



AGENDA AND NOTICE OF THE MEETING OF THE
SAN GABRIEL VALLEY REGIONAL HOUSING TRUST FUND BOARD OF
DIRECTORS

WEDNESDAY, JUNE 2, 2021 – 10:30 A.M.

Teleconference Meeting

Zoom Link: <https://zoom.us/j/93891968312>

Livestream Available at: https://youtu.be/e1MJN-Y2_E4

SGVRHT Officers

Chair

Jed Leano

Vice-Chair

Becky Shevlin

Jurisdictional

Representatives

Northeast Representative

Gary Boyer, Glendora

Northwest Representative

Becky Shevlin, Monrovia

Central Representative

Maria Morales, El Monte

(Delegate)

Emmanuel Estrada,

Baldwin Park (Alternate)

Southeast Representative

Patty Cortez, Covina

Southwest District

Adele Andrade-Stadler,

Alhambra

At-Large Representatives

Margaret Finlay, Duarte

Jed Leano, Claremont

Housing/Homeless

Experts

Carol Averell (Delegate)

Benita DeFrank (Delegate)

Alma Martinez (Alternate)

Members

Alhambra

Arcadia

Azusa

Baldwin Park

Claremont

Covina

Diamond Bar

Duarte

El Monte

Glendora

Irwindale

La Cañada Flintridge

La Verne

Monrovia

Montebello

Pasadena

Pomona

San Gabriel

South El Monte

South Pasadena

West Covina

Thank you for participating in today's meeting. The Board of Directors encourages public participation and invites you to share your views on agenda items.

MEETINGS: The Board of Directors agenda packet is available at the San Gabriel Valley Regional Housing Trust (SGVRHT) Office, 1000 South Fremont Avenue, Suite 10210, Alhambra, CA, and on the website, www.sgvrht.org. Copies are available via email upon request (bacevedo@sgvrht.org). Documents distributed to a majority of the Board after the posting will be available for review in the SGVCOG office and on the SGVRHT website. Your attendance at this public meeting may result in the recording of your voice.

PUBLIC PARTICIPATION: Your participation is welcomed and invited at all Board of Directors meetings. Time is reserved at each regular meeting for those who wish to address the Board. SGVRHT requests that persons addressing the meeting refrain from making personal, slanderous, profane or disruptive remarks.

TO ADDRESS THE GOVERNING BOARD: At a regular meeting, the public may comment on any matter within the jurisdiction of the Board of Directors during the public comment period and may also comment on any agenda item at the time it is discussed. At a special meeting, the public may only comment on items that are on the agenda. Members of the public wishing to speak are asked to complete a comment card or simply rise to be recognized when the Chair asks for public comments to speak. We ask that members of the public state their name for the record and keep their remarks brief. There is a three-minute limit on all public comments. Proxies are not permitted, and individuals may not cede their comment time to other members of the public. **The Board of Directors may not discuss or vote on items not on the agenda.**

AGENDA ITEMS: The Agenda contains the regular order of business of the Board of Directors. Items on the Agenda have generally been reviewed and investigated by the staff in advance of the meeting so that the Board of Directors can be fully informed about a matter before making its decision.

CONSENT CALENDAR: Items listed on the Consent Calendar are considered to be routine and will be acted upon by one motion. There will be no separate discussion on these items unless a Board member or citizen so requests. In this event, the item will be removed from the Consent Calendar and considered after the Consent Calendar. If you would like an item on the Consent Calendar discussed, simply tell Staff or a member of the Board of Directors.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the SGVCOG office at (626) 457-1800. Notification 48 hours prior to the meeting will enable the SGVCOG to make reasonable arrangement to ensure accessibility to this meeting.



MEETING MODIFICATIONS DUE TO THE STATE AND LOCAL STATE OF EMERGENCY RESULTING FROM THE THREAT OF COVID-19: On March 17, 2020, Governor Gavin Newsom issued Executive Order N-29-20 authorizing a local legislative body to hold public meetings via teleconferencing and allows for members of the public to observe and address the meeting telephonically or electronically to promote social distancing due to the state and local State of Emergency resulting from the threat of the Novel Coronavirus (COVID-19).

To follow the new Order issued by the Governor and ensure the safety of Board Members and staff for the purpose of limiting the risk of COVID-19, in-person public participation at the San Gabriel Valley Regional Housing Trust Board of Directors meeting scheduled for April 7, 2021 at 10:30 AM will not be allowed. To allow for public participation, the Executive Committee will conduct its meeting through Zoom Video Communications. To participate in the meeting, download Zoom on any phone or computer device and copy and paste the following link into your browser to access the live meeting: <https://zoom.us/j/93891968312>. You may also access the meeting via the livestream link on the front of the agenda page.

Submission of Public Comments: For those wishing to make public comments on agenda and non-agenda items you may submit comments via email or by phone.

