, SBCOG**

REAP grants are used by the State Department of Housing and Community Development (HCD) to assist councils of governments (COG) and other regional entities to collaborate on projects that have a broader regional impact on housing. Grant funding is intended to help regional entities and governments facilitate local housing production that will assist local governments in meeting their Regional Housing Need Allocation (RHNA). SBCOG is evaluating potential programs for the next round of REAP funding and a housing trust is being considered. This item will describe what a housing trust is and seek feedback on its application in our region.

Attachment No. 1 Pg. 9

Attachment No. 2 Pg. 19

**3. 2022 City/County Conference Planning – Duane Baker, SBCOG**

Update on plans for the 2022 conference scheduled for April 7-8, 2022.



### **Transportation**

**4. SBCTA/SBCOG Emerging Technology Ad Hoc Committee – Tim Byrne and Duane Baker, SBCTA**

The SBCTA Board of Directors has formed a committee to look at ways to apply emerging technologies in our region. Two initial ideas that are being considered by the committee are traffic management and broadband infrastructure. This will be a briefing on these two concepts and a discussion of possible next steps.

Attachment No. 1 Pg. 25

**5. Federal Infrastructure Update – Otis Greer, SBCTA**

An update on the latest information regarding the federal infrastructure bill.

### **Public Comment**

Brief comments from the General Public

### **ADJOURNMENT**

The next meeting of the City/County Manager's Technical Advisory Committee  
is December 2, 2021



## Meeting Procedures and Rules of Conduct

**Meeting Procedures** - The Ralph M. Brown Act is the state law which guarantees the public's right to attend and participate in meetings of local legislative bodies. These rules have been adopted by the Board of Directors in accordance with the Brown Act, Government Code 54950 et seq., and shall apply at all meetings of the Board of Directors and Policy Committees.

**Accessibility** - The SBCTA meeting facility is accessible to persons with disabilities. If assistive listening devices or other auxiliary aids or services are needed in order to participate in the public meeting, requests should be made through the Clerk of the Board at least three (3) business days prior to the Board meeting. The Clerk's telephone number is (909) 884-8276 and office is located at 1170 W. 3<sup>rd</sup> Street, 2<sup>nd</sup> Floor, San Bernardino, CA.

**Agendas** - All agendas are posted at 1170 W. 3<sup>rd</sup> Street, 1st Floor, San Bernardino at least 72 hours in advance of the meeting. Staff reports related to agenda items may be reviewed at the SBCTA offices located at 1170 W. 3<sup>rd</sup> Street, 2<sup>nd</sup> Floor, San Bernardino and our website: [www.gosbcta.com](http://www.gosbcta.com).

**Agenda Actions** - Items listed on both the "Consent Calendar" and "Discussion" contain recommended actions. The Board of Directors will generally consider items in the order listed on the agenda. However, items may be considered in any order. New agenda items can be added and action taken by two-thirds vote of the Board of Directors or unanimous vote of members present as provided in the Ralph M. Brown Act Government Code Sec. 54954.2(b).

**Closed Session Agenda Items** - Consideration of closed session items excludes members of the public. These items include issues related to personnel, pending litigation, labor negotiations and real estate negotiations. Prior to each closed session, the Chair will announce the subject matter of the closed session. If action is taken in closed session, the Chair may report the action to the public at the conclusion of the closed session.

**Public Testimony on an Item** - Members of the public are afforded an opportunity to speak on any listed item. Individuals wishing to address the Board of Directors or Policy Committee Members should complete a "Request to Speak" form, provided at the rear of the meeting room, and present it to the Clerk prior to the Board's consideration of the item. A "Request to Speak" form must be completed for each item an individual wishes to speak on. When recognized by the Chair, speakers should be prepared to step forward and announce their name and address for the record. In the interest of facilitating the business of the Board, speakers are limited to three (3) minutes on each item. Additionally, a twelve (12) minute limitation is established for the total amount of time any one individual may address the Board at any one meeting. The Chair or a majority of the Board may establish a different time limit as appropriate, and parties to agenda items shall not be subject to the time limitations. Members of the public requesting information be distributed to the Board of Directors must provide 40 copies of such information in advance of the meeting, except for noticed public hearings. Information provided as public testimony is not read into the record by the Clerk.

The Consent Calendar is considered a single item, thus the three (3) minute rule applies. Consent Calendar items can be pulled at Board member request and will be brought up individually at the specified time in the agenda allowing further public comment on those items.

**Agenda Times** - The Board is concerned that discussion take place in a timely and efficient manner. Agendas may be prepared with estimated times for categorical areas and certain topics to be discussed. These times may vary according to the length of presentation and amount of resulting discussion on agenda items.



**Public Comment** – At the end of the agenda, an opportunity is also provided for members of the public to speak on any subject within the Board's authority. Matters raised under "Public Comment" may not be acted upon at that meeting. "Public Testimony on any Item" still applies.

**Disruptive or Prohibited Conduct** – If any meeting of the Board is willfully disrupted by a person or by a group of persons so as to render the orderly conduct of the meeting impossible, the Chair may recess the meeting or order the person, group or groups of person willfully disrupting the meeting to leave the meeting or to be removed from the meeting. Disruptive or prohibited conduct includes without limitation addressing the Board without first being recognized, not addressing the subject before the Board, repetitiously addressing the same subject, failing to relinquish the podium when requested to do so, bringing into the meeting any type of object that could be used as a weapon, including without limitation sticks affixed to signs, or otherwise preventing the Board from conducting its meeting in an orderly manner. Your cooperation is appreciated!



