

## **Support Material Agenda Item No. 2**

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

**Thursday, November 3, 2022**

**10:00 AM**

**LOCATION:**

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

**TELECONFERENCE LOCATIONS:**

*Needles City Administration & Utility Office  
817 3rd Street, Needles, CA 92363*

*Big Bear Lake City Hall  
39707 Big Bear Blvd., Big Bear Lake, CA 92135*

### **Discussion Items**

#### **Council of Governments**

- Housing Trust – Monique Arellano, San Bernardino Council of Governments**  
Discuss the cost, cost allocation and the next steps of the Housing Trust.

*The PowerPoint Presentation and cost sheet is attached.*

SBCTA/SBCOG in Collaboration with **DUDEK**



**SAN BERNARDINO  
REGIONAL HOUSING TRUST**

# Regional Housing Trust

San Bernardino Region

PRESENTED BY DUDEK

NOVEMBER 2022

**01**

## What is a Housing Trust?



## Housing Trust Benefits

### Flexible Source of Gap Financing

- Revolving Loan Funds

### Ability to Compete for State Funds

- Local Housing Trust Program

### Targeted Solutions for Regional Issues

- Workforce Housing

### Ability to Pool Resources

- Helps funds go further

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## Housing Trust Vision and Goals

*Attract significant funding and affordable housing development interest into the San Bernardino region.*

- Attract affordable housing developers.
- Increase/preserve the region's affordable housing supply.
- Increase equitable access to community resources.
- Provide financial relief for vulnerable and cost-burdened households.
- Protect against displacement and poor housing conditions

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## 02

# Why Do We Need a Housing Trust?



## Why are we here?



### Household Overcrowding

*(more than 1 persons per bedroom)*

- The Region has Census tracts with concentrations of more than 20% of households that experience overcrowded.



### Household Overpayment

*(spending more than 30% of income on housing costs)*

- Renters are especially cost burdened
- The Region has Census tracts where more than 80% of renters are burdened by the cost of housing.

## Why are we here?



### Poverty

(varies by number of people per household – a family of 4 [2 adults and 2 children] are considered to live in poverty if they earn less than \$27k per year)

- The Region has Census tracts with concentrations of more than 40% of households living below the poverty level

### Cost of Transportation

(as a percent of total household income)

- Regional average transportation cost is 27%
- Regional average combined housing and transportation cost is 59%



### Tax Credit - Higher Resource Areas

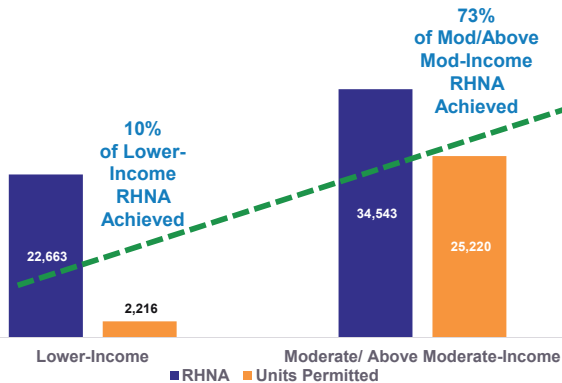
(higher resource areas are more competitive for accessing TCAC funds for affordable housing)

- Most areas in the region fall within the moderate to low resource categories.

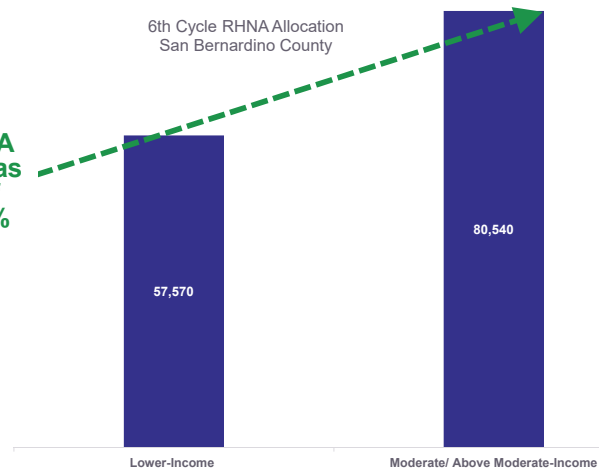
## Regional Housing Needs Assessment (RHNA) Cycles



