

CITY/COUNTY MANAGERS TECHNICAL ADVISORY COMMITTEE

THURSDAY, May 5, 2016

******10:00-11:00 A.M.******

LOCATION:

SANBAG
Board Room - First Floor Lobby
1170 W. 3rd Street, 2nd Floor, San Bernardino, CA 92410

Introductions

Council of Governments

- **Government to Government e-Recording Demonstration** – Joanie Finwall, County Recorder's Office

Demonstration by the County Recorder of a program to allow local governments to electronically record documents.

- **Mobile Source Air Pollution Reduction Review Committee (MSRC) Funding and Work Program** – Duane Baker, SANBAG

Announcement of upcoming workshops to determine the next MSRC work program and the types of local projects that will receive funding. SANBAG will be coordinating a meeting to help our region prepare for the workshop so that our needs are clearly defined and communicated to MSRC.

Transportation

- **Discussion of Future of Gas Tax Funding**

A roundtable discussion of the impacts of decreasing Gas Tax revenue and State proposals to address the issue. (**Attachment No. 1**)

- **Development Impact Fee Review Update** – Tim Byrne, SANBAG

As part of the recent update to the Development Mitigation Nexus Study, Valley and Victor Valley jurisdictions are requested to update local fee programs to ensure that development impact fees are sufficient to cover the local development share identified in the Nexus Study for interchange, grade separation and arterial improvements. Updated fee program information must be submitted to SANBAG to maintain consistency with the CMP. (**Attachment No. 2**)

Legislative Matters

- **League of California Cities Update** – Laura Morales, League of California Cities

City/County Manager Issues

- **City Manager Peer-to-Peer Support Program Ideas** – Ray Casey, Yucaipa
The Cal-ICMA Survivor Skills Project developed a draft of Peer Support Program Ideas (attached) and would like Area Manager Groups to discuss the ideas, provide feedback, and consider taking on one of the suggestions as a pilot program to be evaluated further. (Attachment No. 3)
- **ICMA Range Rider Update** – A.J. Wilson, ICMA

Public Comments

Comments from the general public

Adjournment

Our next scheduled meeting date is Thursday, June 2, 2016

Meeting Procedures and Rules of Conduct

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

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

Agendas – All agendas are posted at 1170 W. 3rd Street, 1st Floor, San Bernardino at least 72 hours in advance of the meeting. Staff reports related to agenda items may be reviewed at the SANBAG offices located at 1170 W. 3rd Street, 2nd Floor, San Bernardino and our website: www.sanbag.ca.gov.

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

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

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

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

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

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

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

California Road Charge Pilot

HELP FIX CALIFORNIA'S ROADWAYS, ONE MILE AT A TIME.



CaliforniaRoadChargePilot.com

January 2016

OUR ROADWAYS ARE DETERIORATING

As Californians, our transportation system is facing a serious problem. Historically, annual investment in roadway maintenance and preservation hasn't kept pace with needs.

Making the problem worse, the money collected to pay for roadway maintenance and repair has declined each year since 2007. Having less money to repair our roadways means that our transportation system will continue to get worse each year without funds to maintain them.

WHY IS THIS HAPPENING?

Aging Roadways - The majority of our major roadways are more than 40 years old and have reached or exceeded their design life. The older our aging roadway system gets, the more repairs it needs.