- Email: Please submit via email your public comment to Brielle Acevedo at bacevedo@sgvrht.org at least 1 hour prior to the scheduled meeting time. Please indicate in the Subject Line of the email “FOR PUBLIC COMMENT.” Emailed public comments will be part of the recorded meeting minutes but will not be read aloud. A copy of all public comments will be forwarded to the Committee.
- Zoom: Through Zoom, you may speak by using the web interface “Raise Hand” feature. Wait to be called upon by staff, and then you may provide verbal comments for up to 3 minutes. Public comment is taken at the beginning of the meeting for items not on the agenda. Public comment is also accepted at the beginning of each agenda item.

Any member of the public requiring a reasonable accommodation to participate in this meeting should contact Brielle Acevedo at least 48 hours prior to the meeting at (626) 209-9238 or at bacevedo@sgvrht.org.

PRELIMINARY BUSINESS

5 MINUTES

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Public Comment (*If necessary, the President may place reasonable time limits on all comments*)
5. Changes to Agenda Order: Identify emergency items arising after agenda posting and requiring action prior to next regular meeting.

CONSENT CALENDAR

5 MINUTES

6. Board of Directors Minutes- April 7, 2021 Meeting- Page 1
Recommended Action: Adopt Board of Directors minutes for the April 7, 2021 meeting.
7. Board of Directors Minutes- May 17, 2021, 2021 Meeting- Page 4
Recommended Action: Adopt Board of Directors minutes for the May 17, 2021 meeting.
8. San Gabriel Valley Project Pipeline- Page 6
Recommended Action: Adopt Resolution 21-12 updating the SGVRHT project pipeline.
9. Reprogram Funds to Emergency Shelter Pilot project- Page 12
Recommended Action: Adopt Resolution 21-13 to increase Emergency Shelter Pilot Program budget to include \$150,000 in operational funds.

ACTION ITEMS

40 MINUTES

10. Strategic Planning Priorities- Page 17
Recommended Action: Adopt Resolution 21-14 adopting 8 strategic priorities and authorize staff to develop an implementation plan and initiate work on near-term priorities

DISCUSSION ITEMS

UPDATE ITEMS

5 MINUTES

GENERAL COUNSEL'S REPORT

5 MINUTES

EXECUTIVE DIRECTOR'S REPORT

5 MINUTES

CHAIR'S REPORT

5 MINUTES

ADJOURN

SGVRHT Board of Directors Unapproved Minutes

Date: April 7, 2021
Time: 10:30 AM
Location: Zoom Virtual Meeting

PRELIMINARY BUSINESS

1. Call to Order
Chair Leano called the meeting to order at 10:30 AM.
2. Pledge of Allegiance
The Board of Directors recited the Pledge of Allegiance.
3. Roll Call

A quorum was in attendance.

Members Present

Adele Andrade-Stadler, City of Alhambra
Patty Cortez, City of Covina
Jed Leano, Housing/Homeless Expert
Benita DeFrank, Housing/ Homeless Expert
Becky Shevlin, City of Monrovia
Gary Boyer, City of Glendora
Carol Averell, City of Baldwin Park
Maria Morales, City of El Monte

Members Absent

Margaret Finlay, City of Duarte

Staff

M. Creter, Executive Director, SGVRHT
C. Sims, SGVCOG
David A. DeBerry, General Counsel,
SGVRHT
B. Acevedo, SGVRHT

4. Public Comment
There was no public comment.
5. Changes to Agenda Order
Item 13 was moved for discussion ahead of the consent calendar by Jed Leano to allow Senator Portantino to present.

CONSENT CALENDAR

6. Board of Directors Minutes- February 3, 2021 Meeting
Recommended Action: Adopt Board of Directors minutes for the February 3, 2021 meeting.
7. San Gabriel Valley Project Pipeline
Recommended Action: Adopt Resolution 21-04 updating the SGVRHT project pipeline.
8. Amend Fiscal Year 2020-2021 Budget
Recommended Action: Adopt Resolution 21-05 amending the FY20-21 Operating Budget and adopting FY20-21 Capital Budget
9. Fiscal Year 2021-2022 Budget- Page 7
Recommended Action: Adopt Resolution 21-06

- 10. Bylaws Update
Recommended Action: Adopt Resolution 21-07 adopted the Amended and Restated Bylaws
- 11. Prorated Joining Fee
Recommended Action: Adopt Resolution 21-08 approving prorated joining fee
- 12. Board of Directors Calendar Update
Recommended Action: Approve SGVRHT Board Meeting Calendar Update

There was a motion to approve Items 6, 7, 8, 9, and 10, 11, and 12 on the consent calendar (M/S: Shevlin/Cortez).

