

**VENTURA COUNCIL  
OF GOVERNMENTS**

**AGENDA**  
**VENTURA COUNCIL OF GOVERNMENTS**  
**ADMINISTRATIVE COMMITTEE**  
**(ZOOM Conference Call)**  
**Thursday, June 25, 2020, 2:00 p.m.**  
**VIA ZOOM**

AGENDA REPORTS AND OTHER DISCLOSABLE PUBLIC RECORDS RELATED TO OPEN SESSION AGENDA ITEMS ARE AVAILABLE ON THE VCOG WEBSITE UNDER AGENDA AND MINUTES AT [WWW.VENTURACOG.ORG](http://WWW.VENTURACOG.ORG) AND AT THE PRINCIPAL VCOG BUSINESS OFFICE LOCATED AT 33 EAST HIGH STREET, SUITE 200, MOORPARK, CALIFORNIA BY APPOINTMENT [(805) 217-9448] DURING REGULAR BUSINESS HOURS, MONDAY THROUGH FRIDAY, 9:00 A.M. TO 4:00 P.M.

- 1. Call to Order**
- 2. Public Statements**
- 3. Adoption of May 28, 2020 Committee Meeting Summary** (*Attached*)
- 4. Executive Director's Report**
  - Financial Report (*Attached*)
  - Budget and Legislative Update- (*Oral*)
- 5. REAP Partnership-** Discuss VCOG participation as a Sub Regional Partner with SCAG- (*Report Attached*)
- 6. VCOG Strategic Plan Up Date-** (*Initial Draft Attached*)
- 7. Plans for November Meeting – Possible Topics**
  - Discussion with CLU Re: County Family Justice Center Evaluation
  - COVID-19- Where we are now- County Health Department- Dr. Levin
  - Law Enforcement Up-Date- Bill Ayub, County Sheriff
  - Report on REAP Program (If Any)
  - Emergency Funding Opportunities for Homeless Services- County Cof C, Tara Carruth

**Adjournment**

Copies of staff reports or other written documentation relating to each item of business referred to on this agenda are on file with the VCOG Executive Director and are available for public inspection. If you have any questions regarding any agenda item, contact the Executive Director at (805) 217-9448.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Executive Director. Notification 48 hours before the meeting will allow VCOG to make reasonable arrangements to ensure accessibility to this meeting (28 CFR 35, 102-35, 104 ADA Title II).

**VCOG ADMINISTRATIVE COMMITTEE**  
**May 28, 2020**  
**CONFERENCE CALL-**  
**33 E. High St., Ste. 200, Moorpark, CA**  
**93021**  
**Meeting Summary**

**ITEM 3**

**1. Call to Order - 2:05 p.m.**

Members On Call: Chair Parvin, Chair-elect Crosswhite, Immediate Past Chair Adam, At-Large Member Kildee, At-Large Member Holmgren. Staff on Call: Executive Director Riley, Mina Layba Legislative Affairs Manager, City of Thousand Oak. Brian Chong, Assistant to City Manager, City of Moorpark, Roger Pichardo, Senior Management Analyst, City of Camarillo (For Legislative Discussion).

Absent from Call: None

**2. Public Statements** – There were no members of the public at 33 E. High Street

**3. March 26, 2020 Meeting Summary** - The meeting Summary of the March 26, 2020 Committee Meeting was approved as published.

**4. Executive Director's Report**

- Financial Report – Riley explained the Financial Report which included VCOG Bank Statements for March and April 2020. Reconciliation Reports were not included as there had been no opportunity to meet with our Accountant in recent weeks.
- Legislative Update- Riley presented the Legislative Update which included details of the Governor's May Budget Revisions, information on the League of Cities Statewide Coalition to Mitigate COVID-19 Fiscal Impacts, March 2020-Approved amendments to the current State Budget for immediate relief activities addressing COVID-19 Impacts, and finally summaries of bills identified as of concern/interest to VCOG. Roger Pichardo suggested Senator Stern's SB 1215 be added to the list. The bill Would require the Public Utilities Commission to create a database of critical facilities and critical infrastructure, and related critical circuits, and identify with respect to each whether it serves a high fire-threat district or vulnerable transmission area. The bill would require an electrical corporation, electric service provider, or community choice aggregator, upon request, to collaborate with local governments within its service area to identify critical circuits and microgrid projects. The will would authorize the above listed entities and local publicly owned electric utilities to use capacity resulting from a micro-grid project to satisfy specified resource adequacy requirements.
- VCOG Strategic Plan Update- Riley presented a recommendation to have the Committee begin work to revise the 2004 VCOG Strategic Plan to bring the document into conformance with current circumstances and to address changes to issues and priorities and to maintain VCOG's relevance.
- Annual Dinner – Provisional Plans for Cancellation or Rescheduling- The committee discussed options for rescheduling or cancelling the Annual Dinner now scheduled for July 9, 2020. The majority of the committee preferred to reschedule the event for September, considering September 10, 17 or 24 as possible dates. Riley explained that there would then be two annual events in the same Fiscal Year 2020-21 which would require the budget to plan for both and there would be no event expense during the current fiscal year. The committee directed Riley to check with the Moorpark Country Club on the availability of the three dates in September.

5. **VCOG – Audited Financial Statements- 2018-2019-** *(Sent separately 5-1-2020)*- Riley presented the Financial Statements for F.Y. 2018-2019 and forward to full Council for review on June 11, 2020 including the Independent Auditor's Report and SAS 114 Letter. The Financial Statements had been sent to the committee on May 1, 2020 and have been posted on the VCOG Website. The Reports will be presented to the full Council on June 11.
6. **Plans for June 11, 2020 Council Meeting** – Staff has confirmed presentations by Buuce Stenslie, Executive Director of the Economic Development Collaborative regarding how to resurrect small businesses in the aftermath; and Lloyd deLlamas from HdI Companies on the impact on cities of lost revenue, and programs available to help them recover. The meeting will be presented via ZOOM Webinar Conference with the assistance of V.C.T.C. Staff.
7. **Performance Evaluation- Executive Director-** Riley left the meeting temporarily and the committee discussed his Performance Evaluation. At the conclusion of the committee's discussion, Riley was contacted to return to the meeting. Chair Parvin will summarize the performance rating and comments and discuss them with Riley at a later time.