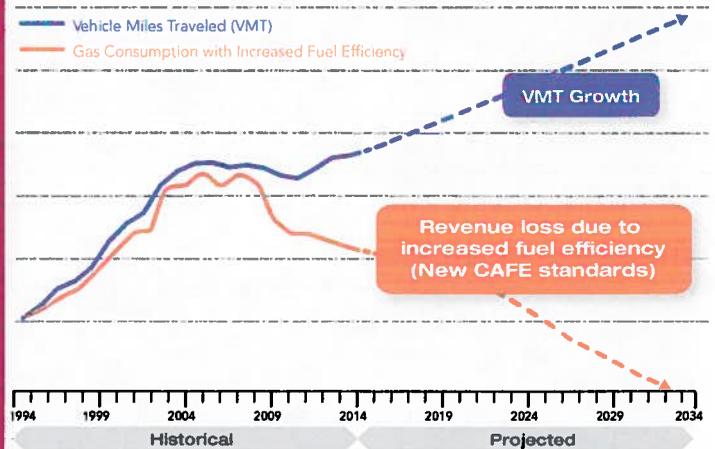
Shrinking Funding - The base excise gas tax (currently a fixed 18 cents per gallon of gas sold) is the primary source of funding used to pay for road repairs. The base excise gas tax has not been raised in more than 20 years. Inflation has decreased the buying power of the gas tax by approximately 50 percent. In other words, 18 cents in 1994 is worth about 9 cents today.

Increased Costs - Despite major efforts to reduce costs and increase efficiencies, the cost of maintaining and replacing our roadways continues to rise significantly.

More Fuel-Efficient Vehicles - High fuel-efficiency cars, like hybrids and electric vehicles, are currently paying little or no base excise gas tax. They are contributing only a fraction to the overall cost of road repairs.

Today, nine out of the top 15 hybrid markets in the U.S. are located in California. As a result, less gas is sold, which means less money is available to pay for road repairs and maintenance.

California Revenue Loss Due to Increases in Fuel Economy



The chart above shows that roadway use will continue to increase, and that our current funding mechanism is declining significantly. We must correct the falling funding trend as soon as possible. The shortfall between actual roadway needs and funding availability is already in the billions of dollars annually.

HOW SERIOUS IS THE PROBLEM?

A 2012 RAND Corporation publication states, "Transportation funding shortfalls will grow even more acute in the coming years as improved vehicle fuel economy and the adoption of alternative-fuel vehicles will reduce federal and state fuel tax revenues by billions of dollars per year." Because these trends will continue, now is the best time to begin studying alternative funding mechanisms before it is too late.

According to the 2015 Ten-Year State Highway Operation and Protection Program Plan, Caltrans will need approximately \$80 billion over the next ten years to address current and future needs of the state highway system—a projected funding shortfall of nearly \$57 billion in available revenue.



2 Increase the Vehicle License Fee (VLF) or the Vehicle Registration Fee (VRF): By law, the VLF and VRF are dedicated to specific activities. The VLF pays for local government services. The VRF pays for motorist services such as the CHP and the DMV. Currently, no VLF or VRF funds are available for maintenance or preservation of our roadways.

Could it be done? Yes, but it would likely be very publicly and politically unpopular. California voters have repeatedly turned this option down at the polls. Also, a VLF or VRF increase doesn't account for actual road usage. A motorist who drives 2,000 miles per year pays the same amount as someone who drives 20,000 miles per year.

Could it raise enough money? Yes, but the increase would need to be set quite high (perhaps double its current fee level), and new legislation would need to be created to redirect a portion of the funding to road repairs and maintenance.

3 Tolling: Tolls are user fees charged to drivers who choose to drive in special express lanes or on dedicated toll roads.

Could it be done? Not on a broad scale. Federal law restricts tolling on existing roads and would certainly be unpopular. Land for new toll facilities is scarce. California has several dedicated toll roads and tolled express lanes in metropolitan areas. Senate Bill (SB) 194 signed into law in October 2015 expands the potential for toll facilities in California, however tolling is predominately viewed as a method for increasing efficiency of the system and not as a revenue generating option. The revenues generated by these facilities support maintenance, operations and in some cases, debt payments of those facilities.

Could it raise enough money? No. Tolls can help build, finance and maintain new and existing toll roads, but they won't generate enough money to pay for the rest of the transportation system.

4 Road Charge (RC): A Road Charge is a "user pays" funding concept where drivers pay for maintenance and upkeep of the State roadway network based on how much they drive. This is much like water, electricity and other utilities. The more you use, the more you pay. In the case of RC, drivers pay for their roadway usage based on distance they drive on public roads. This method appears to be equitable as it charges based on road usage, regardless of the type and fuel efficiency of the vehicle driven.