[Motion Passed]

AYES:	Andrade-Stadler, Cortez, DeFrank, Boyer, Leano, Shevlin, Morales, Averell
NOES:	
ABSTAIN:	
ABSENT:	Finlay

ACTION ITEMS

- 13. SB15
Recommended Action: Adopt Resolution 21-09 in support of SB 15
There was a motion to approve Resolution 21-09 in support of SB15. (M/S: Shevlin/Morales).

[Motion Passed]

AYES:	Andrade-Stadler, Cortez, DeFrank, Boyer, Leano, Shevlin, Morales, Averell
NOES:	
ABSTAIN:	
ABSENT:	Finlay

- 14. LHTF Project Scoring Guidelines
Recommended Actions: Adopt Resolution 21-10
There was a motion to approve Resolution 21-10 approving LHTF scoring guidelines. (M/S: Boyer/Morales).

[Motion Passed]

AYES:	Andrade-Stadler, Cortez, DeFrank, Boyer, Leano, Shevlin, Morales, Averell
NOES:	
ABSTAIN:	
ABSENT:	Finlay

- 15. Emergency Shelter Template Agreements
Recommended Action: Authorize the Executive Director to finalize and execute MOAs with participating cities
There was a motion to authorize the Executive Director to finalize and execute MOAs with participating cities. (M/S: Shevlin/Cortez).

[Motion Passed]

AYES:	Andrade-Stadler, Cortez, DeFrank, Boyer, Leano, Shevlin, Morales, Averell
NOES:	
ABSTAIN:	
ABSENT:	Finlay

PRESENTATIONS

Strategic plan, funding strategy, and housing needs assessment presentation by BAE Urban Economics, Sadlon and Associates, and the Future Organization

UPDATE ITEMS

There were no update items.

GENERAL COUNSEL'S REPORT

There was no General Counsel Report

EXECUTIVE DIRECTOR'S REPORT

There was no Executive Director Report

ADJOURN

Chair Leano adjourned the meeting at 11:35 AM.

SGVRHT Board of Directors Unapproved Minutes

Date: May 17, 2021
Time: 10:30 AM
Location: Zoom Virtual Meeting

PRELIMINARY BUSINESS

- 1. Call to Order
Chair Leano called the meeting to order at 8:30 AM.

- 2. Roll Call
A quorum was in attendance.

Members Present

Margaret Finlay, City of Duarte

Patty Cortez, City of Covina

Jed Leano, Housing/Homeless Expert
Benita DeFrank, Housing/ Homeless Expert
Becky Shevlin, City of Monrovia
Gary Boyer, City of Glendora
Carol Averell, City of Baldwin Park

Members Absent

Maria Morales, City of El Monte
Adele Andrade-Stadler, City of Alhambra

Staff

M. Creter, Executive Director, SGVRHT
C. Sims, SGVCOG
David A. DeBerry, General Counsel, SGVRHT
B. Acevedo, SGVRHT

- 3. Public Comment
There was no public comment.
- 4. Changes to Agenda Order
There were no changes to agenda order.

ACTION ITEMS

- 5. SB 679 (Kamlager)
Recommended Action: Adopt Resolution 21-11 to support if amended SB 679 (Kamlager)
There was a motion to amend Resolution 21-11 to oppose unless amended SB679. (M/S: Shevlin/Finlay).

[Motion Passed]

AYES:	Cortez, DeFrank, Boyer, Leano, Shevlin, Averell, Finlay
NOES:	
ABSTAIN:	
ABSENT:	Andrade-Stadler, Morales

UPDATE ITEMS

There were no update items.

GENERAL COUNSEL'S REPORT

There was no General Counsel Report

EXECUTIVE DIRECTOR'S REPORT

There was no Executive Director Report

ADJOURN

Chair Leano adjourned the meeting at 9:04 AM.

REPORT

DATE: June 2, 2021

TO: Board of Directors

FROM: Marisa Creter, Executive Director

RE: **SAN GABRIEL VALLEY PROJECT PIPELINE UPDATE**

RECOMMENDED ACTION

Adopt Resolution 21-12 approving the updated San Gabriel Valley Project Pipeline

BACKGROUND

At its June 3, 2020, meeting the SGVRHT Board of Directors Authorized approved an initial project pipeline. At that time, staff acknowledged that the project pipeline was an evolving document that would continue to be updated as new projects were presented to the SGVRHT.

At its June 16, 2020, meeting, the Board of Directors authorized staff to release an initial project application that would formalize the process by which the Board could receive and consider projects. This initial project application process was also intended to identify projects that could be included in the SGVRHT's application to the State's Local Housing Trust Fund (LHTF) Grant Program. The initial project application was posted on the SGVRHT website (www.sgvrht.org) and was distributed to cities in June 2020 and March 2021. The pipeline was updated at the April 7, 2021 meeting with the applications received.

DISCUSSION

The SGVRHT has received notice that a project is not proceeding and will be removed from the San Gabriel Valley Project Pipeline. The transitional housing project located in El Monte is being replaced by two project Homekey sites and is no longer in need of gap financing from SGVRHT.

