



**San Gabriel Valley Council of Governments**  
**AGENDA AND NOTICE OF THE MEETING OF THE CITY**  
**MANAGERS' STEERING COMMITTEE**  
**Date: Wednesday, December 4, 2019 – 12 noon**  
**Location: Foothill Transit Office**  
**(100 S. Vincent Ave., Suite 200, West Covina, CA)**

*Chair*  
**Bob Russi**  
La Verne

*Vice-Chair*  
**Marcella Marlowe**  
San Marino

*Immediate Past-Chair*  
**Dominic Lazzaretto**  
Arcadia

*Northeast Representatives*  
**Sergio Gonzalez**  
Azusa  
**Adam Raymond**  
Glendora

*Southeast Representatives*  
**Brian Saeki**  
Covina  
**Linda Lowry**  
Pomona

*Central Representatives*  
**Shannon Yauchzee**  
Baldwin Park  
**Gloria Mollada**  
Rosemead

*Southwest Representatives*  
**Jessica Binnquist**  
Alhambra  
**Bryan Cook**  
Temple City

*Northwest Representatives*  
**Mark Alexander**  
La Canada Flintridge

*At-Large Representatives*  
**Ron Bow**  
Monterey Park  
**Alma Martinez**  
El Monte

Thank you for participating in the City Managers' Steering Committee meeting. The City Managers' Steering Committee encourages public participation and invites you to share your views on agenda items.

**MEETINGS:** *Regular Meetings of the City Managers' Steering Committee are held on the first Wednesday of each month at 12:00 noon at the Foothill Transit Office (100 S. Vincent Ave., Suite 200 West Covina, CA 91790.* The City Managers' Steering Committee agenda packet is available at the San Gabriel Valley Council of Government's (SGVCOG) Office, 1000 South Fremont Avenue, Suite 10210, Alhambra, CA, and on the website, [www.sgvkog.org](http://www.sgvkog.org). Copies are available via email upon request ([sgv@sgvcog.org](mailto:sgv@sgvcog.org)). Documents distributed to a majority of the Committee after the posting will be available for review in the SGVCOG office and on the SGVCOG 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 City Managers' Steering Committee meetings. Time is reserved at each regular meeting for those who wish to address the Committee. SGVCOG requests that persons addressing the Committee refrain from making personal, slanderous, profane or disruptive remarks.

**TO ADDRESS THE CITY MANAGERS' STEERING COMMITTEE:** At a regular meeting, the public may comment on any matter within the jurisdiction of the Committee 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. If several persons wish to address the Committee on a single item, the Chair may impose a time limit on individual remarks at the beginning of discussion. **The City Managers' Steering Committee may not discuss or vote on items not on the agenda.**

**AGENDA ITEMS:** The Agenda contains the regular order of business of the City Managers' Steering Committee. Items on the Agenda have generally been reviewed and investigated by the staff in advance of the meeting so that the City Managers' Steering Committee 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 Committee 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 Committee.

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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.



**PRELIMINARY BUSINESS**

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Public Comment *(If necessary, the Chair 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**

6. City Managers' Steering Committee Minutes - Page 1  
*Recommended Action: Approve City Managers' Steering Committee Minutes.*

**DISCUSSION ITEMS**

7. Regional Housing Trust Fund Set-up - Page 3  
*Recommended Action: Discuss and provide direction to staff.*

**UPDATE ITEMS**

8. Service Delivery Study  
*Recommended Action: For information only.*
9. Executive Director's Monthly Report  
*Recommended Action: For information only.*

**COMMITTEE MEMBER ITEMS**

**ANNOUNCEMENTS**

**ADJOURN**



**SGVCOG City Managers’ Steering Committee Meeting Unapproved Minutes**  
**November 6, 2019**  
**12:00 Noon**  
**Foothill Transit Center**

- 1. Call to order  
The meeting was called to order at 12:00 PM.
- 2. Pledge of Allegiance.
- 3. Roll Call