Could it be done? Yes. After 12 years of study and two pilot programs, the state of Oregon passed legislation in 2013 to begin transitioning from the gas tax to a RC model. Although a California RC model would likely have some differences from what Oregon has done, it is feasible.

Could it raise enough money? Yes, provided the rates are set adequately and that there is an automatic indexing mechanism to adjust the rates as needed to keep pace with inflation and increasing road repairs and maintenance costs.

WHAT IS THE GOAL OF AN IDEAL FUNDING SOURCE

An ideal funding source for roadway maintenance would be equitable (fair to everyone), sustainable (reliable and stable over time), and support future innovation. California's reliance on the gas tax is clearly unsustainable.

WHAT ARE SOME FUNDING OPTIONS?

1 Increase the Gas Tax: Increasing the state gas tax is simple, and the option is certainly available.

Could it be done? Yes, it could be done in the short term, but attempts to raise the gas tax have been unsuccessful for more than 20 years.

Could it raise enough money? Yes, a significant increase could generate the needed short-term funding, but as more fuel-efficient and electric vehicles use the roads, this option would not raise the necessary funding without frequent increases. Due to the widening differences in contributions by vehicles of varying fuel economies, this option would also place more burden of funding our road maintenance and repair on those driving less fuel-efficient cars.

WHAT'S HAPPENING AT THE FEDERAL LEVEL?

In December, Congress passed and the President signed into law the Fixing America's Surface Transportation (FAST) Act. It is the first long-term authorization since 2005's SAFETEA-LU, which expired in 2009.

In the FAST Act, Congress recognized the need to explore a user fee model (road charge) as an option to maintain the long-term solvency of the Federal Highway Trust Fund. The enactment of the FAST Act created a five-year, \$95 million grant program which is eligible to a state or group of states to test the design, acceptance, and implementation of a future road charge alternative revenue mechanism.

WHAT ARE OTHER STATES DOING?

California is not alone. At least 22 other states are struggling with shortfalls in their transportation funding, which is due primarily to an over-reliance on the gas tax.

Other states that have studied an RC model, such as Oregon, Washington and Nevada are finding that RC has the potential to deliver reliable, long-term funding that is also fair.

IS CALIFORNIA GOING TO IMPLEMENT RC?

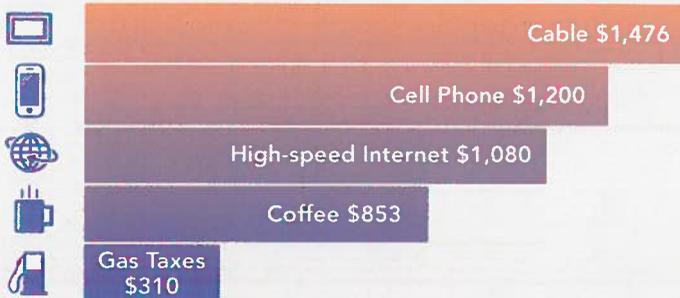
At this point, no decisions have been made, other than to conduct a Demonstration Program to study the feasibility of RC as a potential source of equitable and sustainable funding for maintaining and preserving our roadway system.

On September 29, 2014, Governor Brown signed SB 1077 into law. Under the requirements of SB 1077, the California Transportation Commission (CTC) formed a RC Technical Advisory Committee (TAC). The TAC reviewed alternatives and developed recommendations on the design and evaluation criteria for a RC Demonstration Program, presenting them to the Secretary of the State Transportation Agency (CalSTA) in December 2015. Based on the recommendations of the TAC, by July 1, 2016, CalSTA will implement a Demonstration Program to identify and evaluate issues related to the potential implementation of a RC program in California. CalSTA will report on the results of the Demonstration Program to the CTC and Legislature prior to June 30, 2017.

HOW MUCH DOES THE AVERAGE DRIVER PAY FOR ROADS ANNUALLY?