# RIGHT CARE RIGHT TIME

EVERY SECOND COUNTS



## ECNS Toolkit

CONFIRE and SBCOG are partnering with jurisdictions throughout San Bernardino County to educate the public about the ECNS program.

A comprehensive toolkit will be shared with each jurisdiction, allowing them to share details about the program with their unique constituencies.

### Choose what works

Each item in the toolkit includes instructions, ensuring ease of use, while allowing each jurisdiction to pick and choose which methods best service their constituencies.



### ECNS Toolkit:

- Instruction Booklet for Toolkit
- Project branding guide with logos and taglines
- Collateral including Fact Sheet, FAQs, and website copy
- Social Media Posts and Graphics
- Sample Utility Bill Insert
- PowerPoint presentation
- Short video
- Press Release
- :15 and :30 Radio Spots
- Newspaper Ads
- Bus Ads



# ECNS Fact Sheet



## EMERGENCY COMMUNICATIONS NURSE SYSTEM Right Care. Right Time.

### PROGRAM

In 2018 CONFIE and San Bernardino Council of Governments (SBCOG) implemented a successful pilot program to serve our community called the Emergency Communications Nurse System (ECNS). ECNS is an innovative program by which dispatch operators work alongside Nurse Program Nurses stationed at the County's 9-1-1 call center network to quickly assess the level of response required for medical calls.

Not every 9-1-1 call needs a lights and sirens response. The goal of this program is to serve San Bernardino County by providing timely, reliable, and appropriate responses to emergency and non-life-threatening situations. ECNS helps all emergency service providers (ambulances, fire, police) utilize resources and resources by providing the Right Care at the Right Time.

### HOW IT WORKS

- Upon receiving a call, 9-1-1 dispatchers will determine if a traditional response (fire, ambulance, police) is required.
- If a traditional response is not deemed necessary, the caller will be routed to a trained Registered Nurse at the County's 9-1-1 call center.
- Trained Registered Nurses provide callers with non-life-threatening conditions with services such as local urgent care, at-home nursing, fire, ambulance, and police assistance for emergencies.

### BENEFITS

- The ECNS program has launched in several other states and has shown success in diverting non-emergency calls to the care of nurses. Benefits include:
  - Safely managing the growing demands on health care providers by assessing and diverting 9-1-1 calls to the appropriate resources and care.
  - Reducing the demand of already overstretched emergency transportation services.
  - Reducing unnecessary ER visits and wait times, allowing physicians to quickly assess and care for patients with critical conditions.
  - Providing patients with appropriate care while being responsive to their needs.
  - Expediting efficient and effective use of emergency medical services (EMS) and community provider resources.
  - From a lights and sirens response, to providing a trained Registered Nurse for additional non-emergency services, ECNS ensures that all 9-1-1 calls will get the Right Care at the Right Time.

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## SISTEMA DE COMUNICACIÓN DE EMERGENCIAS ENFERMEROS Atención adecuada. En el momento adecuado.

### PROGRAMA

En 2018, CONFIE y el Consejo de Gobiernos de San Bernardino (SBCOG) por sus siglas en inglés implementaron un exitoso programa piloto para servir a nuestra comunidad llamado Sistema de Comunicación de Emergencias con Enfermeros (ECNS) por sus siglas en inglés. ECNS es un programa innovador mediante el cual los operadores de la red de centros de llamadas 9-1-1 del Condado trabajan juntos con enfermeras registradas capacitadas para evaluar rápidamente el nivel de respuesta requerida para las llamadas de carácter médico.

No todas las llamadas al 9-1-1 requieren una respuesta de ambulancias, bomberos y patrullas de policía. El objetivo de este programa es servir al Condado de San Bernardino proporcionando respuestas oportunas, confiables y adecuadas a situaciones tanto de emergencia como otras en las que no está en riesgo la vida de las personas. El ECNS ayuda a todos los proveedores de servicios de emergencias (ambulancias, bomberos, policía) a optimizar los recursos y sus resultados al brindar la atención adecuada en el momento adecuado.

### ¿CÓMO FUNCIONA?

- Una vez que se recibe una llamada:
  - Los despachadores del 9-1-1 determinarán si se requiere dar lugar a una respuesta tradicional (bomberos, ambulancia, policía).
  - Si no se considera necesario dar una respuesta tradicional (bomberos, ambulancia, policía), el centro de llamadas 9-1-1 del Condado de San Bernardino registrará a enfermeras capacitadas para evaluar rápidamente las situaciones que no ponen en peligro la vida de las personas que llaman. Cuando se requiere dar una respuesta que no pone en peligro la vida de las personas, ECNS asegura que todas las llamadas de 9-1-1 obtendrán la atención adecuada en el momento adecuado.

### BENEFICIOS

- El programa ECNS ha sido establecido en varios otros Estados y ha tenido éxito al reducir las llamadas no urgentes a los centros de emergencias. Los beneficios del programa incluyen entre otros:
  - Manejar de manera segura las crecientes demandas de proveedores de atención médica al evaluar y dirigir a las personas que llaman al 9-1-1 hacia los recursos y la atención adecuados.
  - Reducir la demanda, que ya es alta, de los servicios de transporte en ambulancias.
  - Reducir los viajes innecesarios a la sala de emergencias y los tiempos de espera, lo que permitirá a los médicos evaluar y atender rápidamente a los pacientes con situaciones de salud críticas.
  - Brindar a los pacientes la atención adecuada sin dejar de responder a sus necesidades.
  - Establecer un uso eficiente y eficaz de los servicios médicos de emergencia (EMT) y los recursos de los proveedores locales de la comunidad.
  - El ECNS garantiza que todas las personas que llaman al 9-1-1 reciban la atención adecuada en el momento adecuado.