5th Cycle RHNA Compared to Units Permitted San Bernardino County



6th Cycle RHNA Allocation San Bernardino County



# 03

## Steps Taken To Date



### Strategic Plan

Outreach  
Summary

Housing Need  
Analysis

Funding  
Opportunity  
Analysis

Housing Trust  
Activities

Affordable  
Housing and  
Project Pipeline  
Inventory

Local Funding  
Gap Analysis



## Outreach Summary

Outreach to all SBCOG member jurisdictions

Individual meetings with 15 member jurisdictions

16/25 member jurisdictions – Interested/Potentially Interested with many “unknown”

Interviews with outside organizations

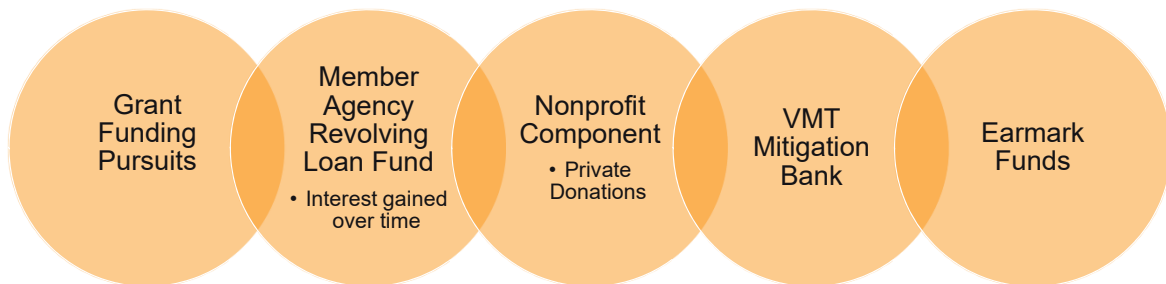
- Orange County Housing Finance Trust
- County of Orange
- San Gabriel Valley Regional Housing Trust
- Inland SoCal Housing Collective
- San Diego Innovative Housing Trust

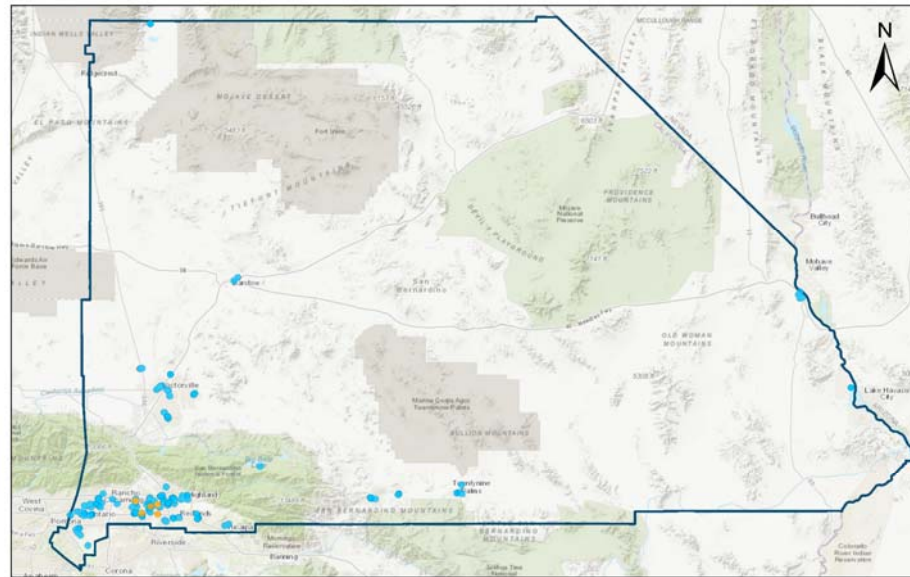
Group Presentations

- SBCOG Board
- City/County Managers
- Planning Directors



## Funding Opportunity Analysis





#### Affordable Housing Inventory

##### Project Status

- Existing Affordable Housing
- Pipeline Affordable Housing Development

San Bernardino County

Source: California Tax Credit Allocation Committee, 2022  
California Housing Partnership, 2022

0 20 40 80 Miles

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## Local Funding Gap Analysis

### 5 Recently Completed Developments

- 445 affordable units created
- \$247,258,861 total investment
- Local funding share is **33%** total project cost