**Members Present:**

- Alhambra, D. Tran
- Arcadia, D. Lazzaretto
- Azusa, S. Gonzalez
- Baldwin Park, S. Yauchzee
- La Canada Flintridge, M. Alexander
- La Verne, B. Russi
- Monterey Park, R. Bow
- Rosemead, G. Molleda
- San Marino, M. Marlowe
- Temple City, B. Cook

**Members Absent:**

- Covina, B. Saeki
- El Monte, A. Martinez
- Glendora, A. Raymond
- Pomona, L. Lowry

**SGVCOG Staff/Guests:**

- M. Creter, Executive Director
- K. Ward; A. Fung; C. Sims, SGVCOG Staff
- D. Fox, Diamond Bar

- K. Duran, San Dimas
- R. Barbosa, South El Monte
- T. Schultz, Claremont

- 4. Public Comment.  
No public comment was provided.
- 5. Changes to Agenda Order.  
No changes were requested.

**CONSENT CALENDAR**

- 6. City Managers’ Steering Committee Minutes  
*Recommended Action: Approve City Managers’ Steering Committee Minutes.*  
**There was a motion to approve the consent calendar (M/S: M. Marlowe/S. Yauchzee).**

**[MOTION PASSED]**

<b>AYES:</b>	Azusa, Alhambra, Baldwin Park, La Verne, San Marino, Temple City, La Canada Flintridge, Monterey Park, Rosemead
<b>NOES:</b>	
<b>ABSTAIN:</b>	
<b>ABSENT:</b>	Arcadia, Glendora, Pomona, El Monte, Covina

**DISCUSSION ITEMS**

7. State Homeless Funding and Measure H Innovation Funding Programming Recommendations

M. Creter reported on this item.

**There was a motion to recommend the Governing Board approve the allocation of state and Measure H Innovation funding recommendations (M/S: M. Alexander/S. Yauchzee).**

**[MOTION PASSED]**

<b>AYES:</b>	Azusa, Alhambra, Arcadia, Baldwin Park, La Verne, San Marino, Temple City, La Canada Flintridge, Monterey Park, Rosemead
<b>NOES:</b>	
<b>ABSTAIN:</b>	
<b>ABSENT:</b>	Glendora, Pomona, El Monte, Covina

8. Regional Housing Trust Fund Setup

C. Sims reported on this item.

**There was a motion to recommend the Governing Board authorize the Executive Director to accept up to \$248,150 in funding and execute any necessary agreements to implement the setup of the SGV Regional Housing Trust Fund. (M/S: S. Yauchzee/M. Marlowe)**

**[MOTION PASSED]**

<b>AYES:</b>	Azusa, Alhambra, Arcadia, Baldwin Park, La Verne, San Marino, Temple City, La Canada Flintridge, Monterey Park, Rosemead
<b>NOES:</b>	
<b>ABSTAIN:</b>	
<b>ABSENT:</b>	Glendora, Pomona, El Monte, Covina

**UPDATE ITEMS**

9. Service Delivery Study  
K. Ward provided an update on this item.
10. Executive Director’s Monthly Report – Oral Report  
M. Creter reported on this item.

**COMMITTEE MEMBER ITEMS**

**ANNOUNCEMENTS**

**ADJOURN**

The meeting adjourned at 12:37 PM

# REPORT

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DATE: December 4, 2019

TO: City Managers' Steering Committee

FROM: Marisa Creter, Executive Director

RE: **REGIONAL HOUSING TRUST FUND SET-UP**

## **RECOMMENDED ACTION**

Discuss and provide direction to staff.