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3

# ECNS FAQs



## Frequently Asked Questions (FAQ)

### What is the Emergency Communications Nurse System (ECNS)?

While all 9-1-1 calls need to be answered as quickly as possible, not every 9-1-1 call needs a lights and sirens response. Not every situation is best served in an emergency room (ER) setting and some can be better assessed and remedied in a non-hospital setting. Based on a 9-1-1 caller's description of their symptoms, they may be transferred to the Emergency Communications Nurse System (ECNS) where a trained Registered ECNS Nurse will determine the most appropriate course of treatment. ECNS will reduce unnecessary ER visits and wait times for you and your loved ones, all while preserving fire, ambulance, and police assistance for life-threatening or potentially life-threatening emergencies.

### How does ECNS work?

Upon calling 9-1-1, dispatchers will determine if a traditional response (fire, ambulance, police) is required. If a traditional response is not deemed necessary, the caller will be routed to a trained Registered Nurse at the County's 9-1-1 call center. ECNS trained Registered Nurses provide callers with non-life-threatening conditions with services such as local urgent care, at-home nursing, fire, ambulance, and police assistance for emergencies.

### How will it be determined if I am transferred to an ECNS Nurse?

A certified Emergency Medical Dispatcher (EMD) will ask you a series of questions when you call 9-1-1 to provide the right course of care for you based on your responses. If your condition is an urgent, life-threatening or potentially a life-threatening emergency, the 9-1-1 center will dispatch emergency medical services (fire, ambulance, police) who will assess your symptoms and transfer you to the hospital directly. If, after EMD questioning, your condition is determined to be best served by a trained Registered Nurse, the call will be transferred to the ECNS. The line is staffed by experienced, specially trained, and ECNS-certified Registered Nurses who will be able to provide you with the appropriate care for your condition.

### What services can an ECNS Nurse provide for me if I don't need an ambulance to the hospital?

Once on the line with a trained Registered Nurse, they will ask more targeted questions about your situation, assess your symptoms, and determine the most appropriate medical care for your condition.

### What happens if the ECNS Nurse determines that my condition warrants transport to a hospital emergency department?

If the trained Registered Nurse determines that your condition is urgent and that you would be best treated at a hospital, they would be able to dispatch emergency medical services to you.

EMERGENCY COMMUNICATIONS NURSE SYSTEM Right Care. Right Time.



## Preguntas frecuentes sobre el proyecto ECNS

### ¿Qué es el Sistema de Comunicación de Emergencia con Enfermeros (ECNS)?

Si bien todas las llamadas al 9-1-1 deben responderse lo más rápido posible, no todas las llamadas al 9-1-1 necesitan una respuesta de ambulancias, bomberos y patrullas de policía. No todas las situaciones se atienden mejor en una sala de emergencias (ER) ya que algunas se pueden evaluar y remediar mejor en un ambiente no hospitalario. Con base en la descripción que una persona hace de sus síntomas al momento de llamar al 9-1-1, esta puede ser transferida al Sistema de Comunicación de Emergencia con Enfermeros (ECNS, por sus siglas en inglés), donde un(a) enfermero(a) registrado(a) capacitado(a) determinará el curso de tratamiento más apropiado. ECNS reducirá las visitas innecesarias a las salas de emergencias y los tiempos de espera para usted y sus seres queridos, al tiempo que permitirá que la asistencia de los bomberos, las ambulancias y la policía se enfoque en las emergencias que ponen o pueden poner en peligro la vida de las personas.

### ¿Cómo funciona el ECNS?

Al llamar al 9-1-1, los despachadores determinarán si se requiere una respuesta tradicional (bomberos, ambulancia, policía). Si no se considera necesario una respuesta tradicional, la persona que llama será remitida a un(a) enfermero(a) registrado(a) capacitado(a) en el centro de llamadas del 9-1-1 del Condado. Los enfermeros registrados capacitados del ECNS prestarán a aquellas personas que llaman en situaciones que no ponen en peligro su vida, diferentes tipos de servicios tales como atención de urgencia local. De manera que solo las llamadas de emergencia sean atendidas por los bomberos, ambulancias y la policía.

### ¿Cómo se determinará si me transfieren a un(a) enfermero(a) del ECNS?

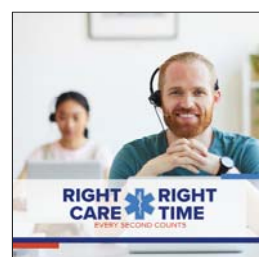
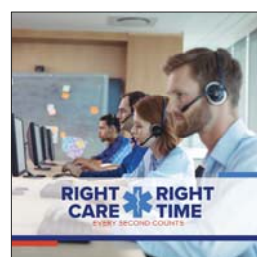
Al llamar al 9-1-1, los despachadores (EMD, por sus siglas en inglés) le hará una serie de preguntas cuando llame al 9-1-1 para brindarle el curso de atención adecuado según sus respuestas. Si su condición constituye una emergencia que pone en riesgo su vida o potencialmente la amenaza y tiene un carácter urgente, el centro 9-1-1 enviará servicios médicos de emergencia (bomberos, ambulancia, policía) que evaluarán sus síntomas y lo trasladarán directamente al hospital. Si, después del cuestionario del EMD, se determina que su afección será mejor atendida por un(a) enfermero(a) registrado(a) capacitado(a), la llamada se transferirá al ECNS. Esta línea está compuesta por enfermeros registrados con experiencia, especialmente capacitados y certificados por el ECNS que podrán brindarle la atención adecuada para su condición médica.