### 4 Pipeline Projects

- 321 affordable units
- \$146,880,151 total investment
- Local funding share is **35%** total project cost

*\*Local funds provide a notable financing layer that closes the affordable housing development gap.*

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## 04

## Housing Trust Structure



## Purpose and Structure

- Includes the following:

- Vision

- The San Bernardino Regional Housing Trust will attract significant funding and affordable housing development interest into the San Bernardino region. Through strong participatory governance, member jurisdictions will increase the region's affordable housing supply, reduce household overcrowding, increase equitable access to community resources, and provide financial relief for vulnerable and cost-burdened households.*

- Goals

- Increase/preserve region's affordable housing supply
    - Attract affordable housing developers
    - Increase housing opportunities
    - Protect against displacement and poor housing conditions





## Programming Priorities

**A program  
or  
organization  
that raises  
funding for:**

**New Construction of Affordable Housing**

**Affordable Housing Preservation or Rehabilitation**

**Community Land Trusts**

**Workforce Housing**

**Pre-Development Loans**

**Down Payment Assistance**

**Financing for the Purchase of Land**



**05**

## Administration



**SAN BERNARDINO  
REGIONAL HOUSING TRUST**



## Board of Directors Composition

- Board of Directors:
  - One Director per Party (elected or designee by the jurisdictions' appointed body)
    - Alternates for each Director position
  - Members will be incentivized to join as founding members
    - Members will be penalized for joining the Trust late
  - Two (2) year term limit (no limit to number of terms)



## Administration

- Staffing
  - Independent contractors, agents, volunteers, and consultants
- Treasurer and Auditor/Controller
  - Lumped in with COG Annual Audits
- Attorney
- Accounts
  - Need to establish accounts and subaccounts in commercial banking institutions



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# Cost of the Trust



## Projected Cost

- \$315,000 Annual Operating Budget

Population	Annual Admin Fee
Up to 25,000	\$10,000
25,001 – 50,000	\$15,000
50,001 – 75,000	\$20,000
75,001 – 100,000	\$25,000
100,001+	\$30,000



