

INTEROFFICE MEMO



County of San Bernardino

DATE JANUARY 4, 2012

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 FROM CHRISTINE KELLY, DIRECTOR 
 Land Use Services Department

TO HONORABLE BOARD OF SUPERVISORS

Agenda Item #4

 SUBJECT COUNTY OF SAN BERNARDINO 2012 HOUSING ELEMENT UPDATE

The State's "Housing Element Law" (Housing Law) requires local governments to make plans to adequately address the housing needs for existing and projected population growth, taking into consideration affordability of available and future housing. Recognizing that the most critical decisions regarding housing development occur at the local level through a General Plan, the California Department of Housing and Community Development (HCD) requires a certified "Housing Element" as part of every General Plan. The Housing Element incorporates the housing needs and demands established by the State Regional Housing Needs Assessment (RHNA) and sets forth policies and goals to meet future housing needs.

Land Use Services Department has received RHNA numbers for the current (4th) cycle and, based on those numbers, we have prepared the 2012 Draft Housing Element Update (Draft Housing Element) for our General Plan. In our opinion, the current cycle RHNA numbers are favorable and the goals are achievable, but this cycle's numbers will expire in October 2012. We cannot predict how the numbers might change in the next cycle, so it is our goal to have the county's Housing Element adopted by the Board of Supervisors and certified by HCD during the current cycle, which can be accomplished within the following timeline:

- February 2012: Planning Commission workshop on Draft Housing Element. Workshop will include an overview of the Draft Housing Element, Disabled Access Accommodations and SB2 requirements for the siting of emergency shelters and transitional and supportive housing.
- March 2012: Submit Draft Housing Element to HCD for preliminary review and comments.
- March 2012: Community workshops in San Bernardino and Hesperia to share information about the Housing Element and gather public input.
- April – May 2012: Incorporation of community and HCD comments on Draft Housing Element and preparation of proposed Final Housing Element.
- June 2012: Planning Commission hearing and recommendation to Board of Supervisors regarding adoption of Final Housing Element.
- July 2012: Board of Supervisors hearing and action regarding adoption of Final Housing Element.
- August 2012: Adoption and enactment of ordinance.

If you would like additional information concerning the Housing Element update, please do not hesitate to contact me.

cc: Gregory C. Devereaux, Chief Executive Officer
 Board of Supervisors Chiefs of Staff

PLANNING COMMISSION WORKSHOP HANDOUT

Overview of Draft

2012 Housing Element Update

County of San Bernardino, California

February 9, 2012

OVERVIEW OF DRAFT 2012 HOUSING ELEMENT UPDATE PLANNING COMMISSION WORKSHOP

Purpose and Scope of the Housing Element

State Government Code Section 65588(a) provides that each local government shall review its Housing Element as frequently as appropriate to evaluate:

- The appropriateness of the housing goals, objectives, and policies in contributing to the attainment of the state housing goal;
- The effectiveness of the Housing Element in attaining the community's housing goals and objectives; and the progress of the jurisdiction in implementing policies and programs.

The Housing Element is a comprehensive statement by the County of San Bernardino government to the community of its broad and specific commitments to facilitate the development of housing in the unincorporated area. These commitments are expressed within an integrated framework of goals, policies, and programs. The goals of the Element are primarily based on state law, an assessment of shelter needs, and identified opportunities and constraints on the development and improvement of housing. The policies and programs of the element, taken together, form an implementation strategy to meet the goals established. As such, the Element serves to guide and direct the County's decision-making in all shelter-related matters.

Housing Elements must include the following:

- 1) Analysis of the community's demographic trends and housing needs;
- 2) Review of potential governmental, market, and environmental constraints on the maintenance, improvement and development of housing;
- 3) An inventory of resources for housing, including land suitable for residential development and infrastructure;
- 4) Evaluation of accomplishments toward meeting the goals and objectives of the prior Housing Element;
- 5) A plan for addressing identified needs, including goals, policies, programs and quantified objectives.

Major Changes in the 2012 Update – Highlights of Changes

It is also the purpose of the Housing Element to outline the findings of this evaluation or an update and any revisions to existing policies and programs that are adopted in response to these findings.