The project pipeline will continue to be updated as additional applications are received. The project pipeline allows the SGVRHT to establish an initial list of projects to be used in funding applications and demonstrates the need for affordable housing in the San Gabriel Valley to support fundraising and marketing efforts.

Prepared by: 
Brielle Acevedo
Principal Management Analyst

Approved by: Marisa Creter
Marisa Creter
Executive Director

ATTACHMENTS

Attachment A – Resolution 21-12 San Gabriel Valley Project Pipeline

RESOLUTION NO. 21-12

**RESOLUTION OF THE SAN GABRIEL VALLEY REGIONAL HOUSING TRUST
(SGVRHT) ADOPTING SAN GABRIEL VALLEY PROJECT PIPELINE**

WHEREAS, on June 3, 2020, the San Gabriel Valley Regional Housing Trust (SGVRHT) Board adopted an initial San Gabriel Valley Project Pipeline; and

WHEREAS, the Board directed staff to solicit additional projects from cities for the San Gabriel Valley Project Pipeline; and

WHEREAS, an additional project has since submitted an application for funding to the SGVRHT; and

WHEREAS, the additional project has been added to the San Gabriel Valley Project Pipeline;

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the SGVRHT adopts the San Gabriel Valley Project Pipeline, attached hereto and incorporated herein as Exhibit A.

PASSED AND ADOPTED at a regular meeting of the Board of Directors of SGVRHT held, on the 2nd day of June, 2021.

San Gabriel Valley Regional Housing Trust

Jed Leano, Chair

Attest:

I, Marisa Creter, Executive Director and Secretary of the Board of Directors of the San Gabriel Valley Regional Housing Trust, do hereby certify that Resolution 21-12 was adopted at a regular meeting of the Board of Directors held on the 2nd day of June 2021, by the following roll call vote:

AYES:	
NOES:	
ABSTAIN:	
ABSENT:	

Marisa Creter, Secretary

Exhibit A

San Gabriel Valley Project Pipeline				
City	# of units	Project Name	Project Description	Funding Gap/Request
Alhambra	50	Mariposa	low and extremely low-income housing	\$3,000,000
Alhambra	44	Chapel	low and extremely low-income housing	\$4,200,000
Arcadia	9	Lucile St.	County owned parcel entitled for affordable housing	\$1,800,000
Baldwin Park	55	Metro Central Place	affordable housing	\$1,500,000
Baldwin Park	90	Maine and Pacific	affordable housing, including units for homeless veterans	\$16,000,000
Baldwin Park	13	14404- 14412 Ramona	affordable housing and workforce housing	\$6,000,000
Claremont	21	Harrison Avenue	affordable housing	\$2,380,000
Covina		Covina Navigation Center	52 beds of temporary housing with on-site services	\$3,000,000
Duarte	60	Gold Line	60-70 units of affordable housing adjacent to the Duarte Gold Line station	\$7,000,000
Duarte	100	Duarte Park Apartments	100 units of senior housing at risk of expiring affordability covenant in 2022	\$3,000,000
El Monte	38	11730 Ramona Blvd.	Affordable housing for low-income seniors	\$2,000,000
El Monte	150	Back Home Initiative	Initiative to build 150 accessory dwelling units at no cost to qualified homeowners with a 10-year affordable covenant	\$3,000,000
Monrovia	66	St. Luke's	66 units of affordable senior housing with a set aside of 33 units as permanent supportive housing	\$1,500,000
Pomona	125	East Holt	affordable housing for low and very low-income families	\$2,000,000
Pomona	75	Prisma Artist Loft	67 units of affordable housing for artists and families; 8 units of permanent supportive housing	\$2,500,000
South El Monte			Rehabilitation project to provide transitional housing units for homeless families	\$4,000,000
South El Monte	140		affordable housing for low-income seniors	\$1,300,000
South Pasadena			Purchase and rehabilitation of excess Caltrans properties to preserve for affordable housing	\$14,000,000

Attachment A

Awarded Projects				
Claremont	15		affordable housing for low-income and homeless seniors	\$500,000
Pomona	56	West Mission	56 units of affordable housing, including housing for families, homeless veterans, and homeless households.	\$1,350,000

REPORT

DATE: June 2, 2021
TO: Board of Directors
FROM: Marisa Creter, Executive Director
RE: **NON-CONGREGATE EMERGENCY SHELTER PILOT PROGRAM OPERATIONAL FUNDS**

RECOMMENDED ACTIONS

Adopt Resolution 21-13 to increase Emergency Shelter Pilot Program budget to include \$150,000 in operational funds.

BACKGROUND

At the February 3, 2021 Board of Directors meeting, the Board adopted a capital budget of \$835,000 to provide capital funding and technical support to member cities to develop non-congregate emergency shelter sites. Staff is working with two cities in the first supervisorial district to secure operational funding for their proposed sites. Operational expenses are estimated to total \$500,000 per site annually to support 25 emergency shelters per site. Potential sources include funds from the cities, SGVCOG, and LA County.