**Adjournment** – The Conference Call Concluded and the meeting adjourned at 3:20 p.m.


**Next Meeting** – June 25, 2020 at 2:00 PM.



**VENTURA COUNCIL  
OF GOVERNMENTS**

**ITEM 4a**

**MEMORANDUM**

**TO:** Administrative Committee  
**FROM:** Hugh R. Riley, Executive Director   
**SUBJECT:** Financial Report  
**DATE:** June 25, 2020

**Recommendation:**

Receive and file Financial Report for Period ending June 19, 2020.

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**Discussion:**

This report transmits the Ventura Council of Governments (VCOG) Financial reports for the Budget Period to June 19, 2020

**Investments:**

The objectives of VCOG's adopted Investment Policy are safety, liquidity, and yield, with the foremost objective being safety. Prudence, ethics, and delegation of authority are the Policy's applied standards of care. Below is a summary of VCOG's investments that comply with the VCOG Investment Policy:

Institution	Investment Type	Maturity Date	Interest-FY to Date- 7/1/19	Rate	Balance
Bank of A	Maximizer 2635	N/A	\$ 6.11	0.03%*	\$47,081.59
Bank of A	91000164558339	7/8/20	\$ 331.60**	1.79%	\$20,331.60

\* Variable

\*\* Earned but not paid

The 2020-2021 F.Y. Budget and End of Year Fund Balance Actions were approved by the Council on June 11, 2020.

**ATTACHMENTS:** Balance Sheet – As of June 19, 2020  
Profit and Loss – July 1, 2019 to June 19, 2020  
Budget vs. Actual - July 1, 2019 to June 30, 2020

# Ventura Council of Governments

## BUDGET VS. ACTUALS: VENTURA COUNCIL OF GOVERNMENTS - FY20 P&L

July 2019 - June 2020

	TOTAL		
	ACTUAL	BUDGET	REMAINING
Income			
Annual Dinner Sponsorship	6,000.00	3,000.00	-3,000.00
Annual Dinner Tickets	255.00	500.00	245.00
Dues Assessments	64,992.00	64,992.00	0.00
Other Types of Income			
Bank Interest	310.08	508.00	197.92
<b>Total Other Types of Income</b>	<b>310.08</b>	<b>508.00</b>	<b>197.92</b>
<b>Total Income</b>	<b>\$71,557.08</b>	<b>\$69,000.00</b>	<b>\$ -2,557.08</b>
GROSS PROFIT	<b>\$71,557.08</b>	<b>\$69,000.00</b>	<b>\$ -2,557.08</b>
Expenses			
Contract Services			
Accounting Fees	785.00	1,500.00	715.00
Audit	0.00	5,150.00	5,150.00
Executive Administration	35,812.50	45,000.00	9,187.50
Legal Fees		350.00	350.00
<b>Total Contract Services</b>	<b>36,597.50</b>	<b>52,000.00</b>	<b>15,402.50</b>
Operations			
Printing and Copying	439.10	500.00	60.90
Supplies		200.00	200.00
Website	755.00	1,700.00	945.00
<b>Total Operations</b>	<b>1,194.10</b>	<b>2,400.00</b>	<b>1,205.90</b>
Other Types of Expenses			
Insurance - Liability, D and O	1,761.30	1,700.00	-61.30
<b>Total Other Types of Expenses</b>	<b>1,761.30</b>	<b>1,700.00</b>	<b>-61.30</b>
Travel and Meetings			
Annual Dinner		7,500.00	7,500.00
Conference and Meetings	1,994.28	4,400.00	2,405.72
Travel		1,000.00	1,000.00
<b>Total Travel and Meetings</b>	<b>1,994.28</b>	<b>12,900.00</b>	<b>10,905.72</b>
<b>Total Expenses</b>	<b>\$41,547.18</b>	<b>\$69,000.00</b>	<b>\$27,452.82</b>
NET OPERATING INCOME	<b>\$30,009.90</b>	<b>\$0.00</b>	<b>\$ -30,009.90</b>
NET INCOME	<b>\$30,009.90</b>	<b>\$0.00</b>	<b>\$ -30,009.90</b>

# Ventura Council of Governments

## PROFIT AND LOSS

July 1, 2019 - June 19, 2020

	TOTAL
Income	
Annual Dinner Sponsorship	6,000.00
Annual Dinner Tickets	255.00
Dues Assessments	64,992.00
Other Types of Income	
Bank Interest	310.08
<b>Total Other Types of Income</b>	<b>310.08</b>
<b>Total Income</b>	<b>\$71,557.08</b>
GROSS PROFIT	<b>\$71,557.08</b>
Expenses	
Contract Services	
Accounting Fees	785.00
Audit	0.00
Executive Administration	35,812.50
<b>Total Contract Services</b>	<b>36,597.50</b>
Operations	
Printing and Copying	439.10
Website	755.00
<b>Total Operations</b>	<b>1,194.10</b>
Other Types of Expenses	.
Insurance - Liability, D and O	1,761.30
<b>Total Other Types of Expenses</b>	<b>1,761.30</b>
Travel and Meetings	
Conference and Meetings	1,994.28
<b>Total Travel and Meetings</b>	<b>1,994.28</b>
<b>Total Expenses</b>	<b>\$41,547.18</b>
NET OPERATING INCOME	<b>\$30,009.90</b>
NET INCOME	<b>\$30,009.90</b>