This 2012 Element updates the 4th Cycle of the County's previously adopted 2007 Housing Element which was for the 3rd Cycle. Major changes between the 2012 Element and the 2007 version are as follows:

- Inclusion of the Southern California Association of Governments (SCAG) Regional Housing Needs Assessment (RHNA), July 2007, for the 2006-2014 planning period.
- Discussion of County Reasonable Accommodation Ordinance. This Ordinance is anticipated to be presented to the Planning Commission during the February 23, 2012 meeting.
- Discussion of County Green Building Ordinance.
- Updates of County policies regarding emergency shelters, transitional and supportive housing and single room occupancy (SRO) developments. By May 2012, but in no case later than 12 months from the adoption of this Housing Element, the requirements of California Government Code §§ 65582, 65583 and 65589.5 (SB 2) shall be adopted into the County Development Code. New provisions shall be added to the Code to encourage and facilitate the siting of emergency shelters and to expedite the approval of emergency shelters and transitional and supportive housing.
- Updates of County building and development data.



Regional Housing Needs Assessment (RHNA)

Pursuant to State Housing Element Law (Government Code Section 65584, e seq.), the Department of Housing and Community Development Department (HCD) is required to determine Southern California Association of Government's existing and projected housing need. The RHNA is a "distribution of housing development capacity" that each city and county must zone for in a planning period. The housing element is a planning document, requiring the community or county to plan for meeting its "fair share" of regional housing needs.

The County of San Bernardino is a part of Southern California Association of Governments (SCAG). For SCAG, the State Department of Housing and Community Development Department (HCD) RHNA Determination is made on the basis of growth projections and demographic data available at the time of the assessment, including census data and other estimates published by the American Community Survey (ACS).

The County of San Bernardino RHNA allocation for the 4th Cycle 2006 - 2014 planning period was a construction target of 20,623 dwelling units. Actual building data collected from January of 2007 to December 31, 2010 indicates only 3,127 units were constructed which is a 15.2 % achievement. To have been on an achievable track, the construction total by the end of 2010 should have been approximately 50% or 10,311 units by December 31, 2010. The 2006 data were not included due to an appeal process outcome which became effective in 2007 regarding the Regional Housing Needs Assessment for the time-period of 2006 -2014.

This 2012 Update of the Housing Element is for the 4th Cycle, which is required to be finalized for certification by the State of California Department of Housing and Community Development (HCD) by October 2012. If the 4th Cycle Update is not certified by October 2012, then the 4th Cycle Housing Element RHNA Allocation **will be carried over and added** to the 5th Cycle Housing Element RHNA Allocation.

The Housing Element incorporates the housing needs established by the Regional Housing Needs Assessment (RHNA), and sets forth policies and programs designed to meet housing needs for each income level. The 4th Cycle RHNA numbers for the 2006 - 2014 planning period are presented in Table A.

Table A
Regional Housing Needs Allocation Progress
Permitted Units Issued by Affordability

Enter Calendar Year starting with the first year of the RHNA allocation period. See Example.			2006	2007	2008	2009	2010	2011	2012	2013	2014	Total Units to Date (all years)	Total Remaining RHNA by Income Level
Income Level		RHNA Allocation by Income Level	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9		
Very Low	Deed Restricted	4,802										121	4681
	Non-deed restricted		N/A	72	10	28	11						
Low	Deed Restricted	3,324										301	3023
	Non-deed restricted		N/A	208	45	36	12						
Moderate	Deed Restricted	3,899										755	3144
	Non-deed restricted		N/A	505	105	66	79						
Above Moderate		8,598	N/A	1,482	195	211	62					1950	6648
Total RHNA by COG. Enter allocation number:		20,623	N/A									3127	17,496
Total Units ▶▶▶				2,267	355	341	164						
Remaining Need for RHNA Period ▶▶▶▶▶													

Greenhouse Gas and Sustainable Communities

Chapter 728, statues of 2008 (SB 375) strengthened coordination of housing and transportation planning and requires Metropolitan Planning Organizations (MPOs) to develop new Sustainable Communities Strategy (SCS) in the Regional Transportation Planning (RTP) to achieve greenhouse gas emission reductions and ensure that the SCS accommodates the RHNA Determination. Amendments to the law include revisions to the RHNA schedule, methodology and also definitions addressing the RHNA projection period, housing element planning period, and coordination with updating the RTP.

In assessing SCAG regional housing need, HCD considered the critical role housing plays in development sustainable communities and supporting employment growth. For the 2014 – 2021 planning period, the range of housing need considered the extraordinary uncertainty regarding national, State and local economies and housing markets.