EMERGENCY COMMUNICATIONS NURSE SYSTEM Right Care. Right Time.

4



## ECNS Social Media



5

## ECNS Utility Bill Insert



**RIGHT CARE RIGHT TIME**  
EVERY SECOND COUNTS

**EMERGENCY COMMUNICATIONS NURSE SYSTEM**  
Right Care. Right Time.

Not every 9-1-1 call needs a lights and sirens response. San Bernardino County has implemented the Emergency Communications Nurse System (ECNS) to help 9-1-1 callers receive care optimized for their emergency needs.

**Upon receiving a call:**

- 9-1-1 Dispatchers will determine if a traditional response (fire, ambulance, police) is required.
- If a traditional response is not deemed necessary, the caller will be routed to a trained Registered Nurse at the County's 9-1-1 call center.
- Trained Registered Nurses provide callers with non-life-threatening conditions with alternative services to fit their needs.
- ECNS provides a timely, reliable, and appropriate response to emergency and non-life-threatening situations. The program helps all emergency service providers optimize resource and outcomes by providing the Right Care, Right Time.

For more information, visit [goSBCTA.com/ECNS](http://goSBCTA.com/ECNS).

## ECNS Billboard

**RIGHT CARE RIGHT TIME**  
EVERY SECOND COUNTS

**EMERGENCY COMMUNICATIONS NURSE SYSTEM**

[goSBCTA.com/ECNS](http://goSBCTA.com/ECNS)

6



**RIGHT CARE RIGHT TIME**  
**EVERY SECOND COUNTS**





Attachment No. 1 to Agenda Item No. 2 - Use of Regional Early  
Action Planning (REAP) 2021 Grants for a San Bernardino County  
Housing Trust

SBCTA/SBCOG in Collaboration with **DUDEK**



**SAN BERNARDINO  
REGIONAL HOUSING TRUST**

## Regional Housing Trust Fund

San Bernardino Region

PRESENTED BY DUDEK

OCTOBER 27, 2021

### Agenda

**01** Housing Trust Introduction

**04** Existing Housing Trusts

**02** Housing Trust Operating  
Structures

**05** Questions/Comments

**03** Potential Funding Sources



01

# Housing Trust Introduction



What is a Housing Trust?

A program or organization that raises funding for:

**Housing  
Production**

**Housing  
Preservation**

**Housing-Related  
Activities**



## What are the Characteristics of a Housing Trust?

**Ongoing revenues, instead of annual appropriations**

**Funds are primarily designated to support affordable housing**

**Flexibility in funding sources**

5

## What are the Benefits of a Housing Trust?

**Flexible Source of Gap Financing**

- Revolving Loan Funds

**Ability to Compete for State Funds**

- Local Housing Trust Program

**Homelessness Assistance**

- Funding to develop targeted solutions

**Ability to Pool Resources**

- Helps funds go further

6



02

## Housing Trust Operating Structures



### Local and Regional Structures (Type 1 & 2)

#### Local City or County Trust

Eligible for State and  
Federal funding

Limited staff and time  
to administer the trust

Often place funds into  
a revolving loan fund

#### Joint Powers Authority

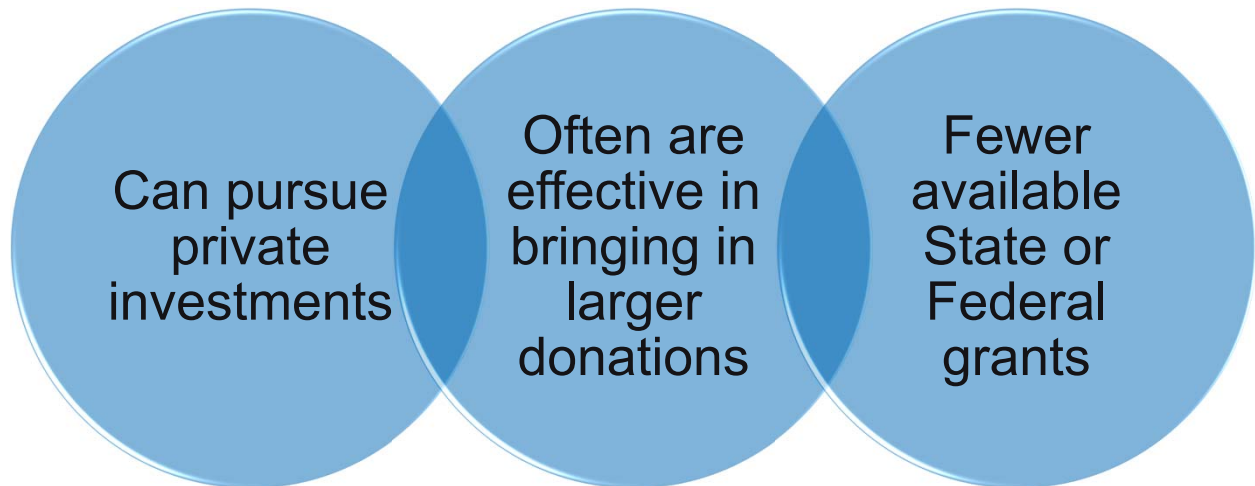
Eligible for State and  
Federal funding