# Ventura Council of Governments

## BALANCE SHEET

As of June 19, 2020

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
BofA - 5797	-905.00
BofA - 9045	49,773.59
BofA CD - 8339	20,300.82
BofA MM - 1346	0.39
BofA MM - 2635	47,081.59
Wells Fargo	0.00
Wells Fargo - 3905	0.00
Wells Fargo - 4715	0.00
<b>Total Bank Accounts</b>	<b>\$116,251.39</b>
Accounts Receivable	
Accounts Receivable (A/R)	3,155.00
<b>Total Accounts Receivable</b>	<b>\$3,155.00</b>
Other Current Assets	
Undeposited Funds	0.00
<b>Total Other Current Assets</b>	<b>\$0.00</b>
<b>Total Current Assets</b>	<b>\$119,406.39</b>
Other Assets	
Fraud	0.00
<b>Total Other Assets</b>	<b>\$0.00</b>
<b>TOTAL ASSETS</b>	<b>\$119,406.39</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable (A/P)	-8,184.62
<b>Total Accounts Payable</b>	<b>\$ -8,184.62</b>
Other Current Liabilities	
Payroll Liabilities	-1.04
<b>Total Other Current Liabilities</b>	<b>\$ -1.04</b>
<b>Total Current Liabilities</b>	<b>\$ -8,185.66</b>
<b>Total Liabilities</b>	<b>\$ -8,185.66</b>
Equity	
Opening Balance Equity	111,292.08
Unrestricted Net Assets	-13,709.93
Net Income	30,009.90
<b>Total Equity</b>	<b>\$127,592.05</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$119,406.39</b>



## ITEM 5

### MEMORANDUM

TO: Administrative Committee

FROM: Hugh Riley, Executive Director 

SUBJECT: VCOG/SCAG Regional Partnership –REAP Funding

DATE: June 25, 2020

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**QUESTION:** Should VCOG take advantage of the **\$400,000** reserved for VCOG to participate as a Sub-Regional Partner with SCAG for REAP Funded Projects and Activities to benefit VCOG Member jurisdictions?

**DISCUSSION:** The SCAG Regional Council has applied for advance funding of 25 percent, or \$11,867,755, of the maximum eligible funding allowed (\$47,471,023) under the Regional Early Action Planning (REAP) program, which is intended to provide **funding to designated councils of governments to accelerate housing production through regional programs and providing funding for sub-allocations based on locally-developed criteria**. This funding is intended to jumpstart housing planning activities at the regional and local levels, and to cover costs of the 6th Cycle Regional Housing Needs Assessment (RHNA) process (to be completed by early 2021).

#### Funding Available for Housing Related Projects

VCOG jurisdictions have been encouraged to apply for LEAP grant funding, which is administered directly by the California Department of Housing and Community Development (HCD). All jurisdictions are eligible to apply. Funding is **non-competitive and is based on population size**. Eligible activities are almost identical to REAP activities and can be used to development and implement your 6<sup>th</sup> cycle housing element. Technical assistance during the application process and after awards are issued are available from HCD. LEAP Applications are due to HCD by July 1, 2020.

Estimated REAP funding to be set aside for SCAG Sub Regional Partnerships is \$23 million with approximately \$400,000 for VCOG based on RHNA Methodology adopted in March 2020. Up to 5% of the funds awarded to specific projects may be used for administrative costs. VCOG jurisdictions may not apply for these funds directly to SCAG.

SCAG staff held two listening sessions to give and get information regarding eligible activities and other program requirements and a process to apply for the full REAP funding, as well as technical assistance for pending housing element updates implementing the RHNA.

Possible activities for consideration include:

- Zoning Codes: ADU and Objective Standards triggered by SB35. VCOG tech assistance could be 'clearing house' for ordinances as each city and county has to update ordinances. This may help smaller cities most (Ojai, Fillmore, PH)
- Put some of the REAP funds into the <https://www.housingtrustfundvc.org/>
- Developing streamlined permitting standards
- Developing streamlined environmental clearance processes
- SOAR 'testing' - manage some professional polling to 'test' public sentiment now that SOAR is over 20 years old and extended to 2050.
- Allocate some REAP funds towards homeless coordination - mainly between Ventura and Oxnard - leading to "small-housing" that count as units towards RHNA.
- Conversion of aging and depressed retail and industrial parks to residential. Work out some ideas. There is obsolete retail, trending to even more as brick-and-mortar lose out to Amazon, that could go to residential? Feasible?
- Temporary staffing assistance for jurisdictions for housing element update and-related programs

This list is not exclusive, but it is hoped there can be a meaningful discussion on the types of projects sub regions such as VCOG could pursue and how REAP could fund the projects. Meaningful activity would most likely require additional VCOG Staff Support.

#### REAP Program Schedule

- July-Aug 2020: Partner outreach to jurisdictions (Planning Directors, City Managers), development of preliminary list of projects by sub-regions
- Sept. 2020: Regional Council adoption of program guidelines
- Sept. 2020: Initial list of prioritized projects due to SCAG
- Oct – Nov 2020: Initial contracts completed; start projects
- Early 2021: Adoption of final RHNA; final list of projects due
- Oct 2021: Housing Elements due
- July 2023: Final activity reports and invoices due to SCAG

Our meeting discussion with SCAG Housing Program Manager Ma'Ayn Johnson, AICP, will focus on identifying potential projects for VCOG that SCAG can fund that will could assist VCOG jurisdictions or multiple jurisdictions to plan for and/or accelerate housing production. The intention is to augment activities that jurisdictions are planning under funds directly received from SB 2 and Local Early Action Planning (LEAP) grant funding. I have also invited Dr. Chris Williamson, AICP, to join the meeting. Chris is a retired Principal Planner for Oxnard - 2004-2016 having worked on just about everything including population projections for VCOG cities and county, and projects funded by SCAG, CALTRANS, HCD, etc. over the years. He is presently working as a consultant - helping out with Accessory Dwelling Unit code updates, Cannabis code update, and Housing Element Updates. Chris can offer some ideas on how VCOG might participate as a Sub-Regional partner with SCAG.