The SGVRHT was allocated \$227,500 in Measure H Innovation funds by the SGVCOG and this funding must be expended by December 2021. A portion of this funding was intended for use to fund studies related to foundational steps the SGVRHT might consider as a new agency. The SGVRHT has access to study funding through the Regional Early Action Plan (REAP) program and staff recommends reprogramming \$150,000 of the Innovation funds to the emergency shelter pilot program to bridge the operational funding gap and support critically needed emergency shelter beds in the San Gabriel Valley. An updated budget is shown below:

SGVRHT Pilot Program Budget*	
Shelters, office/ case management unit, restroom trailers	\$550,000
Site preparation, fencing, and utility installation	\$120,000
Construction Management & Contingency	\$165,000
Operations funds	\$150,000
TOTAL	\$985,000

*Actual distribution of funds across categories may differ based on the final number of units per site.

The operations funds would be used for operational expenses, including but limited to, onsite services, case management, site security, meals, and site maintenance. Additional funding for operations will come from a variety of sources.

Prepared by: Brielle Acevedo
Brielle Acevedo
Principal Management Analyst

Approved by: Marisa Creter
Marisa Creter
Executive Director

ATTACHMENTS

Attachment A – Resolution 21-13 approving an increase to the Emergency Shelter Pilot Program Budget to include \$150,000 in operational funds.

RESOLUTION NO. 21-13

**RESOLUTION OF THE SAN GABRIEL VALLEY REGIONAL HOUSING TRUST
(SGVRHT) APPROVING AN INCREASE TO EMERGENCY SHELTER PILOT
PROGRAM FOR OPERATIONAL COSTS**

WHEREAS, on February 3, 2021, the San Gabriel Valley Regional Housing Trust (SGVRHT) Board adopted a not-to-exceed budget of \$835,000 for the emergency shelter pilot program; and

WHEREAS, the SGVRHT received \$227,500 in Measure H Innovation funds and intended to use a portion Measure H Innovation funds to cover study expenses,

WHEREAS, the SGVRHT has since received another source of study funding; and

WHEREAS, the SGVRHT would like to reprogram \$150,000 in Measure H Innovation funds to the emergency shelter pilot to be used for operational expenses; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the SGVRHT approves an increase of \$150,000 to the emergency shelter pilot program budget for use as operational funds incorporated herein as Exhibit A.

PASSED AND ADOPTED at a regular meeting of the Board of Directors of SGVRHT held, on the 2nd day of June, 2021.

San Gabriel Valley Regional Housing Trust

Jed Leano, Chair

Attest:

I, Marisa Creter, Executive Director and Secretary of the Board of Directors of the San Gabriel Valley Regional Housing Trust, do hereby certify that Resolution 21-13 was adopted at a regular meeting of the Board of Directors held on the 2nd day of June 2021, by the following roll call vote:

AYES:	
NOES:	
ABSTAIN:	
ABSENT:	

Marisa Creter, Secretary

Exhibit A

Pilot Program Budget	
Shelters, office/ case management unit, restroom trailers	\$550,000
Site preparation, fencing, and utility installation	\$120,000
Construction Management & Contingency	\$165,000
Operations funds	\$150,000
TOTAL	\$985,000

DATE: June 2, 2021

TO: Board of Directors

FROM: Marisa Creter, Executive Director

RE: **STRATEGIC PRIORITIES AND IMPLEMENTATION PLAN FOR RECOMMENDATIONS**

RECOMMENDED ACTION

Adopt Resolution 21-14 adopting 8 strategic priorities and authorize staff to develop an implementation plan and initiate work on near-term priorities.

BACKGROUND

In December 2020, the San Gabriel Valley Regional Housing Trust (SGVRHT) selected BAE Urban Economics as its consultant to create a strategic plan for the organization. BAE is worked with subconsultants Sadlon and Associates and the Future Organization to complete the strategic plan which includes a housing needs assessment and funding strategy, Attachments A and B respectively. The strategic planning process engaged the Board of Directors and other stakeholders to develop goals for the SGVRHT and will serve to guide the operations of the SGVRHT for the next 3-5 years.

Over a period of 4 weeks in April and May the consultant team presented four components of the strategic plan:

1. San Gabriel Valley Housing Needs Assessment
2. SGVRHT Member and Stakeholder input
3. Housing Trust best practices and funding sources
4. Housing Trust Fundraising

The research has established near and long-term goals for the SGVRHT which have been broken down below to show immediate recommendations within current available funds and future recommendations if additional funding is secured. Developing implementation plans for these recommendations now will enable staff to begin work on near term efforts and expedite long term efforts when additional funding is secured.

The following are recommended near-term priorities.