The average California driver pays \$310 per year in gas taxes (which includes federal, state and local gas and sales taxes). The total gas tax is about 60 cents per gallon. Only the base excise gas tax (18 cents per gallon) goes to road repairs and maintenance. The remaining 42 cents per gallon is split among major roadway expansion and rehabilitation, local needs and mass-transit projects.

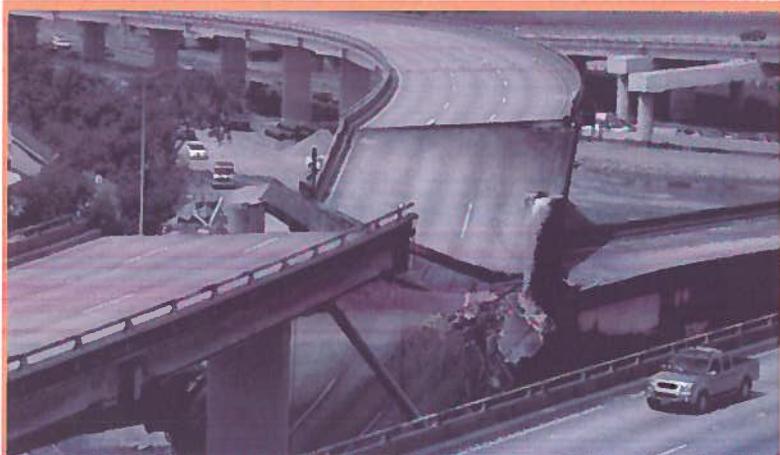
Average Annual Cost of Select Items



The amount the average California driver pays to support maintenance and repair of our roadways is significantly less than what they spend for other necessities.

TAC PILOT RECOMMENDATIONS:

- 5,000 participants statewide – include a broad cross-section of individuals, households, businesses, and at least one government agency.
- Diversity in vehicle types – vehicles reflective of the fleet currently using California's road network.
- Commercial and State account managers – offer drivers a choice in account managers.
- Multiple mileage reporting methods – offer drivers a choice in either manual or automated mileage recording methods including one which does not require any mileage reporting.
- Protect privacy – pilot should feature specific governance, accountability, and legal protection approaches for protecting privacy.
- Ensure data security – the pilot will test ten data security features.



Road Charge Activity Timeline

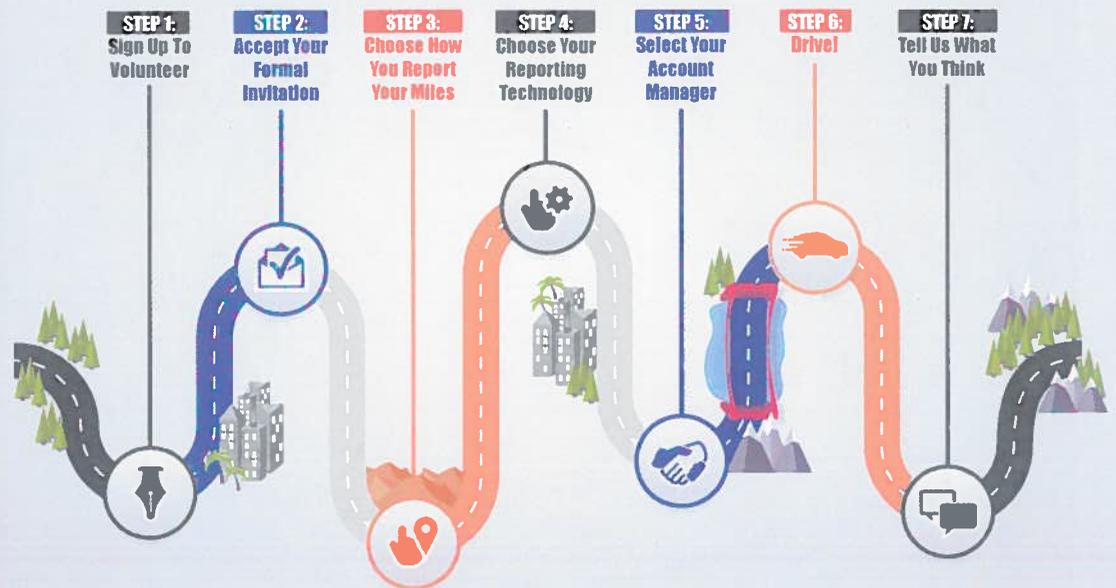
Pilot Development
January 2016

Live Pilot
July 2016

Final Report
to Legislature
June 2017

Recommendations
to Legislature
December 2017

A STEP BY STEP PROCESS FOR VOLUNTEERS



KEY QUESTIONS ABOUT RC

How does the California RC pilot work?

