



**AGENDA AND NOTICE OF THE REGULAR MEETING OF THE
SOUTH BAY REGIONAL HOUSING TRUST BOARD OF DIRECTORS
THURSDAY, SEPTEMBER 17, 2026 - 3:30 P.M.
SBCCOG Offices: 357 VAN NESS WAY, #90, TORRANCE, CA 90501 &
Via Zoom: www.zoom.us/join Meeting ID: 879 3160 9573 / Passcode:
142451**

SBRHT OFFICERS

Chair

Debby Stegura

Vice Chair

Nina Tarnay

DIRECTORS

El Segundo

Michelle Keldorf

Ryan Baldino (alt.)

Hawthorne

Alex Monteiro

Katrina Manning (alt.)

Hermosa Beach

Rob Saemann

Dean Francois (alt.)

Inglewood

Eloy Morales

James Butts (alt.)

Lawndale

Bernadette Suarez

Pat Kearney (alt.)

Lomita

Bill Uphoff

Barry Waite (alt.)

Manhattan Beach

Nina Tarnay

Joe Franklin (alt.)

Rancho Palos Verdes

Stephen Perestam

George Lewis (alt.)

Redondo Beach

Paige Kaluderovic

Brad Waller (alt.)

Rolling Hills Estates

Debby Stegura

Velveth Schmitz (alt.)

Torrance

David Kartsonis

Asam Sheikh (alt.)

**HOUSING/HOMELESS
EXPERTS**

Michelle Ramirez

Michael Allen

The agenda packet is available at the South Bay Cities Council of Governments' (SBCCOG) office at 357 Van Ness Way, #90, Torrance, CA 90501, and on the website www.sbrht.org. Copies are available via email upon request to David@sbrht.org. Any additional agenda documents that are distributed to a majority of the Board after the posting of the agenda will be available for review in the SBCCOG office during regular business hours, 8:00 a.m. – 5:00 p.m., Monday through Thursday, and on the South Bay Regional Housing Trust website noted above.

PUBLIC PARTICIPATION:

Your participation is welcomed at all Board of Directors meetings. Time is reserved at each regular meeting for those who wish to address the Board. SBRHT requests that persons addressing the meeting refrain from making personal, slanderous, profane, or disruptive remarks. A person who continues to disrupt the orderly conduct of the meeting, after being warned by the Board Chair or designee to cease the disruption, may be precluded from further participation in the meeting.

At a regular meeting, the public may comment on any matter within the jurisdiction of the SBRHT Board of Directors that is not on the agenda during the public comment period at the beginning of the agenda. The public may also comment on any item on the Consent Calendar prior to action taken on the Consent Calendar. For other agenda items, the public may comment prior to the item being considered by the Board. At a special meeting, the public may only comment on items that are on the agenda.

Members of the public are requested to state their name, city of residence, and the organization they represent (if applicable) prior to speaking. Comments are limited to a maximum of three minutes per person. The Board Chair may impose additional time limits at their discretion. Both written and oral comments will be part of the official record.

Members of the public may address the Board in the following ways:

1. **Verbal Comment In-Person/Virtual:** If you would like to make a verbal public comment, please complete a Speaker Request Form and provide it to staff. Forms will be made available to you by staff at the meeting. If participating through Zoom, please use the "raise hand" feature.
2. **Written Comment:** If you wish to submit written public comments to be distributed to the Board prior to or during the meeting, please submit these materials via email to submit comments by emailing David@sbrht.org at least 1 hour prior to the scheduled meeting time. Please indicate in the Subject Line of the email "FOR PUBLIC COMMENT."

- I. **CALL TO ORDER** – 3:30 P.M.
- II. **ROLL CALL**
- III. **ANNOUNCEMENTS OF ANY CHANGES TO THE AGENDA**
- IV. **PUBLIC COMMENTS** – 3:35 P.M.
- V. **CONSENT CALENDAR ITEMS** – 3:40 P.M.
 - A. **July 16, 2026 Meeting Minutes** (*attachment*) – **Approve (Pages 5-11)**
 - B. **Amendment to the Investment Policy** (*attachment*) – **Approve (Pages 13-14)**
 - C. **Technical Advisory Services from Siembab Corporation** (*attachment*) – **Approve (Pages 15-16)**
 - D. **Invoices** (*attachment*) – **Approve (Pages 17-43)**
Note: There are two invoices for legal services included in the SBCCOG item from May 2026 that were not able to be covered by the SCAG REAP grant.