Not eligible for State  
matching funds

COGs have existing  
JPA experience

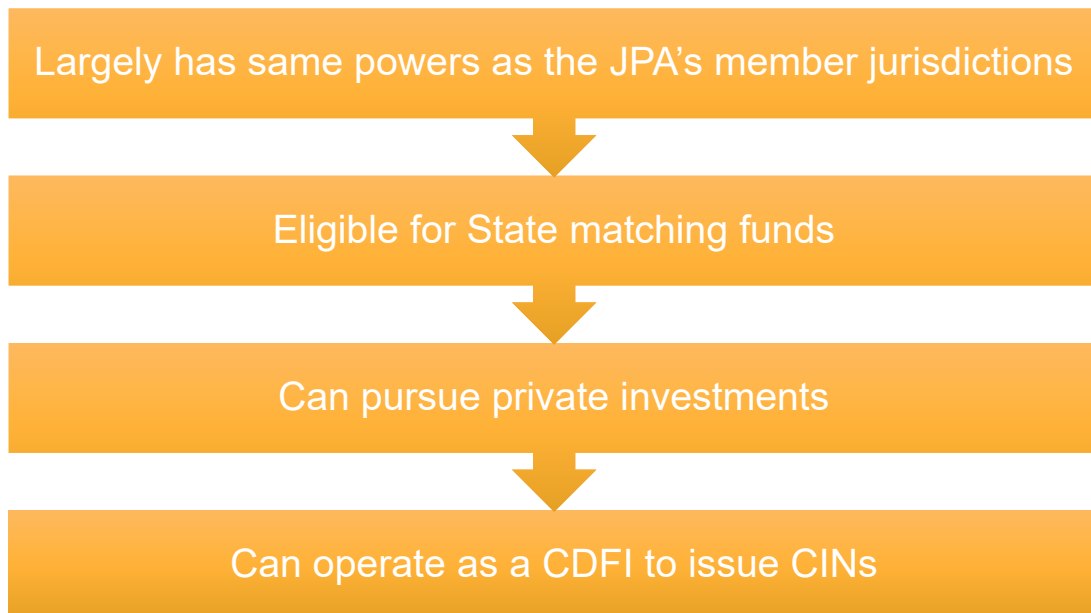


### Non-Profit Structures (Type 3)



9

### JPA/Non-Profit Structures (Type 4)



10



# 03

## Potential Funding Sources



### State and Federal Grants

#### REAP 2021

- \$600 million total
- SCAG's share is approximately **\$246 million**

#### Local Housing Trust Fund Program

- 2020-2021 NOFA **\$57 million**

#### California Permanent Local Housing Allocation

- 2021 NOFA **\$304 million** plus additional **\$38.4 million** in remaining funds from previous year

#### National Housing Trust Fund Program

- Funding TBD after HUD approval of consolidated plan



## Other Funding Sources

### Bonds

- General Obligation
- Revenue Bonds

### Tax Increment Funds and Taxes

- Real Estate Tax Increments
- Real Estate Transfer Taxes
- Transient Occupancy Taxes

### Fees

- Development Impact
- Commercial Linkage
- Inclusionary Zoning

### Revolving Loan Funds

### Private Sources

- Donations
- Community Benefit Agreements

13

04

## Existing Housing Trusts





## San Mateo Housing Endowment and Regional Trust (HEART)

**JPA/Non-Profit**

**All 20 Cities in San Mateo County and the County**

**2019 - 2020**

- **\$944,150 in First Time Homebuyer Loans**
- **Released \$27.6 million in funds in June 2019**

15

## Orange County Housing Finance Trust

**Non-Profit**

**23 Cities and the County of Orange**

**2019-2020**

- **\$10 million in deferred loans for seven projects to create 467 new affordable units**
- **\$1 million grant from State**

16



## San Gabriel Valley Regional Housing Trust

**JPA**

**8 Cities**

**2020**

- SGVHT funded \$1.85 million for two projects totaling 71 affordable units

**2021**

- **\$1 million in matching funds from State**
- SGVHT will fund \$2 million for two projects totaling 175 affordable units

17

**05**

## Questions and Comments





# Thank You

CONTACT ELIZABETH DICKSON AT [EDICKSON@DUDEK.COM](mailto:EDICKSON@DUDEK.COM) FOR ADDITIONAL QUESTIONS OR COMMENTS







# FAQ

## FREQUENTLY ASKED QUESTIONS

### 1 What is a housing trust fund?

A housing trust fund is a program or independent organization that raises funding to dedicate to housing construction, preservation, and rehabilitation, often concentrated on affordable housing, homeless housing services, down payment assistance, gap financing, supporting housing trusts, and related activities. The goals of a housing trust are to create affordable housing and/or homelessness solutions by leveraging new funding sources.

### 2 How are housing trusts funded?

Housing trusts receive financial support from a variety of sources. Some of the most common categories of funding include dedicated funding from local jurisdictions, State and federal grants, bonds, and private donations. Importantly, there are significant funding sources that are only accessible to housing trusts.

### 3 What are the benefits of an affordable housing trust fund?

There are a variety of benefits of affordable housing trust funds. In general, they provide a variety of quality housing types and options for those who might otherwise struggle to afford it. This includes support for lower and middle-income earners such as teachers, service workers, warehouse and logistics personnel, and other essential workers. Depending on how they are administered, benefits can also include: providing housing and supportive services for individuals and families experiencing homelessness; bringing outside money to the region, not otherwise accessible; and improving the quality of existing affordable housing to improve quality of life for residents and neighbors. Effective housing trusts achieve these outputs by leveraging new funding sources, rather than redirecting existing funding sources.



4

## How would administration of a housing trust fund work?

To maximize stability and access to funding sources, the housing trust fund would most likely be structured as a hybrid nonprofit-Joint Powers Authority (JPA). The housing trust could potentially leverage the administrative support and executive leadership of SBCOG to achieve efficiencies and would have oversight from its governing board. The trust would establish a JPA with those that choose to participate. SBCOG could administer the trust and the costs to the agency would be offset by the housing trust fund's resources.