For the 5th Cycle RHNA **only**, HCD made an adjustment to account for the abnormally high vacancies and unique market condition due to prolonged recessionary conditions, high unemployment and unprecedented foreclosures.

As opposed to the 4th Cycle RHNA allocation of 20,623 dwelling units, the 5th Cycle Draft RHNA Allocation released by SCAG in December 2011 for the 2014 – 2021 planning period is only 39 units for the entire unincorporated area of the County of San Bernardino. It is critical that the County receive certification of the 4th Cycle Housing Element on time, to avoid the penalty of carrying over the remaining 4th Cycle RHNA allocation of 17,496 additional units.

Additionally, jurisdictions that fail to adopt a Housing Element update within 120 days of the statutory deadline of October 2013 for the 5th Cycle will revert to a 4 year update cycle rather than the new 8 year planning cycle.

The 5th Cycle Housing Element update will include extensive updates and public involvement, and will be presented to the Planning Commission and the Board of Supervisors prior to submittal to HCD for certification by October 2013.

Relationship to the County General Plan

The Housing Element promotes the development of a wide variety of housing to meet the needs of all economic segments of the community. While this goal is a high priority for the State, the County must achieve housing goals while maintaining internal consistency among the other elements of the General Plan. The Housing Element correlates all housing issues into a set of coherent development policies. The goals, policies, and programs of this element relate directly to other elements and issues addressed in the General Plan, and the complete Housing Element is separately bound. A summary version of the Housing Element is included in the body of the General Plan text and includes all goals, policies and programs.

Goals, Policies and Program Accomplishments General Plan Annual Report Relevant to the 2012 Update

The 2010 General Plan Annual Report contains a comprehensive assessment of the implementation of goals, policies and programs in the Housing Element. Approximately 74% of these goals, policies and programs are accomplished by the development review process. Approximately 26% of the remaining goals, policies and programs are implemented or are in development by County departments or agencies, depending on the availability of staff time and funding (See Attachment 1)

Next Steps – Time Line

- › March 2012: Submit 4th Cycle Draft Housing Element Update to HCD for preliminary review and comments.
- › March 2012: Community workshops in San Bernardino and Hesperia to share information about the Housing Element and gather public input.
- › April – May 2012: Incorporation of community and HCD comments on Draft Housing Element and preparation of proposed Final Housing Element
- › June 2012: Planning Commission hearing and recommendation to Board of Supervisors regarding adoption of Final Housing Element.
- › July 2012: Board of Supervisors hearing and action regarding adoption of Final Housing Element.
- › August 2012: Adoption and enactment of ordinance.
- › September 2012: Submit 4th Cycle Final Housing Element Update to HCD for Certification.

Attachment 1 – 2010 General Plan Annual Report – Goals, Policies and Programs Update

The following are some highlights from different County departments of the implementation of the 2007 Housing Element Update goals, policies or programs in 2010.

H 1.4 - Program 1 - Continue to identify ordinances nonessential to health and safety that act as contributing factors to the high cost of housing and assist the development of housing for elderly and handicapped people.

Land Use Services Department

It is anticipated that the Reasonable Accommodate Ordinance (RAO) will be presented to the Planning Commission on February 23, 2012 to become part of the Development Code. This Ordinance will provide a process for persons with disabilities to request reasonable accommodation in regard to relief from the various land use, zoning, or building laws, rules, policies, practices, and/or procedures of the County. The RAO is proposed in its design to review zoning ordinances and permit processing to ensure that they are not inhibiting the development of housing for persons with disabilities.

Community Development and Housing Department (CDH)

CDH has not identified any specific ordinances that hinder the development of housing for elderly or the disabled. The nature of the improvements contributes to the higher cost of development and without financial assistance may deter that type of development.

H 1.5 - Review the current housing and infrastructure expenditures and programs of the various departments and agencies to determine where they are implemented geographically, especially in cities or in the unincorporated areas, and develop strategies to target the resources where they will most benefit the County.

Community Development and Housing Department (CDH)

Most recent housing development has been concentrated in the High Desert region such as Barstow and Victorville. Upcoming housing projects are projected to be concentrated in the inland valley region. Infrastructure projects funded through CDH are dispersed throughout the county.

H 1.5 - Program 1 - Identify and target housing and needed infrastructure resources for the greatest benefit.

Community Development and Housing Department (CDH)

A hindrance to the development of affordable housing in the unincorporated areas of the county is the availability of public sewer services.