Recommended Action: Approve the Consent Calendar

VI. DISCUSSION/ACTION ITEMS

At this time, members of the public in attendance may ask the Board to be heard on the following items as those items are called.

- A. **SB 799 and Potential New Member Update** – 3:45 P.M.
- B. **Strategic Plan Review and Adoption** (*attachment*) – **Approve (Pages 45-75) – 3:50 P.M.**
- C. **Low Income Housing Compliance Monitoring Program** (*attachment*) – **Approve (Pages 77-80) – 4:10 P.M.**
- D. **Home Ownership Program Overview** – **Provide direction – 4:20 P.M.**
- E. **Housing Focused Ballot Measures on November Ballot** (*attachment*) – **Support (Pages 81-83) – 4:30 P.M.**
Prop 1 (Veteran and Housing Assistance Programs Bond) and Prop 37 (Second Mortgage Homebuyer Program and Revenue Bond)
- F. **Advisory Committee - Appoint Community Development Directors** – 4:35 P.M.
- G. **Board Meeting and Retreat for November 30 - 9:30 am to 2:30 pm –speakers and training** – 4:40 P.M.
- H. **Look Ahead – Future Meeting Agenda Items – 4:55 PM**
 - 1) October:
 - 2026 SCANPH Annual Conference – October 8 @ LA Convention Center
 - Insurance
 - Affordable Multi-Family Loan Program Draft Guidelines

- Pre-Development Loan Program Draft Guidelines
 - Quarterly Investment Report – Status of Hawthorne Project
 - Low Income Compliance Monitoring Agreement with Manhattan Beach
- 2) November:
- Management Services – evaluate the SBCCOG administration
 - Affordable Multi-Family Loan Program - adoption
 - Pre-Development Loan Program - adoption

VII. GENERAL ITEMS FROM THE BOARD – 5:05 P.M.

VIII. Group Photo – 5:10 P.M.

IX. ADJOURNMENT – 5:15 P.M.

X. NEXT MEETING – Thursday, October 15, 2026, at 3:30 p.m. at the SBCCOG office

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Agenda Item V-A

July 16, 2026 Meeting Minutes

**MEETING MINUTES OF THE
SOUTH BAY REGIONAL HOUSING TRUST BOARD OF DIRECTORS
THURSDAY, JULY 16, 2026 - 3:30 P.M.**

**SBCCOG Offices: 357 VAN NESS WAY, #90, TORRANCE, CA 90501 & Via Zoom
RECORDING IS ACCESSIBLE VIA THE FOLLOWING LINK: <https://youtu.be/OUvanThXSIE>**

I. CALL TO ORDER

South Bay Regional Housing Trust Chair Debby Stegura called the meeting to order at 3:31 pm.

II. ROLL CALL

SBCCOG Senior Program Manager David Leger conducted an attendance roll call. The following Directors and individuals were present:

In attendance were the following voting members:

Michelle Keldorf, El Segundo
Alex Monteiro, Hawthorne
Rob Saemann, Hermosa Beach
Bernadette Suarez, Lawndale
Bill Uphoff, Lomita
Nina Tarnay Manhattan Beach

Stephen Perestam, Rancho Palos Verdes
Paige Kaluderovic, Redondo Beach
Debby Stegura, Rolling Hills Estates
Michael Allen, Housing Expert
Michelle Ramirez, Housing Expert

Also in attendance were the following persons:

Brandy Forbes, City of Rancho Palos Verdes
Adam Eliason, CivicHome
Grant Henninger, CivicHome
Lauren Langer, Best Best & Krieger
Jon Kaji, Kaji & Associates
Thomas Lane, ISBLA and LA Forward
Brittney Weissman, LACAHS
Philip Rebentisch, LA Forward (virtual)

David Leger, SBCCOG
Jacki Bacharach, SBCCOG
Jake Romoff, SBCCOG
Kevin Umaña, SBCCOG
Natalie Champion, SBCCOG
Wally Siembab, SBCCOG (virtual)
Ronson Chu, SBCCOG

III. ANNOUNCEMENTS OF ANY CHANGES TO THE AGENDA

There were no changes to the agenda.

IV. PUBLIC COMMENTS

There were no public comments

V. CONSENT CALENDAR ITEMS

- A. June 18, 2026 Meeting Minutes (*attachment*)**
- B. Accounting Policy (*attachment*)**
- C. Investment Policy (*attachment*)**
- D. Conflict of Interest Policy (*attachment*)**
- E. Records Retention schedule (*to be sent separately*)**
- F. Resolution 2026-3 Appointing the Treasurer (*attachment*)**

G. Resolution 2026-4 – Updates to Bank Signers (*attachment*)

Recommended Action: Approve the Consent Calendar

Chair Stegura requested that Item C, the Investment Policy, be pulled for separate discussion.