1. Develop a 501c3 entity; hire a consultant to pursue corporate giving

- **Justification:**

- Enables the SGVRHT to pursue corporate lending opportunities that are reserved for tax exempt entities;

- Allows the SGVRHT to provide grants for eligible activities as determined by the Board of Directors
- 2. Explore co-lending opportunities with existing CDFI**
 - **Justification:**
 - Provides access to low-cost loans for predevelopment costs;
 - Provides access to this type of funding prior to developing a revolving loan fund
- 3. Explore bond revenue fee sharing opportunities with LACDA**
 - **Justification:**
 - Provides an opportunity for staff to gain experience in this field and to develop a framework for future bond issue at the direction of the Board of Directors.
- 4. Collaborate with nonprofits as fiscal sponsor to secure donations (i.e. Community Partners)**
 - **Justification:**
 - While the SGVRHT is establishing itself as a 501c3, partnering with a nonprofit as fiscal sponsor enables the SGVRHT to secure private donations
- 5. Increase leveraging for LHTF program including land match and pass-through City funds**
 - **Justification:**
 - The SGVRHT is able to apply for up to \$5 million per LHTF application provided there are available matching funds to do so. Leveraging additional City land match and funds would increase the ability to meet this benchmark.

Recommendations if additional funding received (i.e. state/federal earmark or dedicated revenue source):

- 6. Establish a revolving loan fund for predevelopment loans**
 - **Justification:**
 - Projects on the project pipeline are in need of this first-in financing, which is not prioritized through the LHTF program. This type of short-term lending also would allow the SGVRHT to support more projects as loan proceeds and repayments are realized and can be reinvested into new projects.
- 7. Establish first time homebuyer program**
 - **Justification:**
 - A first-time homebuyer program could serve an additional segment of the population and attract additional member cities in need of this service.
 - Could enable the SGVRHT to tap into additional funds through the CalHome grant
- 8. Hire part-time in-house fundraising staff**
 - **Justification:**

- Dedicated staff would be able to pursue grant opportunities and develop programs.

Researched, but do not recommend at this time:

1. Pursue Community Development Financial Institution (CDFI) status

- **Analysis:** Many housing trusts are 501c3 and CDFIs. No housing trusts are CDFIs, 501c3, and JPAs. Partnering with a CDFI is the preferred course of action.

2. Pursue individual donors

- **Analysis:** Based on the fundraising records from other housing trust funds and the projected revenue to be generated from individual giving, this is not recommended at this time.

Staff and the strategic planning team will provide a presentation at today's board meeting to describe the recommendations and present the draft implementation plan in Attachment A. Staff and the strategic planning team will finalize the implementation plan based on feedback from the Board.

Prepared by: *Brielle Acevedo*
Brielle Acevedo
Principal Management Analyst

Approved by: *Marisa Creter*
Marisa Creter
Executive Director

ATTACHMENTS

Attachment A- Resolution 21-14 Adopting strategic priorities and authorizing staff to finalize implementation plan
Attachment B- Draft Implementation Plan

RESOLUTION NO. 21-14

RESOLUTION OF THE SAN GABRIEL VALLEY REGIONAL HOUSING TRUST (SGVRHT) ADOPTING STRATEGIC PLANNING PRIORITIES AND AUTHORIZING STAFF TO FINALIZE AN IMPLEMENTATION PLAN

WHEREAS, in December 2020, the San Gabriel Valley Regional Housing Trust (SGVRHT) awarded a contract to BAE Urban Economics to develop a strategic plan, housing needs assessment, and funding strategy for the SGVRHT; and

WHEREAS, BAE Urban Economics and SGVRHT staff have developed recommendations from the strategic plan, housing needs assessment, and funding strategy;

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the SGVRHT adopts the following strategic planning priorities and authorizes staff to develop an implementation plan and initiate work on near-term priorities:

1. Develop a 501c3 entity; hire a consultant to pursue corporate giving
2. Explore co-lending opportunities with existing CDFI
3. Explore bond revenue fee sharing opportunities with LACDA
4. Collaborate with nonprofits as fiscal sponsor to secure donations
5. Increase leveraging for LHTF program including land match and pass-through City funds
6. Establish a revolving loan fund for predevelopment loans
7. Establish a first-time homebuyer program
8. Hire part time fundraising staff

PASSED AND ADOPTED at a regular meeting of the Board of Directors of SGVRHT held, on the 2nd day of June, 2021.

San Gabriel Valley Regional Housing Trust

Jed Leano, Chair

Attest:

I, Marisa Creter, Executive Director and Secretary of the Board of Directors of the San Gabriel Valley Regional Housing Trust, do hereby certify that Resolution 21-14 was adopted at a regular meeting of the Board of Directors held on the 2nd day of June 2021, by the following roll call vote:

AYES:	
NOES:	
ABSTAIN:	
ABSENT:	

Marisa Creter, Secretary

SGVRHT DRAFT IMPLEMENTATION PLAN

The San Gabriel Valley Regional Housing Trust adopted a strategic plan to guide its growth and development through 2026. This implementation plan builds out the near-term actions identified to be completed in fiscal years 2021/22 and 2022/23. Staff will update this plan on a rolling annual basis, building on the successes of the first two years and moving into appropriate longer-term actions as anticipated in the strategic plan.