Economic Development Agency

EDA created a countywide map of zoning to assist developers in identifying the locations they should consider. Ongoing efforts in progress and currently is in planning process (CEDDS or EDA strategy)

H 2.4 - Program 1 - Continue to provide affordable housing for elderly or disabled persons.

Community Development and Housing Department (CDH)

The creation of affordable housing for seniors continues to be a component of affordable housing projects financed through CDH. A senior project is currently underway and will provide 74 units in the valley area. Affordable senior housing projects are projected to be recommended for future funding.

H 3.1 - Continue the voluntary occupancy inspection program available to prospective buyers of residential property and increase public awareness of this program.

Department of Environmental Health Services (EHS)

Code Enforcement enforces this activity for this policy.

H 3.3 - Program 1 - Continue to provide loans to very low-, low-, and moderate-income owner-occupants to correct deficiencies and bring residences up to minimum housing quality standards.

Community Development and Housing Department (CDH)

CDH continues to offer a single family rehabilitation loan program up to \$60,000. Due to the drastic reduction in property values and the advent of reverse mortgages, otherwise eligible applicants have not received rehabilitation loans due to insufficient equity. Consequently, loan activity has dropped considerably.

H 3.4 – Program 1 - Continue to provide grants for repair of owner-occupied residences of senior and handicapped citizens.

Community Development and Housing Department (CDH)

Funding is available through FY 11-12 but will be renegotiated with the 15 participating cities and districts for the period of FY 2012/13-2014/2015. The maximum grant is \$5,000. The program serves approximately 110 households each year.

H 3.5 – Program 1 - Continue to provide safe and sanitary housing to lower-income households.

Community Development and Housing Department (CDH)

All recipients of CDBG, HOME or ESG funding are at or below 80% of the AMI. Assistance for both temporary and permanent housing units are inspected to ensure units are safe and sanitary.

H 3.6 – Program 1 - Continue to fund renovation of substandard housing.

Community Development and Housing Department (CDH)

Funding continues to be available for renovation of owner occupied single family residences and multifamily affordable housing are performed under minimum rehabilitation standards that are aligned with both local and federal standards.

H 3.7 – Program 1 - Provide loans to both for-profit and non-profit developers of affordable housing to acquire and/or rehabilitate existing low-income rental units.

Community Development and Housing Department (CDH)

CDH continues to fund affordable housing projects with both for-profit and non-profit developers. HOME funds ranging from \$2M-\$4M are available annually. A total of 3 acquisition/rehab projects were funded through the HOME program for a total of \$2.75 million during FY 10-11

H 3.9 - Provide targeted code enforcement programs to assist with neighborhood and housing unit rehabilitation.

Department of Environmental Health Services (EHS)

The Proactive Community Enhancement (PACE) program has been developed by Code Enforcement for implementation in targeted areas of the unincorporated communities of Fontana, Valley of Enchantment, Bloomington, and Muscoy. PACE is designed to enhance health and safety, community standards and to combat blight and deteriorating property values through intensive inspection, outreach, education, and proactive enforcement of county and state ordinances and codes in these targeted areas. The PACE team will consist of three Code Enforcement Officers supervised by one existing Code Enforcement Supervisor.

H 3.10 - Program 1 - Reduce neighborhood blight by improving vacant properties and make recycled affordable housing available to homebuyers.

Community Development and Housing Department (CDH)

The county has partnered with IEERC for the acquisition, rehabilitation and resale of foreclosed homes.

H 4.2 – Program 1 – Offset the loss of federally subsidized housing units in the County that are nearing fulfillment of their original financial commitment.

Community Development and Housing Department (CDH)

CDH continues to fund multi-family affordable housing projects. As funding continues to reduce, the replenishment of units will not keep pace with those fulfilling their original financial commitments.

H 4.2 – Program 1 – Offset the loss of federally subsidized housing units in the County that are nearing fulfillment of their original financial commitment.

Community Development and Housing Department (CDH)

Traditionally a 20 year affordability period has been placed on the multi-family projects. An additional affordability period can be implemented through the loaning of rehabilitation funds. Going forward, longer affordability periods may be required for new developments.

H 5.3 – Program 1 – The current down payment assistance program allows financing of manufactured housing permanently affixed on private land per State standards.

Community Development and Housing Department (CDH)

The current down payment assistance program allows financing of manufactured housing permanently affixed on private land per State standards.

H 5.5 – Continue to educate displaced individuals needing housing information.