MOTION by Director Monteiro, seconded by Vice Chair Tarnay, to **APPROVE** the Consent Calendar, excluding Item V.C.- Investment Policy.

Yes: Keldorf, Monteiro, Suarez, Uphoff, Tarnay, Perestam, Kaluderovic, Stegura, Allen, Ramirez.

No: None

Abstain: None

Vote Total: 10

MOTION PASSES.

Regarding the Investment Policy, Adam Eliason of CivicHome explained that the revised language clarifies the respective roles of the Trust Board, Trust Treasurer, and Executive Director. The Trust Board establishes the investment policy, the Treasurer implements the policy, and the Executive Director may carry out related transactions consistent with the Board-approved policy and Treasurer authorization. He noted that the funds are expected to be placed in the Local Agency Investment Fund (LAIF), which would provide day-to-day investment administration, while the additional policy language provides flexibility if the Trust later chooses to make individual investments.

MOTION by Director Uphoff, seconded by Vice Chair Tarnay, to **APPROVE** the Investment Policy.

Yes: Keldorf, Monteiro, Saemann (arrived at 3:37 pm), Suarez, Uphoff, Tarnay, Perestam, Kaluderovic, Stegura, Allen, Ramirez.

No: None

Abstain: None

Vote Total: 11

MOTION PASSES.

VI. DISCUSSION/ACTION ITEMS

A. SB 799 Update & Hearing in Sacramento

Mr. Leger provided an update on SB 799, noting the bill was awaiting concurrence in the Assembly following amendments that expanded the Trust's authority to conduct preservation activities for low-, very low-, and extremely low-income housing. Ms. Bacharach discussed ongoing efforts to work with Senator Allen's office to pursue additional amendments that would provide the Trust with greater flexibility to support workforce and mixed-income housing while remaining consistent with existing statutory authority. Director Ramirez questioned the opposition to expanding housing opportunities for moderate-income households and asked whether the bill language could be revised. Chair Stegura inquired whether legislators involved in the bill's development remained in office and suggested pursuing additional letters of support. Director Monteiro shared that recent housing discussions have increasingly used the term "mixed-income" rather than "moderate-income" and recommended incorporating that terminology into future advocacy efforts. Director Uphoff encouraged member cities with legislative advocates to actively support the bill. Director Perestam suggested organized labor could be an important ally in advancing the legislation and asked about the bill's timeline. Mr. Leger reported

that the Legislature was currently in recess. At Vice Chair Tarnay's suggestion, staff will prepare and distribute a draft support letter for member cities to customize and submit to their legislative representatives.

B. LACAHSa Staff Introduction – Brittney Weissman, Director of Technical Assistance and Intergovernmental Relations – 3:50 P.M.

Weissman introduced her role coordinating eligible jurisdictions and maximizing Measure A funding for affordable housing, renter protection, and homelessness prevention. She reviewed the South Bay's FY 2026–27 LACAHSa allocation across three categories — Production, Preservation and Ownership (PPO); Renter Protection and Homelessness Prevention (RPHP); and Technical Assistance (TA) — and outlined LACAHSa's TA strategy: capacity building, effective implementation, and seeding innovation, plus available consultant support and regional coordination resources.

Discussion highlights:

- **Renter protection funding:** Saemann asked how these funds are administered; Weissman clarified they support rental assistance and homelessness prevention, not rent control. Chu added the funds target rental subsidies and housing stabilization.
- **TA eligibility for larger cities:** Uphoff asked if bigger member cities still qualify. Weissman noted cities under 50,000 have dedicated Small Cities TA funding, while larger jurisdictions use the general TA program.
- **Compliance monitoring:** Tarnay asked if TA funds could cover affordable housing compliance monitoring/administration — Weissman confirmed this is eligible. Bacharach raised the need for regional compliance monitoring, especially for units not originally LACAHSa-funded, and asked for continued discussion; Weissman agreed.
- **Developer pipeline:** Stegura asked if LACAHSa maintains a list of qualified developers. Weissman will check; Eliason (CivicHome) noted LACAHSa/State publish funded-developer data and offered to help identify partners.
- **Direct TA applications:** Monteiro asked if jurisdictions can apply directly. Weissman said consultants/partners may apply but need jurisdiction support.
- Chu noted SBRHT has its own TA allocation and will keep bringing usage recommendations to the Board.