Near-Term Actions	Description/Key Activities	Lead	Partners	Timeframe (begin month – end month)	Costs
Goal 1. Maximize funds available through public and private sources					
<i>Public Funds:</i>					
1.1. Expand membership fees by adding remaining cities		Administrator			
1.2. Encourage member cities pass-throughs of additional funds	<ul style="list-style-type: none"> • PHLA • Other funds eligible for LHTF match: General funds, taxes, other revenues • Other funds not eligible for LHTF match: inclusionary fees, in lieu fees, community benefits agreement fees 	Administrator	Member cities		
1.3. Grow passthrough funds from the County	<ul style="list-style-type: none"> • Measure H • General Fund 	Administrator	LACDA LA County BOS		
1.4. Grow LHTF allocations to \$3 million minimum	<ul style="list-style-type: none"> • Securing 1:1 matching funds (cash and or land) is primary challenge • Provides up to 5 percent admin fee 	Administrator	SGVRHT Board Member cities Private sector		

Near-Term Actions	Description/Key Activities	Lead	Partners	Timeframe (begin month – end month)	Costs
1.5. Finalize REAP funds for technical assistance projects	<ul style="list-style-type: none"> Funds three projects: 1) Surplus Land Inventory; 2) Housing Leadership Academy; 3) Housing Incubator Start planning now for continuance, transition, and/or end of efforts after grant concludes 	Administrator	Member cities SCAG		
1.6. Tap Federal COVID recovery funds	<ul style="list-style-type: none"> Track COVID funds disbursed to local jurisdictions and the County 	SGVCOG	Member Cities		
	<ul style="list-style-type: none"> Identify and lobby opportunities for COVID recovery funds to be transferred to SGVRHT for affordable housing development 	Administrator	Member cities LACDA LA County BOS		
<p><i>These near-term actions will lead in the longer-term to:</i></p> <ul style="list-style-type: none"> Explore innovative funding mechanisms (Public Entity Partnerships, Co-Lending) 					
<p><i>Private Funds:</i></p>					
1.7. Prepare fund development implementation plan with consultant	<ul style="list-style-type: none"> TFO preparing value proposition post-Strategic Plan adoption 	Consultant: TFO Administrator		July to August 2021	
1.8. Secure 501c3 status	<ul style="list-style-type: none"> Identify and contract with fiscal sponsor while 501c3 application is in process 	Administrator		July to December 2021	

Near-Term Actions	Description/Key Activities	Lead	Partners	Timeframe (begin month – end month)	Costs
1.9. Hire fund development consultant	<ul style="list-style-type: none"> Fund development is two-part: raising philanthropic dollars and raising Revolving Loan Fund dollars. 	Executive Director			
1.10. Establish philanthropic giving program	<ul style="list-style-type: none"> Share SGVRHT’s value proposition with funders Write boilerplate proposal(s) For general giving, pursue foundation grants, donor advised funds, banks 	Contract fund development			
1.11. Pursue private financial support – philanthropic grants and private investments	<ul style="list-style-type: none"> Initially pursue foundation grants, foundation program related investments, and banks (“first tier”) Direct private investments to revolving loan fund 	Contract fund development			
<p><i>These near-term actions will lead in the longer-term to:</i></p> <ul style="list-style-type: none"> Establish 501c3; build a board with expanded networks (lead time then aim for year 3) Transition to fund development staff (1 FTE) Offer grant-supported innovations as possible Explore innovative funding models (Collaborations, Co-lending, Community Impact Notes, CD-Reits) 					
<p>Goal 2. Launch and grow a revolving loan fund with private investments funds for acquisition/predevelopment</p>					
2.1. Create revolving loan fund for acquisition/predevelopment	<ul style="list-style-type: none"> Predevelopment loans of three to five years maximum Determine if can use repayment of construction/perm loans from LHTF source 	Administrator			