Community Development and Housing Department (CDH)

CDH contracts with a variety of service providers to provide housing information to displaced individuals.

H 5.8 - Continue to form partnerships with nonprofit organizations, public agencies, other community-based organizations, and housing developers to increase ownership opportunities for very low- and low-income households.

Community Development and Housing Department (CDH)

CDH partners with a variety of organizations by providing long term financing either for the construction of or the rehabilitation of existing units.

H 5.8 – Program 1 – Produce additional homeownership opportunities for lower income households in collaboration with nonprofits, such as Housing Partners I (HPI), redevelopment agencies, and bond-financed single-family housing developers.

Community Development and Housing Department (CDH)

The County continues to offer a home buyer assistance program utilizing HOME funds. The County has deferred bond allocations to California Rural Home Mortgage Finance Authority for implementation of down payment assistance.

H 5.9 – Program 1 – Continue to increase ownership opportunities for households that have difficulty in obtaining traditional financing. Bonds are repaid from property owners’ mortgage payments.

Community Development and Housing Department (CDH)

The County CDLAC bond allocation was assigned to California Rural Home Mortgage Finance Authority. A total of 105 homebuyers were assisted through those programs.

H 5.11 – Program 1 – Provide down payment, closing cost, and gap financing assistance for eligible prospective homebuyers through various funding sources.

Community Development and Housing Department (CDH)

The County continues to fund home buyer assistance providing gap funds and closing costs. The maximum gap assistance is \$54,000 plus up to 3% of the sales price contributed to closing costs. In FY 09-10 25 households received assistance.

H 5.14 – Program 1 – Provide funds for use by CHDOs for new construction, acquisition, and/or rehabilitation of affordable rental housing.

Community Development and Housing Department (CDH)

The County continues to receive HOME funds that are utilized to provide gap financing for CHDOS.

H 5.20 – Program 1 – Continue working with developers to submit proposals for funding assistance to facilitate special needs housing. Examples include Section 202 program funds for senior and disabled housing projects and SUPERNOFA Homeless Program grant funds.

Community Development and Housing Department (CDH)

Developer projects utilizing HUD 202 funding for seniors consistently respond to the department HOME RFPs. During FY 09/10, 1 project was funded for \$2M and will provide 74 units.

H 8.6 - Transitional Housing Program and Homeless Services.

Community Development and Housing Department (CDH)

CDH provides funds to service providers for the purpose of providing transitional housing and homeless services.

H 9.1 - Continue to evaluate and update the General Plan with reference to the County's housing needs.

Community Development and Housing Department (CDH)

The County recently completed an Analysis of Impediments to Housing (2010) that indicates that affordability, large family units and units for seniors/disabled are needed to address rental housing needs.

H 10.2 - Annually prepare and file Grantee Performance Reports with the Federal Department of Housing and Urban Development.

Community Development and Housing Department (CDH)

CDH prepares the Consolidated Annual Performance and Evaluation Report (CAPER) annually which summarizes the accomplishments of Community Development Block Grant, HOME and Emergency Shelter Grant funding.

H 10.2 – Program 1 - Continue to assess federally funded housing development projects.

Community Development and Housing Department (CDH)

Housing projects funded with CDBG and HOME funds require site inspections and desk audits at various intervals during the affordability periods.

H 10.3 - Program 1 - Store and retrieve housing-related information.

Community Development and Housing Department (CDH)

Housing data is collected and stored during the preparation of the 5 year Consolidated Plan and the Analysis of Impediments processes.

H 10.6 - Monitor housing opportunities.

Community Development and Housing Department (CDH)

CDH releases a RFP annually to receive multifamily housing proposals. The size and nature of the proposals shows trends on the types of housing that is needed.

H 10.6 - Program 1 - Monitor the progress in providing housing opportunities.

Community Development and Housing Department (CDH)

Affordable housing continues to be an issue in the County as reported in the Analysis of Impediments report completed in 2010. The infusion of the Neighborhood Stabilization Program funds has provided an opportunity to make a difference in the area of affordable rental units.

H 10 H 10.7 - Monitor the progress addressing homeless issues.

Community Development and Housing Department (CDH)

The Office of Homeless Services monitors the progress in addressing homelessness issues for the County

H 10.7 – Program 1 - Monitor the progress in addressing homeless issues.