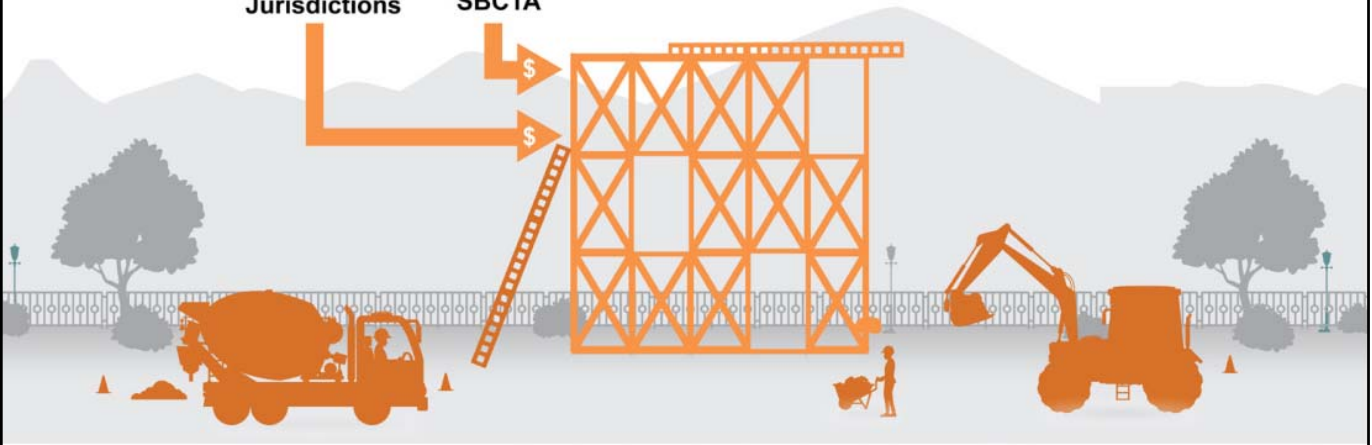
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