C. Survey of Housing Trust Programs (Adam Eliason & Grant Henninger)

Grant Henninger and Adam Eliason of CivicHome presented a survey of housing trust programs throughout California, highlighting a variety of funding models and program structures currently being utilized by regional housing trusts. The presentation was intended to inform the South Bay Regional Housing Trust's future program development. The presentation included examples of revolving loan funds, predevelopment and permanent loan programs, affordable multifamily financing, preservation initiatives, bridge housing, and first-time homebuyer assistance programs. Mr. Henninger and Mr. Eliason also reviewed how other housing trusts leverage LACAHSa funding, SCAG REAP 2.0 grants, local funding sources, and partnerships with nonprofit organizations to support affordable housing production, preservation, and homeownership opportunities. Ms. Bacharach noted examples of preservation strategies used by other jurisdictions, including deed restrictions and in-lieu fee programs that support rental assistance. Director Saemann requested additional information regarding the administration of the Burbank-Glendale-Pasadena Regional Housing Trust's first-time homebuyer program. Mr. Henninger explained that the program provides deferred down payment assistance loans, with repayment occurring through resale, equity sharing, or low-interest loan repayment, depending on the program design. Director Perestam asked how loan programs are typically administered. Mr.

Henninger explained that housing trusts often partner with nonprofit organizations or other third-party administrators to manage loan underwriting, servicing, and compliance on behalf of participating cities. Director Monteiro discussed first-time homebuyer assistance programs available within his jurisdiction and expressed interest in exploring similar homeownership opportunities through the South Bay Regional Housing Trust. Further discussion weighed the benefits of larger loan amounts to maximize affordable housing production, the value of partnering with experienced nonprofit administrators, and the potential for future SBRHT programs to incorporate homeownership assistance, predevelopment financing, and preservation strategies informed by successful regional housing trust models.

D. Work Plan (Ronson Chu) – Approved

Mr. Chu outlined priority program areas for the South Bay Regional Housing Trust, including new affordable housing construction, preservation and workforce housing, compliance monitoring, homeownership, expanding funding sources, tax-default properties, commercial redevelopment opportunities, and the creation of a Community Development Directors Advisory Committee. He also reviewed proposed implementation timelines for a predevelopment loan program, construction loan program, pipeline development, and regional compliance monitoring services. Ms. Bacharach emphasized the importance of identifying near-term priorities while maintaining flexibility to pursue additional housing initiatives as funding opportunities emerge. Mr. Eliason explained that the proposed predevelopment loan program would provide revolving loans, rather than grants, to assist developers with early project costs prior to securing permanent financing. He noted that loan repayments would replenish the fund, allowing the Trust to finance future projects and build a long-term development pipeline. Chair Stegura asked about the interest rates associated with predevelopment loans. Director Keldorf asked how the program would work for projects on publicly owned versus privately owned property and how loans would be secured. Mr. Eliason explained that security requirements would vary based on project ownership and development stage and that underwriting standards would be developed as part of the program design. Director Perestam asked whether the program would function similarly to a bridge loan, questioned the relative risks associated with different types of developers, and emphasized the importance of understanding the Trust's highest and best use of limited funding resources before implementing new programs. Director Monteiro questioned whether South Bay cities were prepared for additional affordable housing development and how cities would identify projects appropriate for Trust participation. Director Ramirez noted that state housing laws and local Housing Element requirements continue to generate affordable housing opportunities throughout the region and explained that the proposed programs would help ensure that a portion of future housing development remains affordable to lower-income households. The Directors discussed the need to develop financial tools supporting preservation, workforce housing, homeownership, and nonprofit partnerships while continuing to pursue additional funding sources, including Measure A Technical Assistance funding and private resources. Ms. Bacharach also discussed opportunities to explore regional compliance monitoring, tax-default properties, master leasing, and other innovative housing strategies.

Director Kaluderovic expressed support for developing regional preservation and compliance monitoring programs and noted that additional research would assist cities in identifying and preserving existing affordable housing units. Chair Stegura emphasized that establishing multiple program options would allow the Trust to respond to a variety of affordable housing needs while preserving Board discretion over future funding decisions. Director Perestam reiterated the importance of evaluating future programs based on anticipated outcomes, funding availability, and return on investment.

MOTION by Director Monteiro, seconded by Vice Chair Tarnay, to **APPROVE** the Work Plan as a framework for continued program development.