Near-Term Actions	Description/Key Activities	Lead	Partners	Timeframe (begin month – end month)	Costs
2.2. Identify and assess SGV Naturally Occurring Affordable Housing (NOAH) properties	<ul style="list-style-type: none"> • Determine if NOAH will be a lending focus for SGVRHT • Determine what kind of lending program could be feasible 	Administrator	Member cities		
<p><i>These near-term actions will lead in the longer-term to:</i></p> <ul style="list-style-type: none"> • Grow the revolving loan fund to \$500,000 to \$1 million • Identify and develop SGVRHT lending products for NOAH properties • Refine SGVRHT lending priorities 					
<p>Goal 3. Identify, assemble, and leverage land</p>					
3.1. Identify university partner to complete surplus land inventory (REAP funded)	<ul style="list-style-type: none"> • Establishes relationship with university • Allows for smooth project transfer at end of REAP grant 	Administrator	Cal Poly Pomona, Claremont Colleges, UCLA, USC		
3.2. Prioritize best-suited sites	<ul style="list-style-type: none"> • Identify, rank, and prioritize sites using AH criteria • Surplus, nonprofit, and religious institution land 	Administrator	University partner		
3.3. Develop land acquisition strategy for SGV	<ul style="list-style-type: none"> • Advocate with member cities, LA County, and State to dedicate excess and surplus land for affordable housing • Determine if and how SGVRHT will enter into land ownership as a way to leverage land for AH production • Incorporate acquisition roadmap for members and developers 	Administrator	Member cities SGVCOG ULI		

Near-Term Actions	Description/Key Activities	Lead	Partners	Timeframe (begin month – end month)	Costs
3.4. Facilitate deal-making for specific AH sites that the land surplus study identifies	<ul style="list-style-type: none"> Work with member cities to attract development teams, financial, and political support for specific sites 	Executive Director Administrator	Member cities		
3.5. Utilize land for LHTF "match" to increase LHTF allocation	<ul style="list-style-type: none"> LHTF requires 1:1 cash/land match 	Administrator	Member cities		
3.6. Compile and assess regional Housing Element strategies and opportunity sites	<ul style="list-style-type: none"> Complements the surplus land study Could lead to identification of additional sites 	Administrator	SGVCOG	November 2021 to February 2022	
<p><i>These near-term actions will lead in the longer-term to:</i></p> <ul style="list-style-type: none"> Transfer surplus land inventory information management to university partner Explore the potential of land banking/community land trust or other forms of land ownership that would produce more housing 					
<p>Goal 4. Build partnerships that respond to members' highest priority needs</p>					
4.1. Connect cities + developers to established technical assistance providers	<ul style="list-style-type: none"> Serve as a liaison between TA providers and member cities 	Administrator	LISC CSH Enterprise LA Metro LIIF		
4.2. Amplify advocacy effectiveness through partnerships		Executive Director Administrator	Board SCAG SCANPH ULI		
4.3. Promote intra-jurisdictional collaborations to build units and advocate for RHNA credit		Executive Director Administrator	SCAG SGVCOG		

Near-Term Actions	Description/Key Activities	Lead	Partners	Timeframe (begin month – end month)	Costs
4.4. Explore lending collaborations and co-lending	<ul style="list-style-type: none"> Includes exploring revenue bond fee sharing with LACDA 	Administrator	LISC Enterprise Century Housing LIIF SGV CDFIs LA County Private sector banks		
4.5. Join interdisciplinary efforts	<ul style="list-style-type: none"> That have significant govt/private funding and a strong correlation to the development of AH units (e.g. economic development, transit, healthy communities, social outcomes) A first-tier opportunity for philanthropic support 	Administrator			
4.6. Assess homeownership program models and SGVRHT financial resources	<ul style="list-style-type: none"> Follow up with HTFs that offer homeownership programs to determine which might be a match for SGVRHT 	Administrator	ULI		
	<ul style="list-style-type: none"> Decide whether to launch a homeownership program and, if yes, with what model/resources 	Executive Director		FY 23/24	
<p><i>These near-term actions will lead in the longer-term to:</i></p> <ul style="list-style-type: none"> Transfer affordable housing incubator to a partner OR continue with grant-supported staff Re-focus housing innovations exclusively on lending innovations 					

Near-Term Actions	Description/Key Activities	Lead	Partners	Timeframe (begin month – end month)	Costs
Goal 5. Champion pro-housing public will and policies					
5.1. Speak at County, State, forums to promote regionally-beneficial policy and maximize funds to SGV	<ul style="list-style-type: none"> Increase visibility and impact 	Executive Director Administrator	Board Chair Board Members		
5.2. Build affordable housing champions among elected officials, city staff, and lobbyists	<ul style="list-style-type: none"> Lays groundwork for political and financial partnerships 	Executive Director Administrator			
5.3. Help member cities implement pro-housing policies	<ul style="list-style-type: none"> Connect member cities to each other, resources, and best practices through the Housing Leadership Academy and Housing Incubator 	Administrator	SCAG SCANPH		
5.4. Support member cities in engaging residents to support local pro-housing policy	<ul style="list-style-type: none"> Source and create an online pro-housing materials library for members, including materials from the Housing Leadership Academy 	Executive Director Administrator	SCAG SCANPH		
<p><i>These near-term actions will lead in the longer-term to:</i></p> <ul style="list-style-type: none"> Continue to maximize public funds to the SGV Transfer local/state housing policy advocacy to SCANPH as partner 					