## **BACKGROUND**

SB 751 (Rubio) was signed by Governor Newsom in October 2019 and authorizes the formation of a San Gabriel Valley Regional Housing Trust (SGVRHT) joint powers authority (JPA) by the County of Los Angeles and any or all of the cities within the San Gabriel Valley Council of Governments. The Trust would be authorized to plan and construct housing – for persons of extremely low, very low, and low income within the San Gabriel Valley – receive public and private financing and funds, and authorize and issue bonds. Since September 2019, SGVCOG staff has facilitated meetings of a San Gabriel Valley Regional Housing Trust Working Group in order to develop a joint powers agreement that would govern the Trust. Approximately seventeen cities have designated staff members to attend these meetings and represent their cities as part of the joint powers agreement negotiation. Each meeting has focused on a different topic within the joint powers agreement. The topics are listed below:

- Joint Powers Agreement Recitals
- Liability
- Powers of the Joint Powers Authority
- Organization, Funding, and Staffing
- Membership and Board Composition (to be discussed at next meeting)

The Working Group has discussed the language of the joint powers agreement and continues to develop a working draft of the joint powers agreement. The draft agreement will be completed by the end of December.

At its November 6, 2019, meeting, the Working Group discussed the organization, potential funding, and staffing options for the SGVRHT. These items are now being presented to the City Managers' Steering Committee for its discussion and direction.

## **STAFFING ALTERNATIVES**

The SGVRHT will undertake a variety of activities to accomplish its mission to provide funding for the planning and construction of housing for homeless, extremely low, very low, and low-income individuals and families. To that end, SGVCOG staff has created a list of anticipated activities.

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Some of these activities are specialized tasks that will require expertise and experience to complete. The SGVCOG anticipates that the SGVRHT will contract out these tasks in order to obtain the most expertise and be more responsive to the specific needs of the Agency. For example, Community Development Financing Institutions (CDFIs) are private financial institutions that are dedicated to delivering responsible, affordable lending to help low-income, low-wealth, and other disadvantaged people and communities join the economic mainstream. A CDFI could be “specialized staff” that would have the skillset and expertise required to manage the Trust’s funding and financing (e.g. the fund distribution). Other tasks are core tasks of the SGVRHT and would thus be completed by the Trust’s core staff. The table below outlines both the anticipated first-year activities and the ongoing activities and identifies whether these tasks would likely be completed by “core staff” or “specialized staff” (e.g. contracted).

Activity	Completed by:	
	Core Staff	Specialized Staff (e.g. contracted)
Outreach to eligible entities	X	
Administrative set-up (e.g. bylaws, policies and procedures)	X	
Administration (e.g. operating budget; annual reporting; updating program priorities)		
Preparing for and holding Board meetings & managing Board relationships	X	
Developing guiding principles and goals		X
Developing project/program priorities	X	
Developing, maintaining, and updating project pipeline	X	X
Developing a funding strategy		X
Managing and administering SGVRHT funds (e.g. issuing NOFAs)	X	X
Reporting on SGVRHT grant funding received	X	
Applying for grant/foundation funding; lobbying/advocating for funding	X	X
Fundraising	X	X
Overseeing specialized staff	X	

SGVCOG staff estimates that these “core staff” responsibilities would require 1.1 FTEs – 1 FTE at a Principal Management Analyst level, and 0.1 FTE at a Management level. In all instances, there would be costs associated with the administration of the Agency (i.e. office space/utilities/equipment; finance/administrative support; printing/supplies; travel/meeting expenses). The amount of these costs would likely vary based on the staffing model that is used. SGVCOG staff has identified 4 alternative staffing models as alternatives to provide the core staff for the SGVRHT, as described below:

## SGVRHT Staff

Using this model, the SGVRHT would have its own hired staff to serve as the Agency’s core staff. This is a model used by the County of Los Angeles’ community choice aggregator – the Clean Power Alliance. This model provides dedicated and specialized staffing for the Agency. However,

it would require a significant administrative structure to be created and would also create significant liability for the Agency and, by extension, its members. SGVCOG staff would not recommend this model, and, at the SGVRHT Working Group Meeting, there was no support for this model.