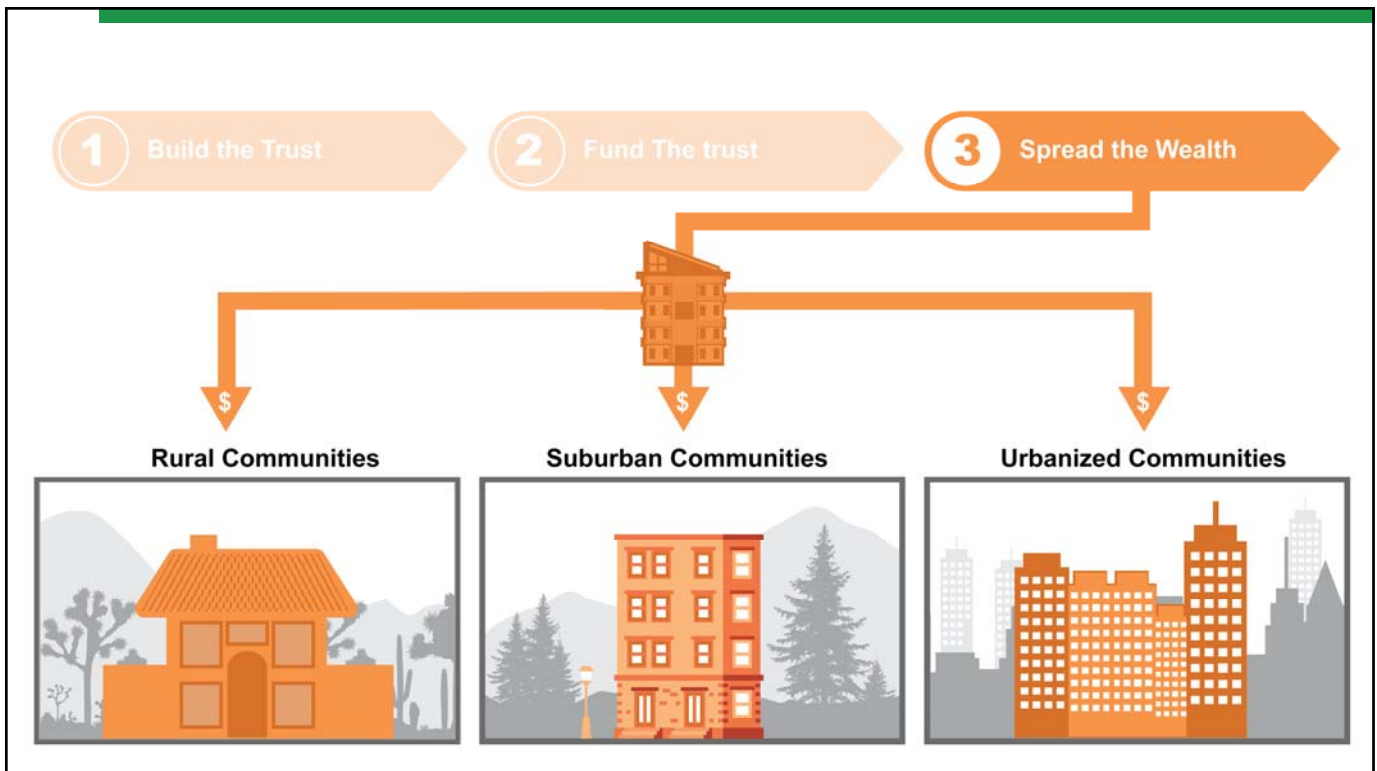
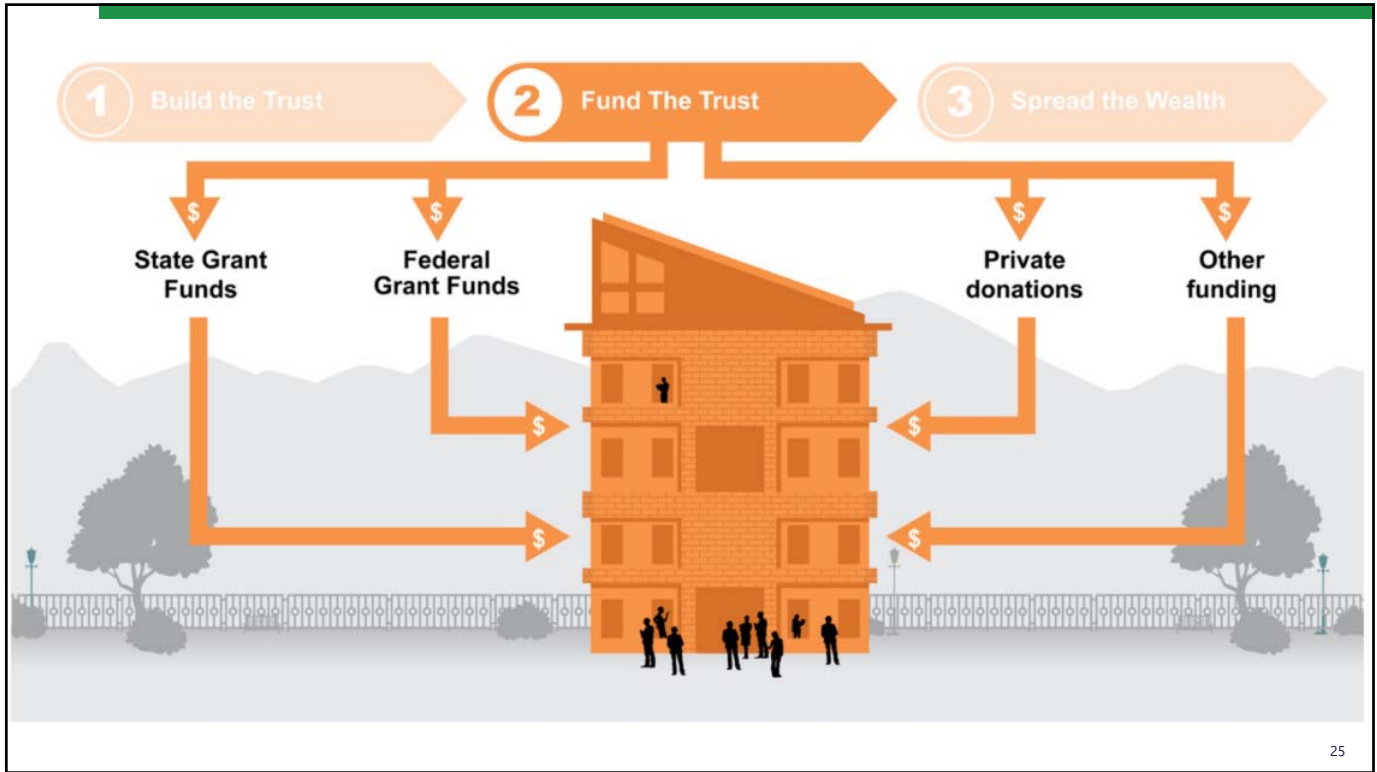
## Visualizing How it Works