## REAP Sub Regional Partnership Program Survey

The survey for sub regions focuses on potential projects and activities VCOG may be able to offer, along with potential roles of administering REAP-funded projects and activities. If VCOG wishes to participate as a partner, the survey needs to be completed and returned to SCAG by July 3, 2020.

### ATTACHMENTS:

1. SCAG'S REAP Sub-Regional Partnership Program Survey
2. Key Housing Funds Available
3. REAP Eligible Activities- Best Practices

## SCAG's REAP Subregional Partnership Program Survey

Please submit your responses to [johnson@scag.ca.gov](mailto:johnson@scag.ca.gov) no later than June 24, 2020

Date: \_\_\_\_\_

Subregional Organization: \_\_\_\_\_

Relevant subcommittee(s)? \_\_\_\_\_

Date/time/frequency of regular meetings? \_\_\_\_\_

Name and title of submitter: \_\_\_\_\_

Email: \_\_\_\_\_ Telephone: \_\_\_\_\_

### ADMINISTRATION

1. Does the decisionmaking body of your subregional organization currently represent all jurisdictions assigned to your subregion? For a list of current assignment of jurisdictions, please refer to the attached list of subregions and jurisdictions.

Yes ☐ No ☐

If yes, what jurisdictions are not represented by the subregional decisionmaking body?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. How many core staff does your subregional organization have (not including consultants for specific projects)?

Full time: \_\_\_\_\_ Part time: \_\_\_\_\_

3. Describe any involvement of subregion staff in assisting members with applications for SB 2 Planning Grants or LEAP planning grants, from HCD (indicate all that apply):

- ☐ a. Messaging to members about SB 2 program and applications  
☐ b. Sponsored workshop for SB 2 program/applications  
☐ c. Assisted individual jurisdictions with SB 2 or LEAP applications  
☐ d. Messaging members about LEAP program/applications  
☐ e. Other: \_\_\_\_\_

4. Does your subregion include planned housing initiatives, programs or related projects in an annual work program for 2020 or 2021?

Yes ☐ No: ☐

If Yes please briefly describe: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## ATTACHMENT 1

## SCAG's REAP Subregional Partnership Program Survey

5. Does your subregion currently have any housing-related projects?

Yes ☐ No ☐

If yes, please list below:

Project	Cost	Duration

6. Identify consultant projects your subregion is currently managing and estimated funding?

Government Contracts:

Project	Cost	Duration

Private Contracts

Project	Cost	Duration

7. Costs incurred for projects under the Subregional Partnership Program might be on a reimbursement basis after invoices are submitted to SCAG. Do you anticipate any challenges to your subregion based on this funding mechanism?

Yes ☐ No ☐

If yes, please provide additional comments

## SCAG's REAP Subregional Partnership Program Survey

### SUBREGIONAL PARTNERSHIP PROJECTS

Funding from SCAG's REAP Subregional Partnership Program will be directed toward project funding of eligible projects and activities directly benefiting local governments. Expenditures for projects or activities not completed by the expenditure deadline are subject to reimbursement of funds to HCD.

8. What types of projects is your subregion considering under SCAG's REAP Subregional Partnership Program and what are estimated costs? For eligible activities, please refer to the attachment HCD REAP Best Practices, also available [here](#).

Project/eligible activity	Estimated cost	# of jurisdictions that will benefit from project	Ideal project start date	Ideal project end date

9. Describe the role your subregional organization is interested in playing for REAP projects, and desired support from SCAG:

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10. Has your subregion undertaken or currently undertaking similar projects in cost and scope to the projects listed in question #8? Please include staff and/or consultant projects.

Project	Cost	Duration

### OTHER

11. Additional comments

## KEY HOUSING FUNDS AVAILABLE MID-2020 TO LOCAL GOVERNMENTS

Program	Total Available	Eligible Applicants, uses	Application Period	Comments
<b>LEAP Planning Program</b>	\$50,785 region wide	<u>One-time funding</u> for local govts. for planning & zoning accelerating housing production	Over the counter before July 1, 2020	Formula grants, in six categories from \$65 K – \$1.5 M re: population size. 39 local govts. eligible for grants of \$65,000 ea. Eligibility amounts, limited capacity of small jurisdictions generally inadequate to cover costs of eligible planning activities, including compliant housing elements required for State programs, for individual jurisdictions. Without application and administrative assistance, eligible jurisdictions will not receive the funds of the current NOFA.
<b>PLHA Permanent Local Housing Allocations</b>	Approx. \$195M Statewide Formula allocations for entitlement govts; competitive for non entitlement	Entitlement and non-entitlement local govts. Or qualified delegated Housing Trust Funds.	Over the counter, entitlement govts: April 27-July 27, 2020 Non-entitlement TBD	This is the first year of funds to be available annually from SB 2. Because of the economic downturn in 2020, revenues funding the program for 2021 will be substantially lower. Can include local government partnerships. Can include operating subsidies. Includes ADUs.
<b>LHTF Local Housing Trust Funds</b>	\$57,000,000 competitive statewide	Local or Regional Housing Trust Funds \$500k-\$5M	April 30-June xx, 2020	For construction loans or loans for acquisition, construction, or rehab  Both existing and new trust funds are eligible, with some variation in eligibility criteria. Designed to be compatible with PLHA
<b>CARES Act supplemental funding 2020</b>	Formula allocations for Entitlement Govts \$116,237,000 non-entitlement Govts \$19,331,744	Entitlement and Non-entitlement jurisdictions and Joint Agreement participants for federal Community Planning & Development programs.	Allocated March 2020	CARES Act funds supplement the CDBG, HOME, ESG and HOPWA programs, with some of the restrictions of the CPD programs are more flexible. Requires amendment of Consolidated Plans. Some temporary rental assistance may be available*