Community Development and Housing Department (CDH)

The County received \$3M in Homelessness Prevention and Rapid Re-Housing funds in 2009 from HUD. Those funds are to stabilize rental households in their current units or assist displaced households become rehoused. Funds must be 100% expended by September 2012. The funds were awarded to four service providers that provide services throughout the county.

H 10.9 - Monitor jobs/housing programs.

Community Development and Housing Department (CDH) and Economic Development Department

CDH has ongoing efforts in progress. In addition, Workforce Development Department administration reviews the performance of its job programs on a monthly basis. Workforce Development Department, a department within EDA, has consistently met or exceeded all program performance measures. Additionally, Workforce Development Department, a department within EDA, has assigned staff to seek out and evaluate new job programs that would expand or enhance existing programs. CDH has ongoing housing programs where they partner with the Redevelopment Agency, Housing Authority and other agencies.

H 10.9 – Program 1 - Monitor success of programs designed to balance the jobs with housing opportunities.

Community Development and Housing Department (CDH) and Economic Development Department

Workforce Development Department continues to work with CDH to develop a methodology that will effectively measures the success of these programs. Both rehabilitation and new construction projects generate employment in the construction and supply sector of the local economy.

H 11.4 - Program 1 - Continue to reduce the length and number of vehicle trips, which, in turn, reduces congestion and air pollutant emissions, while preserving the unique character of the individual regions.

And;

H 11.6 - Program 1 - Continue to reduce the length and number of vehicle trips, encourage use of public transportation, reduce vehicle emissions, and provide for a variety of lifestyle choices located convenient to travel requirements.

Human Resources Department (HR)

HR - Commuter Services (HR-CS) administers the County's rideshare programs that are aimed at improving air pollution and traffic congestion through reducing the number of employee commutes. To encourage participation, HR-CS currently offers a range of incentives to County employees. In an effort to increase participation, HR-CS will introduce enhanced benefits and incentives to County employees. Some examples of current and future incentives include:

- \$2 per day incentive for the first 3 months of participation in the County's rideshare programs is offered by HR-CS, in collaboration with Inland Empire Commuter Services (IECS), a joint project of Riverside County Transportation Commission (RCTC), and San Bernardino Associated Governments (SANBAG).
- \$25 gas cards for eligible carpool and vanpool program participants.
- Gift certificates for car washes for eligible carpool and vanpool program participants (2011).
- \$25 gift certificates to Big 5 Sporting Goods for eligible transit, walk, and bike to work program participants (2011).
- Invitations to the annual rideshare luncheon event.

The County's vanpool program is maintaining participation levels; however, other strategies are being evaluated to encourage vanpool ridership. HR-CS is seeking ways to improve the vanpool commute by upgrading the vanpool vans to include amenities to provide a roomier and more comfortable ride. HR-CS is also exploring options to lower vanpool member rates such as offering subsidy-incentives and rate reductions. Improving the vanpool commute experience at a lower cost to employees will encourage more participation in the program.

Additionally, in 2011, the Human Resources Department, working collaboratively with the Fleet Management Department, will introduce a new carpool program that is expected to increase the County's rideshare participation.

The carpool program will be implemented in two phases as follows:

Phase One

- HR-CS will increase its fleet of vehicles from 22 vanpool vans by adding an additional 15 4-passenger Hybrid cars that are already within the Fleet Management fleet of vehicles.
- Ridesharing employees will be assigned County vehicles for the exclusive use of commuting to and from work.
- The program will be cost neutral to the County as all costs will be completely funded by the ridesharing participants of each carpool.

Phase Two

- Under the administration of HR-CS, rideshare participants will use department assigned vehicles during non-business hours for the purpose of commuting to and from work.
- Participating departments will share the fixed cost of each vehicle with the group of employees who use the vehicle for carpooling.

It is anticipated that once fully established, this program will increase ridesharing participation and the use of clean air vehicles. County departments and ridesharing participants will also realize a cost savings benefit.

In the past, financial incentives have been the most effective strategy for increasing participation in commute reduction programs. It is anticipated that this strategy will continue to work going forward.

In 2011, HR-CS plans to enhance the existing bike to work and transit programs. Eligible bike to work participants will be offered reimbursements of up to \$20 per month for qualified bicycle expenses under IRS Code Section 132 (f).

In conjunction with the pre-tax benefit already in place, eligible transit pass program participants will receive a \$4 per month subsidy towards the purchase of monthly bus passes.

HR-CS continually works to improve communication and outreach efforts to educate the County's employees of the many benefits of ridesharing.