5

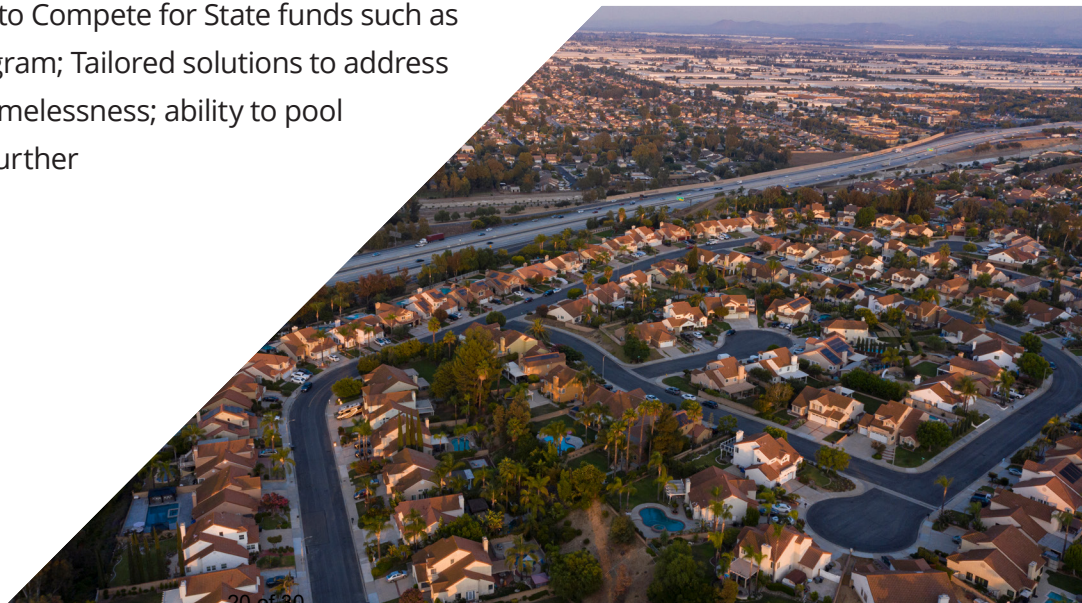
## What agency is the best fit to administer a housing trust fund in the region?

SBCOG's existing staffing infrastructure is skilled in all requisite administrative areas including executive leadership, financial accounting, and administration, making SBCOG an ideal candidate for housing trust fund administration. The agency consists of representatives from 24 cities and towns, and the San Bernardino County Board of Supervisors. SBCOG focuses on regional matters and has a track record of achieving meaningful results. SBCOG's experience as a convening agency leaves them well-positioned to support the administration of a housing trust that works in close collaboration with other agencies to ensure that it complements existing efforts.

6

## How does a housing trust fund enhance existing local and County affordable housing efforts?

A key differentiation is access to funding. Affordable housing trust funds are able to compete for additional funding local and county housing authorities are ineligible for. A primary function of the program will be to raise funds from new sources and operate programs that complement—and do not compete with—the work of existing agencies in the subregion. Furthermore, the flexibility and creativity granted to housing trusts using a nonprofit-JPA model increases program efficacy and opportunity while ensuring the trust is stable and resilient. Some of the key strategies that Housing Trusts can leverage include: Flexible sources of gap financing such as revolving loan funds; Ability to Compete for State funds such as the Local Housing Trust Program; Tailored solutions to address regional needs related to homelessness; ability to pool resources to help funds go further







7

### **Are there other housing trust funds in California?**

Yes. There are at least 48 affordable housing trusts in California, whose members include more than 60 local jurisdictions. Housing trusts in Southern California include the West Hollywood Affordable Housing Trust Fund, the Orange County Housing Finance Trust, the Skid Row Housing Trust, the Santa Monica Citywide Housing Trust Fund, the County of Ventura Housing Trust Fund, the newly formed San Gabriel Valley Regional Housing Trust, and others.

8

### **How would a city or county join a regional housing trust fund?**

A local government would take formal action to join the housing trust fund JPA by adopting a resolution at the local level. Following local approval, the administering agency, potentially SBCOG, would approve their membership and certify that the jurisdiction has paid membership dues and is compliant with other membership requirements.

9

### **Are jurisdictions required to participate in the housing trust fund?**


No. Participation in the housing trust fund is optional. The trust will require a minimum threshold for membership. If jurisdictions decide to join after the initial opt-in period, they will pay an additional joining fee, equal to the administrative fee. If a jurisdiction does not participate in the trust, it would not be eligible to receive any funding or program services the trust offers.

10

### **Can a local government opt out of the housing trust after it joins? If so, how does that work?**

Yes. A participating member jurisdiction would have the ability to opt out of the housing trust and could do so by adopting a new resolution rescinding membership at the local level. The jurisdiction would be required to provide written notice of exit six months prior to start of a new fiscal year. If there is an existing project in that city, it would become responsible for administrative fees to manage that project.





Well-designed and well-managed affordable housing can have positive impacts on the surrounding community.

## **11 What are the costs of participating in a regional housing trust fund?**

Based on research into successful programs across the state, SBCOG estimates that an affordable housing trust fund will require approximately \$230,000 in annual contributions from participating jurisdictions for the first five to ten years of operation until the fund achieves financial independence. Member dues will be based on a combination of factors, such as the jurisdiction's population, jobs, and anticipated growth and may range from \$1,500 to \$50,000, depending on which factors are selected, how many jurisdictions choose to participate, and local characteristics.