The California RC pilot is a field trial of road charging concepts. Volunteers throughout California will test various road charging methods to identify and evaluate issues related to the potential implementation of a RC program and to assess the potential for mileage-based revenue collection for California's roads and highways as an alternative to the gas tax system. At a minimum, the pilot will:

1. Analyze alternative means of collecting road usage data, including manual alternatives that do not rely on electronic vehicle location data.
2. Collect a minimum amount of personal information including location tracking information, necessary to implement the road charge program.
3. Ensure that processes for collecting, managing, storing, transmitting, and destroying data are in place to protect the integrity of the data and safeguard the privacy of drivers.

Will the pilot cost volunteers money?

No, there will be no out of pocket costs required for pilot participants. In fact, the pilot will not actually collect fees from participants, but will give participants the choice of submitting a simulated payment via mail or a secure website for testing purposes.

Does RC require a location-based device in every car?

No, a location-based device is not required for RC. California is studying a number of ways to measure distance travelled without location-based technology, ranging from flat annual fees to manual odometer reading to automated reporting of distance only (without vehicle location information).

What about privacy?

SB 1077 specifically requires that privacy implications are taken into account, especially with regard to location data. Privacy issues were addressed through the TAC process and privacy protections will be incorporated in the pilot.

How will the RC be tested during the pilot?

The pilot will give participants several options for reporting mileage, including several which do not require technology in the vehicle and one which does not require any mileage reporting. These options include:

- Time permit: Similar to a vehicle registration fee, the participant purchases unlimited road use for a specific period of time.
- Mileage permit: The participant pre-pays to drive a certain number of miles.
- Odometer charge: The participant pays a fee per mile based on periodic odometer readings.
- Automated mileage reporting: In-vehicle equipment reports mileage traveled to a third party account manager which invoices the participant. The equipment also provides an option of allowing for reporting of general location data so the participant is credited for travel out-of-state or on private roads. Technology options recommended by the TAC for this option include in-vehicle telematics, smartphone apps, and plug-in devices for the vehicle's OBD-II data port

How can I volunteer for the pilot program?

Signing up for pilot is easy. Our website will step you through the volunteer sign-up process at www.CaliforniaRoadChargePilot.com.





San Bernardino Associated Governments

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•San Bernardino County Transportation Commission •San Bernardino County Transportation Authority
•San Bernardino County Congestion Management Agency •Service Authority for Freeway Emergencies

DATE: April 18, 2016

TO: Valley and Victor Valley City/County Manager Technical Advisory Committee Members

CC: Valley and Victor Valley Transportation Technical Advisory Committee Members

FROM: SANBAG staff

SUBJECT: Request for Valley and Victor Valley Jurisdictions to Update Their Development Impact Fees for Measure I Projects

On February 3, 2016, the SANBAG Board of Directors approved the 2015 Update to the Development Mitigation Nexus Study (Nexus Study). The update includes revisions to cost estimates for interchanges, arterials and grade separation projects included in the Nexus Study as well as refinements to local jurisdiction Nexus Study arterial lists. Based on the updated Nexus Study cost estimates, it is requested that local jurisdictions update local fee programs according to the schedule in Table 9 of the Nexus Study (attached). Per action taken in January 7, 2015 by the SANBAG Board of Directors, jurisdictions were allowed to update DIF increases over a three-year period based on the 2013 Nexus Study project cost updates. Therefore, local jurisdictions taking advantage of the phasing will have two years to ensure compliance of DIF programs with Nexus Study project cost updates.