SBCOG Member Jurisdictions

SBCOG/ SBCTA



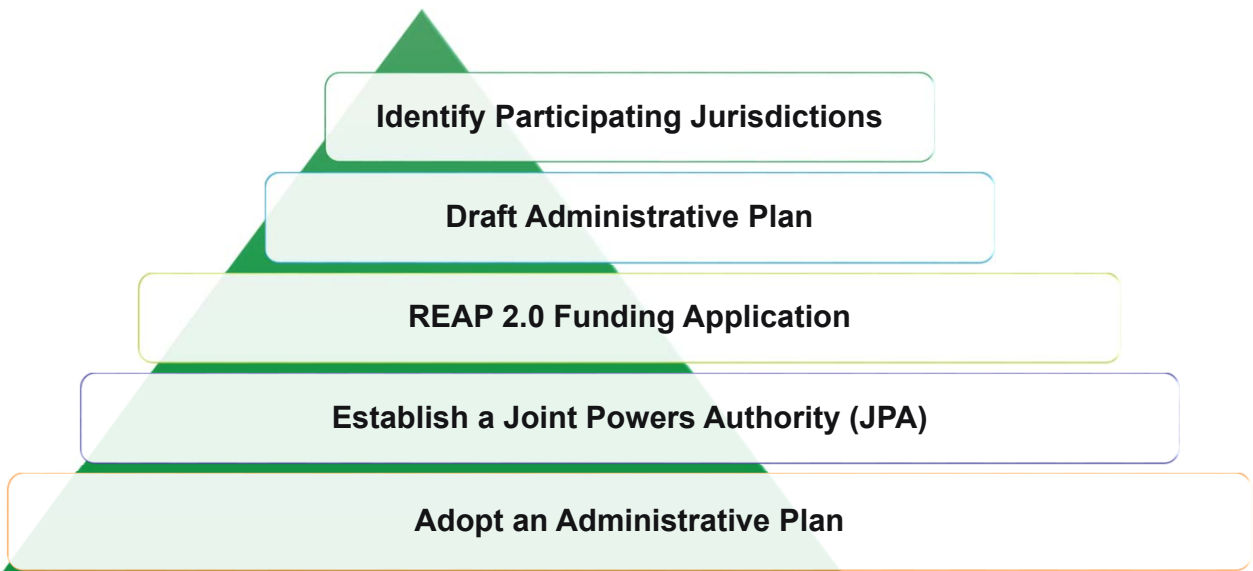


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# Next Steps




## Steps to Establish a Regional Housing Trust



## Schedule

2022			2023				
October	November	December	January	February	March	April	May
<ul style="list-style-type: none"> <li>• CCMTAC</li> <li>• Letters of Interest</li> </ul>	<ul style="list-style-type: none"> <li>• CCMTAC</li> <li>• GPC</li> <li>• MVSS</li> <li>• Mtn/Desert Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Board</li> </ul>	<ul style="list-style-type: none"> <li>• REAP 2.0 Application</li> </ul>		<ul style="list-style-type: none"> <li>• Board</li> </ul>	<ul style="list-style-type: none"> <li>• Establish JPA (Ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Launch Housing Trust (Ongoing)</li> </ul>



# Thank you





**HOUSING TRUST OFFICERS, STAFF TIME, CONTRACT EMPLOYEE, ADMINISTRATIVE COST**

	<b>COSTS</b>	<b>HOURS/FY</b>	<b>SCOPE OF WORK</b>
<b>EXECUTIVE OFFICERS</b>			
EXECUTIVE DIRECTOR	\$ 8,289.74	15	Provide Direction and Oversight
Director of SPAI	\$ 3,281.50	10	Review Procurement/Risk
DEPUTY EXECUTIVE DIRECTOR	\$ 7,316.24	20	Provide Direction and Oversight
CFO	\$ 8,219.30	24	Provide Direction, Oversight, Financial direction
<b>Total</b>	<b>\$ 27,106.78</b>	<b>69</b>	

<b>ADMINISTRATIVE COSTS</b>			
STIPENDS	\$ 6,000.00		\$100/board member/meeting (based on 15 Board Members)
TRAVEL	\$ 1,000.00		Based on COG (half of COG budget estimate)
MILEAGE	\$ 759.38		Based on 0.625 mileage rate for interested jurisdictions
Administrative Staff	\$ 18,611.42	160	Clerk of the Board & Deputy COB support of Board & quarterly meetings
Risk Management	\$ 2,352.75	10	Review insurance language for consultants, manage COIs, manage insurance broker, submit jpa insurance application, pay insurance bill
Accounting Supervisor	\$ 3,130.22	20	Review and approve AR and AP postings and provide data to auditors
Accountant	\$ 4,402.59	30	Bank reconciliation, audit, journal entries
Accounting Assistant - AP	\$ 2,381.89	30	post AP transactions
Accounting Assistant - AR	\$ 3,161.11	30	post AR transactions
Senior Accounting Assistant	\$ 4,136.18	30	Payroll and budget
Procurement Manager (1 year cost)	\$ 2,245.00	10	2 procurement/3 years for contract employee
Procurement Analyst (1 year cost)	\$ 11,757.10	80	2 procurement/3 years for contract employee
<b>Total</b>	<b>\$ 59,937.63</b>	<b>400</b>	

<b>CONTRACTED SERVICES</b>			
INSURANCE (Bea/Steven)	\$ 5,000.00		
AUDIT	\$ 8,000.00		
1 CONTRACT EMPLOYEE	\$ 160,000.00		
LEGAL SUPPORT (Julianna)	\$ 54,000.00		General Counsel's, Administrative Analyst Time, and on-call/outside legal counsel as needed
Sheriff	\$ 683.76		\$85.47*2 hours per 4 meetings
Videographer	\$ -		\$350*4 meetings
	<b>\$ 227,683.76</b>		

<b>Total Cost</b>
<b>\$ 314,728.17</b>