\*CARES Act: [https://www.hud.gov/program\\_offices/comm\\_planning/budget/fy20/](https://www.hud.gov/program_offices/comm_planning/budget/fy20/)  
[https://www.hud.gov/program\\_offices/comm\\_planning/cdbg\\_programs\\_covid-19](https://www.hud.gov/program_offices/comm_planning/cdbg_programs_covid-19)

# **Regional Early Action Planning Grant Program (REAP)**

## **Eligible Activities Best Practices**

This document will be updated periodically with new ideas. Additions will be attached as a new page at the end of the document with the date of the addition.

### **Eligible Activity: Developing an Improved RHNA Methodology to Further Gov Code Section 65584 (d) Objectives.**

Gov Code Section 65584 (d) “affirmatively furthering fair housing” means taking meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics. Specifically, affirmatively furthering fair housing means taking meaningful actions that, taken together, address significant disparities in housing needs and in access to opportunity, replacing segregated living patterns with truly integrated and balanced living patterns, transforming racially and ethnically concentrated areas of poverty into areas of opportunity, and fostering and maintaining compliance with civil rights and fair housing laws.

- Analyzing and incorporating Affirmatively Furthering Fair Housing and making data available to jurisdictions
- Increasing zoned capacity in jurisdictions with disproportionately high jobs-housing ratio, including an improved balance between the number of low-wage jobs and the number of housing units affordable to low-wage workers in each jurisdiction
- Outreach strategies in addition to conducting a survey to combat segregation and foster inclusive communities free from barriers that would restrict access to opportunity based on protected characteristics
- Education and awareness of fair housing laws and issues to stakeholders (e.g. community, developers, public staff)
- Providing language assistance for limited proficiency in English
- Incorporating and developing policy guide for displacement avoidance plan and affordable housing preservation
- Incorporating climate mitigation strategies (e.g. make housing more energy efficient, adopting renewable energy sources such as solar and wind)
- Incorporating disaster / climate adaptation and encouraging strategies in local land use documents

- Incorporating ways to promote infill development (i.e., promoting higher zoned capacity in areas with low per capita vehicle miles traveled and high access to opportunity, focusing new growth land that has already been developed with urban uses or is substantially surrounded by urban uses and/or incorporating ways to promote transportation-efficient development (i.e., development in places where there are multiple transportation options besides a single occupancy vehicle--transit, bike lanes, sidewalks- - and the density and mix of uses that make these transportation options a viable choice),
- Mapping regional Priority Development Areas or similar
- Implementing a Sustainable Communities Strategies (SCS) consistency program (e.g. Association of Bay Area Government's Resilience Program)
- Promotion of more zoned capacity for housing in jurisdictions with the highest housing costs.
- Local input surveys
- Mini grants to community groups and partnership with grassroots partners and community leaders to support full engagement in RHNA development
- Aligning transportation funding – especially competitive transportation grant programs and investments in transit, streetscape, placemaking, and active transportation – with RHNA plans for housing (i.e., Bay Area's Resolution 3434)
- Incorporating homelessness data to plan for meeting supply of below 30 percent AMI units
- Education and awareness of various tax increment financing tools, promoting use of local tax increment financing tools (i.e., Enhanced Infrastructure Financing Districts (EIFDs), Community Revitalization and Investment Authorities (CRIAs), Affordable Housing Authorities (AHAs), Infrastructure and Financing Revitalization Districts (IFRDs) and Neighborhood Infill Finance and Transit Improvements (NIFTI) districts. CRIAs have alignment with CalEnviro Screen and affordable housing requirement, see [tool comparison](#).
- Education and awareness on pairing federal Opportunity Zone (OZ) program with state programs (i.e., Strategic Growth Council Transformative Climate Community in Ontario has an affordable housing project funded by state with OZ funding). Opportunity Zones are census tracts that are defined by the Internal Revenue Service (IRS) as “economically-distressed community where new investments, under certain conditions, may be eligible for preferential tax treatment.” They were added to the tax code by the Tax Cuts and Jobs Act on December 22, 2017. <https://opzones.ca.gov/faqs/>.

- Incorporating methods to pair federal Opportunity Zone program with affordable housing

### **Eligible Activity: Suballocations to Jurisdictions**

- Developing approaches to insure equitable distribution of funding such as location-based minimums (e.g., at least 20% in a specified county), non-competitive programs coupled with population based or RHNA based award amounts, proactive outreach and technical assistance with under-resourced communities.
- Program criteria for SCS consistency, displacement, affordability, including deeper targeting, climate adaption
- Program criteria for Affirmatively Furthering Fair Housing
- COG to develop grant program to support development of compliant Housing Elements and community engagement strategies (i.e., Bay Area's 80k by 2020 challenge grant program, SANDAG's Policy 33)
- Program criteria or other incentives to facilitate pro-housing jurisdictions
- Jurisdictions' specific best practices after a COG develops a grant program:
  - Prepare a form based zoning or overlay zone to provide development standards and zoning that allows future higher-density housing and mixed-use development (may include Environmental Impact Report [EIR])
  - Develop framework for a trust to support the preservation and production of long-term affordable housing for lower-income households
  - Completing CEQA analysis and specific plan EIRs that promote streamlined approvals at the project-level or eliminate the need for project-level specific review.
  - Undertake rezoning efforts to bring local zoned capacity into compliance with HCD requirements for housing element prior to Housing Element due data
  - Objective design and/or development standards to comply with SB35 and other laws to provide more clarity and certainty for applicants.
  - Planning associated with local financial strategies such as a local housing trust fund, fee reductions for infill, TOD, or affordable developments, published fee schedules and fee calculators.