## **12 What funding source would local jurisdictions use to pay for member dues?**

Jurisdictions can use any funding source to pay for member dues. One option is to use funding allocated through State grant programs. The funding source used for member dues is ultimately up to local discretion.

## **13 What would member dues be used for?**

Membership dues would ensure ongoing revenues for trust operations and cover the administrative and staffing costs of establishing and growing the housing trust fund. These efforts would be primarily focused on fundraising and administering programs established to distribute monies to support housing in the subregion.

## **14 How will the housing trust ensure that affordable housing does not negatively impact home values or quality of life in the communities where it is constructed?**

Just as poorly implemented developments can negatively impact communities, well-designed and well-managed affordable housing can have positive impacts on the surrounding community. SBCOG will work closely with experienced developers and agencies to make sure the program funding supports projects following best practices and planning for locally-appropriate housing solutions.



**15**

## **What kinds of programs and activities do housing trust funds operate?**

Operations of the housing trust is determined through the development of an Administrative Plan which would establish a board of directors responsible for managing housing trust fund activities and goals. These approved activities could include new construction of affordable housing, predevelopment activities for affordable housing, down payment assistance for first-time homebuyers, preservation or rehabilitation of existing affordable housing, support for community land trusts, and establishment of housing and supportive services for people experiencing homelessness.

**16**

## **Are nonprofit organizations eligible for funding from housing trust fund programs?**

Typically, nonprofit organizations are eligible for funding from the housing trust. Depending on the program, funding would likely be made available on a competitive basis, prioritizing funding for applicants demonstrating an ability to make best use of the funds, meaning that they are used to support the housing needs of the greatest number of households and/or households with the highest needs.

**17**

## **How long will it take for the housing trust to generate community benefits?**

Housing trusts can serve as sustainable and reliable long-term solutions to housing issues. Based on existing housing trusts the regional housing trust is gleaned best practices from, the program is anticipated to achieve full stability in the first five to ten years of operation. However, depending on the availability of funding, stability may be achieved much sooner.

**18**

## **Are there restrictions to sources of funding?**

Some State and local funding sources may have restrictions that require the funds to go towards affordable housing creation while limiting allowable administrative costs, requiring prevailing wage in development costs, or applying other conditions. These funding sources are often sizable so the trust would pursue them, but the program will also layer funding sources from unrestricted sources to cover program costs.

**19**

## **How will housing trust funds be allocated across the region?**

Through the development of the Administrative Plan, the housing trust bylaws can establish a methodology for reinvesting allocations across the region. Allocation methodologies generally look to leverage funds to their greatest potential without posing absolute geographic restrictions on housing trust fund expenditures.



## 20 Why join a regional affordable housing trust fund instead of creating local funds?

Cities and counties can form their own housing trusts. However, most jurisdictions have limited staff, time, and funding to administer a housing trust fund. Similar to a regional approach to transportation, a regional housing fund will avoid unnecessary strain on the limited resources of local jurisdictions while leveraging the region's collaborative strengths, relieving the pressure of local housing needs through a regional approach to housing. It is anticipated that a regional housing trust will secure more funding to invest in the region than the aggregate of any individually managed local programs.

## 21 What is the Administrative Plan?

The Administrative Plan, to be developed in consultation with participating member jurisdictions, will establish protocols for the trust fund, including determining the types of projects and programs it will fund, setting goals to guide the Trust's activities, stipulating membership requirements for participating jurisdictions, establishing first preferences for reinvesting allocations within the jurisdiction or sub-area of origin without posing absolute geographic restrictions on housing trust fund expenditures, outlining SBCOG's administrative responsibilities, and creating a Board of Directors.

## 22 How can I support the affordable housing trust fund?

We need strong support from local government, elected leaders, and the business community to launch and grow a successful program. Let SBCOG know if you would like to help us grow support for the program.

## 23 What is the difference between a housing trust fund and community land trust?

A housing trust fund is similar to a community land trust (CLT), though they serve complementary, rather than duplicative purposes. CLTs are typically structured as nonprofit organizations that work to preserve housing affordability and support lower income families' ability to build wealth. A housing trust, by contrast, primarily serves to meet the gap funding needs of affordable housing. Housing trust activities can include support for CLTs through the acquisition and dedication of land or the production of housing.

### FOR MORE INFORMATION

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# City/County Manager Technical Advisory Committee

## Possible Initiative – Regional Traffic Management System

November 4, 2021



**cta**

San Bernardino County  
Transportation Authority

### AGENDA

- SBVCTSS (SB Valley Coordinated Traffic Signal System) status
- Next Steps: Regional Traffic Management System
  - Definition
  - Implementation Considerations
  - Opportunities
  - Constraints
  - Traffic Management Center (TMC) could be one component
  - Caltrans District TMC Overview
- Possible Strategy



Agenda

2



## SBVCTSS Investment Recommendations:

- Develop an integrated maintenance program for the Valley, i.e. **implementation of a single Traffic Management Center** from which the entire system could be managed and maintained
- **Focus on implementation of state of the practice technology** to minimize maintenance needs along the existing signal system corridors to provide the greatest benefit to the travelling public
  - *Next Phase Implementation Strategy – Iteris, 2019*



SBVCTSS Recommendations

3

## REGIONAL TRAFFIC MANAGEMENT SYSTEM COMPONENTS

(Many Parts, Working Together)

- Intersection instrumentation (loops, video, etc.)
- Local controllers/Signal systems
- Arterial communications (e.g. hard-wire, fiber, RF, wireless/5G)
- Other surveillance/data (e.g. video feeds, incidents, weather, transit, toll status)
- Communications to Traffic Management Center
- Traffic Management Center (TMC)
- TMC software and control protocols (ranging from passive observation to active management)