For jurisdictions that are not phasing in DIF increases/modifications, updates must be finalized no later than July 1, 2016 for jurisdictions on the July update cycle and no later than January 2017 for jurisdictions that are on the January update cycle. Jurisdictions that are using the phased approach will have until July 2017 or January 2018 to be fully compliant with the approved 2015 Nexus Study project cost updates. The Congestion Management Program requires City Council/Board of Supervisor approval of adjustments of local development mitigation programs.

In order to be consistent with Nexus Study requirements, SANBAG is requesting the following:

- For jurisdictions proceeding with updates in 2016:
 - Once a staff proposal has been developed, provide the most current DIF Ordinance and any proposed modification or fee escalation. SANBAG can provide guidance, prior to going to city/town council, that the updated fee levels multiplied by the estimated growth will meet or exceed the DIF revenue targets established in Table 7 and Table 8 of the Nexus Study (see attached). An example calculation showing how to demonstrate that the target is met is provided in Table 1 below.

- Once City/Town Council and/or Board of Supervisor action is taken, provide a minute action or resolution documenting fee updates as they occur throughout 2016.
- For jurisdictions proceeding with a phased approach:
 - Provide a letter or email to SANBAG stating when your jurisdiction plans to update its fees to be consistent with the cost updates in the Nexus Study update approved in February 2016. The latest dates will be July 2017 (for those on the July schedule in the attached Table 9) or January 2018 (for those on the January schedule).

Please transmit documentation of appropriate approval actions to SANBAG as it becomes available. We would strongly suggest that jurisdictions provide draft or proposed fee changes to SANBAG well in advance of any City Council/Board of Supervisor action so that staff can confirm that the recommended approach will be compliant with the Nexus Study. Table 1 provides a sample computation that can be used to ensure that development impact fees are sufficient to satisfy local shares (development fees) identified for each jurisdiction in Tables 7 and 8 of the Nexus Study. The most current Nexus Study adopted by the SANBAG Board can be located on the SANBAG website at: <http://www.sanbag.ca.gov/planning2/cmp/SANBAGNexusStudy-02-02-16.pdf>.

Table 1
Sample DIF Computation to Ensure Nexus Study Compliance

Land Use	Units	Future Units	Fee per Unit	Projected Revenue
Residential, Single Family	DU	3,000	\$5,000	\$15,000,000
Residential, Multi-Family	DU	2,000	\$4,000	\$8,000,000
Commercial	KSF	2,000	\$2,500	\$5,000,000
Office	KSF	1,000	\$1,500	\$1,500,000
Hotel/Motel	Rooms	500	\$1,000	\$500,000
Industrial	KSF	1,500	\$2,000	\$3,000,000
Total Anticipated Future DIF Revenue				\$33,000,000
DIF Revenue Collected Since Beginning of Nexus Study Program in 2005*				\$2,000,000
Total DIF Revenue				\$35,000,000
Nexus Study Table 7 or 8 Development Share of Total Cost				\$34,000,000
Anticipated Revenue Greater than Development Share Requirement?				Yes

*Note: DIF revenue collections are documented in the Development Mitigation Annual Reports, provided by each jurisdiction and available from SANBAG.

Information should be forwarded to Tim Byrne at tbyrne@sanbag.ca.gov or Alicia Johnson at ajohnson@sanbag.ca.gov. If there are any questions regarding this request, please feel free to contact Tim Byrne at (909) 884-8276.

Excerpt from Development Mitigation Nexus Study

**Table 9. Local Jurisdiction
Development Mitigation Program Update Schedule**

Jurisdiction	July 1	January 1
Adelanto*	X	
Apple Valley		X
Chino		X
Chino Hills		X
Colton	X	
Fontana		X
Grand Terrace		X
Hesperia		X
Highland		X
Loma Linda		X
Montclair	X	
Ontario		X
Rancho Cucamonga	X	
Redlands	X	
Rialto		X
San Bernardino	X	
San Bernardino County	X	
Upland		X
Victorville		X
Yucaipa		X

* Jurisdictions that did not respond to the request for a development mitigation program update timeline. These jurisdictions are assumed to update their fees on a fiscal year basis.