- Intensifying land-use patterns to allow for a variety of housing types (duplexes, triplexes, fourplexes, multi-family) and increasing densities on sites identified to accommodate the jurisdictions lower-income RHNA.
- When suballocating funds for comprehensive marketing strategies that the marketing is equitably designed and inclusive of disadvantage communities.
- Feasibility studies to determine the most efficient locations to site housing, such as those with lowest per capita vehicle miles traveled and highest access to jobs and other opportunities.
- Infrastructure planning that prioritizes infill development.
- Establishing a flexible housing subsidy pool.
- Anti-displacement strategies which may be applicable are those eligible pursuant to the program guidelines of other state housing assistance programs such as the Affordable Housing and Sustainable Communities (AHSC) Program, or policies and programs to implement the provisions of Government Code section 65583 (a)(9) and (c)(6) for preservation of assisted housing developments.
- Examples of priorities that may complement the acceleration of housing production can include consideration of practices that prohibit residential uses in areas zoned for open space, agriculture, areas considered environmentally hazardous (e.g., floodplains or high wildfire severity zone areas), or other sensitive areas.
- Feasibility for a tax increment financing tool that expedites housing development; prepare an Infrastructure Financing Plan for a tax increment financing tool to plan for future housing and housing funding. Such as Enhanced Infrastructure Financing Districts (EIFDs), Community Revitalization and Investment Authorities (CRIAs), Affordable Housing Authorities (AHAs), Infrastructure and Financing Revitalization Districts (IFRDs) and Neighborhood Infill Finance and Transit Improvements (NIFTI) districts. CRIAs have alignment with CalEnviro Screen and affordable housing requirement. [Tool comparison](#):
- Pairing Federal Opportunity Zone Program for affordable housing development
  - Developing plan to increase affordable housing development in Federal Opportunity Zones.

- Creating toolkit/project pipeline to pair Opportunity Zone funding with state affordable housing programs (such as AHSC project or Infill Infrastructure Grant with an OZ Fund)
- Examples include the Strategic Growth Council  
Transformative Climate Community in Ontario has an affordable housing project funded by state with OZ funding

### **Eligible Activity: Technical Assistance, Temporary Staffing or Consultant Needs and Other Actions**

- To build capacity develop a planning academy (educate and engage on planning processes) for staff. E.g. City of Sacramento's Citizen's Planning Academy.
- Developing regional toolkits on a variety of housing-specific topics such as objective design and development standards, housing elements, CEQA streamlining, by-right zoning, ADUs, infrastructure planning, housing finance strategies, public engagement, planning adaptation, Opportunity Zones, tax-increment financing tools, and equity and environmental justice.
- Creation of data service menus and analysis templates to support preparation of housing elements
- Assistance with sites inventories to support preparation of the housing elements
- Developing public engagement and educational strategies to build support from local elected officials, stakeholders, and the general public on a variety of housing policies that encourage affordable housing. Strategies can include workshops, campaigns, fact sheets, customizable PowerPoint slide decks, etc.,
- Creating tools to encourage the development of ADUs such as, handbooks, prototype plans and designs that can be customized to a local jurisdiction. Other tools may include web-based ADU calculators, entitlement processing assistance and websites specific to jurisdictions.
- Establishing consulting benches or circuit rider programs that can provide targeted TA on a variety of housing and land use topics in the form of training, workshops, panel discussions, and direct assistance to jurisdictions around specific housing policy areas such as housing elements, ADUs, CEQA, by-right zoning, expedited permit processing, infrastructure, equity and environmental Justice, etc.,

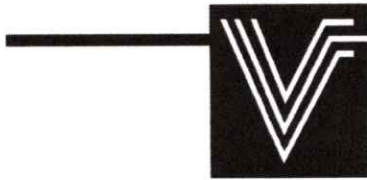
- Toolboxes that include model ordinances, templates, checklists, and handbooks that help jurisdictions comply with land-use and planning laws such as density bonus, ADUs, supportive housing, reasonable accommodation, etc.,
- Developing a peer-to-peer learning environment through facilitating regional convenings and regularly scheduled meetings where local governments can exchange best practices and share resources.
- Establishing relationship and planning housing needs with Continuum of Care
- Outreach to jurisdictions applying for/receiving emergency shelter funds to assist with planning movement from shelter to permanent homes, i.e. site and funding readiness for permanent supportive housing.
- Technical assistance on how to incorporate homelessness data into housing element updates or housing planning.
- Developing toolkits or support for planning of infrastructure financing plans for tax-increment financing tools that support housing, such as Enhanced Infrastructure Financing Districts (EIFDs), Community Revitalization and Investment Authorities (CRIAs), Affordable Housing Authorities (AHAs), Infrastructure and Financing Revitalization Districts (IFRDs) and Neighborhood Infill Finance and Transit Improvements (NIFTI) districts.
- CRIAs have alignment with CalEnviro Screen and affordable housing requirement. See [tool comparison](#).
- Identifying infill opportunity areas or sites
- Compiling and providing information about regional conservation plans and other resource-area data to preclude time-consuming conflicts related to special-status species and other resource-conservation efforts (i.e., Butte County Association of Government's assistance in General Plan updates)
- Mapping of transportation costs to facilitate assessment of the combined cost of housing and transportation
- Development of a multi-jurisdictional Housing Element and other collaborative processes to assist the preparation and implementation of housing elements
- Convening regional stakeholders to identify solutions to regional housing challenges (e.g., the Committee to House the Bay Area (CASA) process)
- Public surveys, communications planning, development of communications materials (e.g., brochures) or tools (e.g., an online game), or communications purchases (e.g., a radio spot) to support local-government housing outreach
- Establishing a Transfer of Development Rights program