Regional Traffic Management

4



## Traffic Management Center

*'the hub of a Traffic Management System, where information about the transportation network is collected and combined with other operational and control data to manage the transportation network and to produce traveler information'*

### Three primary functions

- Traffic monitoring
- Travel information
- Managing event related traffic

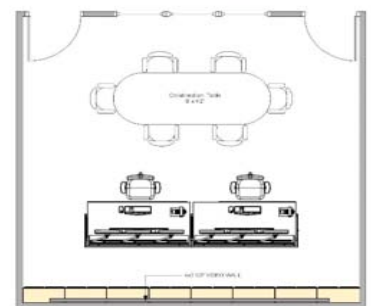


Traffic Management Center

5

## Regional TMC Considerations:

- Role of Center
  - Operations
  - Maintenance
- Partners
- Location/Size
- Staffing
- Infrastructure
  - Software/hardware
  - Communications



Regional Traffic Management Center

6



## Opportunities

- Economies of scale
- Integrate wide range of traffic management strategies
- Facilitate interagency coordination
- Incident/Event traffic management
- Integrated corridor management
- Connected vehicles
- Data collection
- Provide traveler information



**Regional Traffic Management Center**

7

## Challenges

- Incompatible signal controllers and traffic control systems
- Unreliable communication networks
- Multi-jurisdictional signal operations
  - Agreements for operation capabilities
  - Liability concerns
- Local jurisdiction resource limitations
- Duplication of Caltrans TMC efforts
- TMC Logistics
  - Building operations/maintenance/staffing
- Unified mission statement development



**Regional Traffic Management Center**

8



## Caltrans TMC - Fontana

- Implemented ~2010
- Shared with CHP
- Management of traffic sensors/surveillance equipment
- Freeway management (ramp meters, signals, changeable message signs, etc)
- Incident detection/management/dispatch
- Traffic information dissemination
- Traffic maintenance
- Traffic data collection/Performance monitoring
- Evacuation support



**Regional Traffic Management Center**

9

## Key Principles of a Possible Strategy

- Build incrementally
- Recognize importance of communications infrastructure: coordinate with investment for non-transportation purposes
- Anticipate different levels of participation/sophistication
- Prepare implementation plan, cost estimates, funding sources
- Position San Bernardino County for technology funding opportunities



**Regional Traffic Management Center**

10



## Elements of a Possible Strategy

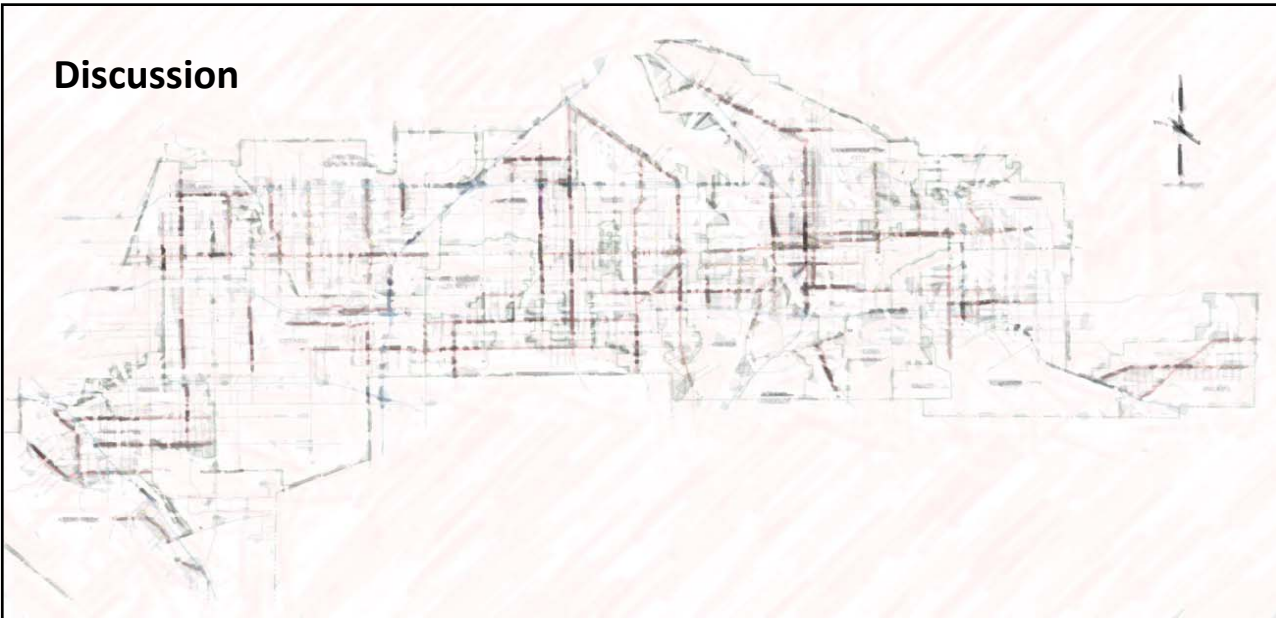
- Integrate data collection and dissemination system to share real-time traffic and signal timing data
- Support display of data from multiple signal systems on common platform
- Allow visual of signal status of adjacent agencies to assist in traffic management and signal timing decisions
- Improve response management for incidents, special events, evacuation
- Implement data analytics tools to report signal performance measures
  - Send actionable alerts to member agencies for maintenance
- Proactive signal monitoring during construction
- Establish standards for inter-jurisdictional coordination and communication
- Regionally accepted traffic operation standards that drive transportation resource investment decisions



**Regional Traffic Management Center**

11

## Discussion



12