**Table 7. Summary of Fair Share Costs for Arterial, Interchange, and Railroad Grade Crossing Project Costs for Cities (through year 2030)
Cost in Millions of 2015 dollars**

Jurisdiction	Ratio of Trip Growth to 2030 Trips (Development Fair Share)	2015					
		Total Arterial Cost	Development Share of Total Arterial Cost	Public Share of Total Arterial Cost	Development Share Of Interchange Cost	Development Share Of Railroad Grade Crossing Cost	Development Share of Total Cost
Adelanto	63.5%	\$222.08	\$141.02	\$81.05	\$0.00	\$0.00	\$141.02
Apple Valley	55.0%	\$242.00	\$133.20	\$108.81	\$10.23	\$0.00	\$143.43
Chino	35.2%	\$142.90	\$50.24	\$92.66	\$23.34	\$0.00	\$73.58
Chino Hills	13.7%	\$16.62	\$2.28	\$14.34	\$0.00	\$0.00	\$2.28
Colton	43.6%	\$46.79	\$20.38	\$26.41	\$6.89	\$17.90	\$45.17
Fontana	32.1%	\$387.61	\$124.49	\$263.13	\$146.58	\$0.00	\$271.07
Grand Terrace	39.9%	\$35.23	\$14.07	\$21.16	\$0.00	\$5.22	\$19.29
Hesperia	58.9%	\$195.43	\$115.16	\$80.26	\$89.40	\$21.99	\$226.56
Highland	46.4%	\$129.77	\$60.23	\$69.54	\$15.61	\$0.00	\$75.84
Loma Linda	38.8%	\$80.50	\$31.26	\$49.24	\$22.16	\$4.35	\$57.77
Montclair	18.9%	\$10.00	\$1.89	\$8.11	\$6.47	\$2.50	\$10.87
Ontario	44.4%	\$205.13	\$91.04	\$114.09	\$134.38	\$39.43	\$264.86
Rancho Cucamonga	28.7%	\$103.78	\$29.78	\$74.00	\$61.81	\$2.72	\$94.31
Redlands	23.1%	\$72.05	\$16.65	\$55.40	\$7.98	\$0.20	\$24.83
Rialto	40.9%	\$108.06	\$44.15	\$63.91	\$15.94	\$0.00	\$60.09
San Bernardino	32.4%	\$164.01	\$53.11	\$110.90	\$59.50	\$7.82	\$120.44
Upland	39.4%	\$54.03	\$21.29	\$32.74	\$3.85	\$0.00	\$25.15
Victorville	49.0%	\$57.54	\$28.21	\$29.32	\$51.90	\$0.00	\$80.11
Yucaipa	30.9%	\$131.15	\$40.52	\$90.63	\$24.53	\$0.00	\$65.05
Total		\$2,381.38	\$1,008.64	\$1,372.74	\$680.58	\$102.14	\$1,801.70

**Table 8. Summary of Fair Share Costs for Arterial, Interchange, and Railroad Grade Crossing Project Costs for Sphere Areas (through 2030)
Costs in Millions of 2015 dollars**