- CEQA streamlining support (i.e., Sacramento Area of Council of Government's (SACOG) assists projects within its region in utilizing the SB 375 CEQA streamlining provisions. SB 375 allows for streamlined review and analysis of residential or mixed-use projects consistent with an SCS; modified review and analysis, through an expedited Sustainable Communities Environmental Assessment (SCEA), for Transit Priority Projects (TPPs) that are consistent with an SCS; and a complete CEQA exemption for TPPs that are consistent with an SCS and meet a specific list of other requirements. In each of these cases, SACOG's MTP/SCS EIR serves as a first-tier environmental document under CEQA. SACOG provides lead agencies with a CEQA streamlining worksheet to determine if projects are consistent with their region's SCS, and to help determine the appropriate CEQA streamlining.)
- Facilitating partnerships between developers, local agencies, transit providers, and State agencies to secure a diverse set of investments in key housing areas, especially to facilitate infill development with many transportation choices
- Supporting efforts to secure other public funds by publicizing grant availability or providing grant-writing or other grant-related technical support for eligible projects

### **Eligible Activity: Program Administration**


Applicants may consult with HCD to identify whether a task is an activity or administration.

- Activity costs:
  - Applicants staff time for implementation of improving RHNA methodology directly related to eligible activity 1
  - Applicants staff time to review suballocation applications from jurisdictions directly related to eligible activity 2
  - Applicants staff time to develop contracts for jurisdictions as part of suballocation directly related to eligible activity 3
- Administrative costs (max 5%):
  - Monitoring and Reporting on allocations and suballocations
  - Prepare REAP application, including staff time to participate in Steering Committee calls/meetings. Preparing invoices and supporting documentation
  - File management



**ITEM 6**

**MEMORANDUM**

**TO:** Administrative Committee  
**FROM:** Hugh Riley, Executive Director  
**SUBJECT:** VCOG Strategic Plan   
**DATE:** June 25, 2020

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Staff has developed a Draft Strategic Plan Document with some initial, proposed changes for the Committee's review and discussion.

Staff recommends that this Item be continued to the next Committee Meeting on July 23, 2020 after discussion.

ATTACHMENT – Draft 2020 VCOG Strategic Plan Update



## VENTURA COUNCIL OF GOVERNMENTS

### VCOG STRATEGIC PLAN

Revise July 2020~~Adopted July 2004~~

#### Introduction

The **Ventura Council of Governments (VCOG)** is a voluntary joint powers authority representing the 10 cities of Ventura County as well as the County whose collective goal is to facilitate cooperative sub-regional and regional planning, coordination and technical assistance on issues of mutual concern.

The various school districts, colleges and universities, special districts, regional agencies, joint power authorities, utility companies, and State and Federal agencies including Naval Base Ventura County are invited to observe VCOG meetings and may be invited to participate on issues that involve their respective issues, missions, and/or facilities.

VCOG is based on the premise that Ventura County can have more representation without more government and that issues of common concern often extend beyond the purview of a single local jurisdictions ~~or and ageneies~~agency, requiring invited participation, insight, and input from a wide range of affected interests.

VCOG works efficiently by utilizing existing resources to the greatest extent possible, collaboratively finding new ways to perform needed activities for less, while eliminating duplication of effort.

The following information is intended to provide a framework for establishing future goals and priorities for the Ventura Council of Governments.

Included:

➤ **VCOG Mission Statement**

➤ **VCOG Strategy**

The *VCOG Strategy* was developed in 2004 as theis-being-developed-as-our sub-region's 'plan'. It was the is-a result of interviews conducted with elected and appointed officials of the member cities and the county as well as some of the private sector organizations in the county. These interviews were meant to solicit input on priority issues.

➤ **General Baseline Work Program**

➤ **Potential Issues To Address**

List of issues in policy areas in which VCOG could participate.

➤ **Possible Implementation Strategies**

Programs and projects that VCOG could establish to carry out its Mission.

## Mission Statement

Work to continue to make Ventura County a unique national model of orderly development based on the Guidelines for Orderly Development with sustainable economic prosperity, equitable economic opportunity and high environmental quality and smart growth to promote economic opportunity and environmental sustainability by: (CW1)

- Promoting cooperation between the municipalities of Ventura County in the discussion of area-wide issues of mutual interest as well as advancing city-county cooperation
- Promoting cooperation and communication with school districts, colleges and universities, special districts, regional agencies, joint power authorities, utility companies, and State and Federal agencies and Naval Base Ventura County on an as-needed basis (CW2)
- Unifying Ventura County cities and the county to speak with a collective voice on important regional issues and legislative matters.
- Investigate Seeking solutions to issues of common concern through joint studies and cost-effective, multi-jurisdictional programs that lead to model ordinances, programs, and other products for use by all members. (CW3)
- Supporting members' proposals that further the objectives of the Ventura Council of Governments
- Providing a forum for communication and representation on behalf of the Ventura County cities and the county with other governing bodies and organizations in the county, as well as facilitate the exchange of ideas and information
- Increasing visibility and awareness of Ventura County as an outstanding place to live, work and play
- Balance the expressed and enacted policies and directions of the County' residents with Federal, state, judicial, or other regional mandates and directions (CW4)

## VCOG Strategy

This is the second first installment of an evolving strategy which will enable participating cities in Ventura County and the County to identify and act on issues of mutual interest or concern. As such, it is consistent with the rights and limitations prescribed in the VCOG Joint Powers Authority agreement. It is only as strong as the commitment invested by members of the council of governments and its implementation will depend on the priorities established by the members.