### Consultant Staff

Using this model, the SGVRHT would hire a consultant(s) to serve as the Agency's core staff. This is a model that is used by the Westside Cities Council of Governments (WSCCOG) and the San Fernando Valley Council of Governments (SFVCOG), as well as previously by the SGVCOG. This model provides a high level of flexibility in staffing and provides access to a broad range of competencies. However, it would also create the potential for a conflict of interest, and there may be a higher cost – given the overhead and profit margins that would be built into the rates. In addition, the SGVRHT Board would have more limited oversight of the contractor because it would be entirely responsible for oversight. SGVCOG staff would not recommend this model for the Agency's core staff.

### City Staffing

Using this model, the SGVRHT would contract with a city to perform the core functions of the Agency. This is a model that is used by the Arroyo Verdugo JPA and the North Net JPA – a JPA that coordinates fire service trainings for its Orange County members. This model would allow the JPA to take advantage of the city's existing administrative structure, may have lower costs, and limits the JPA's liability. However, it may result in a lack of focus on Agency tasks if staff has other assignments, and it may be administratively complex if different staffing responsibilities are undertaken by different agencies. At this time, no city has expressed an interest in providing SGVRHT staffing.

### SGVCOG Staffing

Using this model, the SGVRHT would contract with the SGVCOG to perform the core functions of the Agency. This is a model that is used by the South Bay Energy Services Center (staffing provided by the South Bay Cities Council of Governments), the Watershed Conservation Authority (staffing provided by the San Gabriel Rivers and Mountains Conservancy), and the San Bernardino Association of Governments (San Bernardino County Transportation Authority provides staffing). This model would allow the JPA to take advantage of the SGVCOG's existing administrative structure, would result in a less complex contractual arrangement – as opposed to splitting duties between multiple parties – and would allow for dedicated staffing to be hired to support the SGVRHT. However, the hiring of additional employees would create additional liability for the SGVCOG, of which all cities are members.

## **FUNDING OPTIONS**

In addition to the staffing model, the SGVRHT Working Group also discussed potential funding options for the Trust. These are listed below:

### Capital

- **State Homeless Funds (secured):** The SGVCOG received \$5,625,000 in funding in the 2019 Budget Trailer Bill for homeless programs in the San Gabriel Valley, and at its



November 2019 meeting, the Governing Board recommended that \$1 million of these funds be used for SGVRHT capital.


- **County Innovation Funds (secured):** Through the County of Los Angeles’s Innovation Fund, the SGVCOG will receive approximately \$1.5 million in Measure H carry-over funding for projects and programs that increase the supply of interim and permanent housing for the homeless (Priority Area 1) and enhancing County service systems (Priority Area 2). At its November 2019 meeting, the Governing Board recommended that \$350,000 in County Innovation Funds be used for capital projects by the SGVRHT.
- **Local Housing Trust Fund Matching Grant Program (potential):** Local Housing Trusts are eligible to apply for \$750,000 - \$5,000,000, through a program funded by the 2019 Budget Trailer Bill. A NOFA for \$52.7 million is anticipated in spring 2020.
- **Permanent Local Housing Allocation (potential):** This program was funded through the 2019 Budget Trailer Bill and is a formula grant program for which cities are eligible to submit funding applications for projects/programs that increase the supply of housing for households at or below 60% of the area median income and to facilitate housing affordability.

## Non-Capital

- **County Innovation Funds (secured):** The Governing Board also recommended allocating \$200,000 in County Innovation Funds for “operations,” specifically for some of the activities like development of a project pipeline or development of a funding strategy.
- **Measure H Funds (in process):** Several City cohorts within the San Gabriel Valley also received funding allocations through the County’s Measure H program for the development of a housing trust fund.

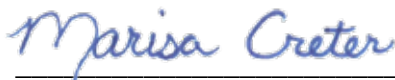
The SGVRHT will also have additional administrative and operational expenses that may not be eligible to be covered by other funding. As such, staff is also seeking input as to cities should be required to pay dues in order to participate in the SGVRHT.

Prepared by:



Caitlin Sims  
Principal Management Analyst

Approved by:



Marisa Creter  
Executive Director