Jurisdiction	Ratio of Trip Growth to 2030 Trips (Fair Share %)	2015					
		Total Arterial Cost	Development Share of Total Arterial Cost	Public Share of Total Arterial Cost	Development Share Of Interchange Cost	Development Share Of Railroad Grade Separation Cost	Development Share of Total Cost
Adelanto Sphere	63.0%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Apple Valley Sphere	57.2%	\$10.95	\$6.26	\$4.69	\$0.37	\$0.00	\$6.63
Chino Sphere	36.7%	\$28.84	\$10.57	\$18.26	\$1.69	\$0.00	\$12.27
Colton Sphere	37.2%	\$6.95	\$2.59	\$4.37	\$0.07	\$0.00	\$2.65
Devore/Glen Helen	62.2%	\$17.69	\$11.00	\$6.69	\$0.00	\$8.02	\$19.02
Fontana Sphere	41.7%	\$57.31	\$23.93	\$33.39	\$40.23	\$0.00	\$64.15
Hesperia Sphere	41.5%	\$28.36	\$11.78	\$16.58	\$3.98	\$0.00	\$15.76
Loma Linda Sphere	72.3%	\$0.00	\$0.00	\$0.00	\$5.33	\$0.00	\$5.33
Montclair Sphere	36.6%	\$11.76	\$4.30	\$7.45	\$2.91	\$0.00	\$7.21
Redlands Sphere	35.5%	\$21.13	\$7.50	\$13.63	\$12.53	\$0.00	\$20.03
Redlands Donut Hole	62.0%	\$1.50	\$0.93	\$0.57	\$8.48	\$0.00	\$9.41
Rialto Sphere	37.6%	\$40.85	\$15.38	\$25.47	\$28.12	\$0.00	\$43.50
San Bernardino Sphere	23.1%	\$13.43	\$3.11	\$10.32	\$3.19	\$0.00	\$6.30
Upland Sphere	38.7%	\$7.15	\$2.77	\$4.39	\$2.04	\$0.00	\$4.81
Victorville Sphere	17.8%	\$21.31	\$3.78	\$17.53	\$0.64	\$0.00	\$4.42
Yucaipa Sphere	39.5%	\$0.88	\$0.35	\$0.53	\$0.00	\$0.00	\$0.35
Total		\$268.11	\$104.25	\$163.86	\$109.58	\$8.02	\$221.85

April 2016

Cal-ICMA Survivor Skills Project --Peer Support Program Ideas—

Themes

The following themes were generated from the CM Dept conference call on March 30, 2016:

- Keep it informal
- Promote positive, welcoming and supportive relationships at the regional level
- Work to create “safe” environment for peer support and over time create a professional culture of peer support and coaching
- Provide peer support at Area Manager Groups (AMGs) and “away-from-the table” opportunities
- Acknowledge that AMGs have different levels of sophistication
- Offer different choices for managers wishing guidance (“menu” of opportunities)
- Experiment with a few pilots, see what works and what doesn’t, and then scale the programs
- Recognize that many managers operate in small cities or in rural areas and may have different needs than managers in more urban areas

Program Ideas

Participants on the conference call brainstormed a number of potential program ideas:

1. Create a managers-only “Joys and Challenges” segment at each AMG meeting before business items so that managers may express their challenges and get feedback and support
 - a. Possible follow-up—Develop a set of protocols for this kind of peer support; train presidents or others to facilitate conversations; pilot the effort at 2-5 AMGs; debrief the experiment

2. Develop a “buddy system” at the AMG level, identifying a few managers to welcome new managers to the region and provide support to any first-time and newly-arrived managers
 - a. Possible follow-up-- Develop a set of protocols for this kind of peer support; train “buddies” and provide resources; pilot the effort at 2-5 AMGs; debrief the experiment
3. Establish two-year assignment for a “peer coach” in each AMG who would be responsible for reaching out to first-time managers and any managers who may be experiencing distress
 - a. Possible follow-up—Develop “job description” for peer coach assignment; provide training; pilot the effort; debrief the pilot experience among the peer coaches
4. Develop monthly Executive Support Calls (fashioned after Women Leading Government conference calls), with a conversation facilitator and the opportunity to share challenges and receive peer advice
 - a. Possible follow-up—Contact WLG to get and review format and guidelines for Executive Support Calls; experiment with conference calls; get feedback from participants and debrief
5. Identify “peer coaches” in Southern California, Northern California, Central Valley and other large regions who are available to managers under duress
 - a. Possible follow-up—Recruit and train coaches; provide resources; periodically share their experiences and debrief; market this “gallery” of peer coaches to all managers in the different regions
6. Investigate starting a pilot City Manager Support Group (fashioned after the CEO support groups in private and non-profit worlds) in each Southern California or the Bay Area
 - a. Possible follow-up—Contact Craig Rapp for information; review format; evaluate costs