Objectives of the Strategy are:

- To identify areas of common concern among the 11 participating jurisdictions;
- To provide a means by which to document ideas and solutions discussed by VCOG;
- To provide a policy foundation for future VCOG planning efforts; and
- To serve as a potential blueprint for future implementation actions within the Sub-region of SCAG.

The focus of this Strategy is to find ways to capitalize on the strengths of the county and its cities at all levels of government and within the private sector. It is intended to enable individual cities and the county to better achieve their visions in collaboration with neighboring communities with whom they share common issues and goals.

## General Baseline Work Program

- A. Serve as a forum for consideration, study and recommendation on area-wide and regional problems
- B. Assemble information helpful in the consideration of problems peculiar to the County and its cities
- C. Explore practical avenues for intergovernmental cooperation, coordination, and action in the interest of its members
- D. Seek economies of scale whenever practical in the administration of governmental services
- E. Facilitate intergovernmental coordination with public and private sectors on issues common to Ventura County governmental agencies
- F. Coordinate Public Information and Outreach on issues of local government importance, as needed and/or requested

## Potential Issues To Address

### ➤ Growth Projections

- Who are we planning for - demographic characteristics of the future population in the county

### ▪ Impact and relevance of Naval Base Ventura County

### ➤ Growth Management

- Perception of diminishing quality of life
- Urban form capable of accommodating anticipated growth
- Land Use/Transportation linkages

### ➤ Housing

- Jobs/Housing imbalance
- Lack of production of diverse housing choices – ownership/rental, workforce, etc.
- Homelessness

### ▪ ~~Redevelopment agency housing set aside dollars and the ability to use them outside the defined redevelopment area~~

- Making use of existing or new federal, state and local resources for housing planning and development
- Concern of excessive administrative and economic burdens to meet requirements to build housing
- Protecting environment and existing neighborhoods
- Regional Housing Needs Allocation (RHNA)

### ➤ Integrated Waste Management

- VCOG is the Local Task Force (in accordance with Sec. 40950 of Public Resources Code) – responsible for coordinating development of the city and county source reduction and recycling elements of the countywide integrated waste management plan and for assisting in the preparation of the countywide facility siting element of the plan.
- Increased recycling
- Materials recovery and re-use

### ➤ Mobility

- Few access roads
- Inter-county traffic concerns
- Jobs/housing imbalance
- Lack of funding for infrastructure improvements investment
- Finding more effective alternative modes of travel
- ~~Coordination for transportation, land use and economic development planning in major corridors and subareas.~~
- ~~Sufficient and well-placed park and ride lots to support use of the transit system and ridesharing~~
- Use of videoconferencing and teleconferencing for businesses, residents and municipal meetings

- Goods Movement
  - Community impact on increasing truck movements
  - Impact of the growth projected for Port Hueneme and in the region
- Air Quality
  - The quality of the air that we breathe
  - Regional, state and federal air quality plans and requirements
  - Practical transportation control measures
  - Use of new technologies
- Open Space/Green Belts/Preservation of Agricultural Land
  - Conserving the open space and green belts in the face of growing land use demands and worldwide competition
  - Wildlife safety and preservation
- Water Resources and Water Quality
  - Maintaining sufficient water supply and quality in the face of growing demand
  - Water conservation and re-use
- Energy Issues
  - Adequacy of energy supply at reasonable cost in the face of growing demand
  - Community aggregation
  - Energy efficiency and conservation
  - Energy efficient building
- Public Safety & Hometown Security
  - Sustain low crime rates and safe communities
  - Juvenile Justice and anti-gang repated programs
  - Emergency preparedness
- Economic Development
  - Sustain economic vitality of the county as a whole and its individual city communities
  - ~~Lack of flexibility with use of redevelopment funds to accomplish redevelopment program goals~~
  - Job Training, re-training and educational needs
  - Competitive posture of Ventura County and its cities
  - ~~Possible federal base closure~~
  - Role of High Tech, Bio Tech, Agriculture, Trade & Tourism and other important industry clusters in the county
  - Customer service

## Possible Implementation Strategies

### ➤ Advocacy

- Legislative Forums with legislators – some social time and questions and answers
- ~~Legislative Subcommittee – to provide legislative review and VCOG action on legislation~~
- Coordinate legislative outreach, and interface on activities affecting member agencies
- Work collaboratively with League of California Cities and California Association of Counties~~California League of Cities & County Supervisors Association of California & California Councils of Government~~

### ■ ~~Mobility – Growth Management~~

- ~~Santa Barbara/Ventura Issues Subcommittee~~

### ■ ~~Integrated Waste Management Local Task Force~~

- ~~Take more proactive role in statutory responsibilities – specifically by facilitating the development, amendments and updates of countywide Integrated Waste Management Plan as the Local Task Force~~
- ~~Monitor integrated waste management through a Board subcommittee~~

### ➤ RHNA

- Coordinate consensus response to regional housing need allocations

### ➤ ~~General Plan Updates~~Issues Updates Housing Elements–, water, solid waste, open space, land use/transportation ~~linkage~~

### ➤ Information Sharing and Clearinghouse

- ~~Demographics – repository of data~~
- Web site
- ~~Newsletter focusing on city projects and innovations~~
- ~~Commercial Real Estate Web Site – coordinated information base regarding commercial/industrial opportunities in the county~~

### ➤ ~~Training~~

- ~~GIS~~
- ~~Budget~~
- ~~Crisis Management~~
- ~~Customer Service~~
- ~~Dispute Resolution~~

➤ ~~Regular~~Annual Meetings

- ~~○ With Elected officials of all agencies in the county~~
- With City Managers, planners and County CAO
- With Economic Development Agencies

➤ ~~Other Potential Collaborative Projects~~

- ~~○ Human Resources and Services — form or join an salary survey consortium~~