Yes: Keldorf, Monteiro, Saemann, Suarez, Uphoff, Tarnay, Perestam, Kaluderovic, Stegura, Allen, Ramirez.

No: None

Abstain: None

Vote Total: 11

MOTION PASSES.

Director Perestam requested that future work plans include examples illustrating how proposed programs would operate and suggested presenting potential funding scenarios for Board consideration. Mr. Chu and Ms. Bacharach explained that future meetings would include detailed program guidelines, funding scenarios, and draft RFPs and Notices of Funding Availability (NOFAs) as staff develops each program. Director Michelle Ramirez clarified that approval of the Work Plan authorized staff to continue researching and developing the proposed initiatives and did not commit the Trust to implementing any specific program at this time.

E. City Approval Form to Authorize Work on a Project (Jacki Bacharach) – Approved

Ms. Bacharach presented a draft City Approval Form intended to provide member cities with an opportunity to authorize the SBRHT to begin evaluating potential housing projects within their jurisdiction. She explained that the form was designed to ensure the Trust receives appropriate city authorization before expending staff time on project evaluation and sought Board approval to distribute the draft form to member cities for review and comment. Director Ramirez asked who within each city would have the authority to execute the form. Director Keldorf stated that the City Manager would likely serve as the appropriate approving authority, although each city could determine its own internal approval process.

MOTION by Director Ramirez, seconded by Director Keldorf, to **APPROVE** distribution of the draft City Approval Form to member cities for review and comment.

Yes: Keldorf, Monteiro, Saemann, Suarez, Uphoff, Tarnay, Perestam, Kaluderovic, Stegura, Allen, Ramirez.

No: None

Abstain: None

Vote Total: 11

MOTION PASSES.

F. Look Ahead – Future Meeting Agenda Items (Presented by Jacki Bacharach)

1) Invite South Bay Board of Realtors

2) Save the Date – 2026 SCANPH Annual Conference – October 8 @ LA Convention Center

Ms. Bacharach reviewed potential future agenda items, including inviting representatives from the South Bay Board of Realtors to a future meeting and announcing the 2026 SCANPH Annual Conference scheduled for October 8, 2026.

Directors discussed the scheduling of an August meeting. Director Ramirez recommended lighter meeting agendas to allow additional time for discussion of complex policy topics. Director Uphoff requested that future agendas include discussion of Measure A funding considerations. The Directors agreed not to hold a meeting in August.

Mr. Chu encouraged Board members to attend the 2026 SCANPH Annual Conference on October 8, noting it provides valuable networking opportunities and information on affordable housing policy and

program development. Mr. Umaña highlighted that the conference would include sessions on housing policy, funding updates, workforce housing, and equitable community development. Staff noted that registration costs for Board members would be covered by the Trust.

VII. GENERAL ITEMS FROM THE BOARD

None.

VIII. and IX. ADJOURNMENT

Chair Stegura adjourned the meeting to Thursday, September 17, 2026, at 5:24 p.m. at the SBCCOG office.

Respectfully Submitted,
Natalie Champion for the SBRHT

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Agenda Item V-B
Amendment to SBRHT
Investment Policy

South Bay Regional Housing Trust

AGENDA ITEM: V-B

September 17, 2026

TO: SBRHT Board of Directors
FROM: Jacki Bacharach, Interim Trust Executive Director
SUBJECT: Amendment to Investment Policy

RECOMMENDED ACTION:

APPROVE AMENDING THE TRUST INVESTMENT POLICY TO REQUIRE QUARTERLY REPORTING TO THE BOARD OF DIRECTORS INSTEAD OF MONTHLY

BACKGROUND:

At the July meeting of the Board of Directors, an Investment Policy for the SBRHT was approved. Staff noted that it calls for monthly reporting to the Board. The recommendation at that time was to have quarterly reporting, but the document was not amended to reflect that.

Since the Trust does not have active investments now and even when it does, there will probably not be monthly variations; it is recommended that the policy be amended to quarterly reporting to the Board.

Agenda Item V-C

Technical Advisory Services
from Siembab Corporation

South Bay Regional Housing Trust

AGENDA ITEM: V-C

September 17, 2026

TO: SBRHT Board of Directors
FROM: Jacki Bacharach, Interim Trust Executive Director
SUBJECT: Technical Advisory Services from Siembab Corporation

RECOMMENDED ACTION:

AUTHORIZE THE SBCCOG TO UTILIZE SIEMBAB CORPORATION FOR TECHNICAL ADVISORY SERVICES TO THE SBRHT UNDER THE EXISTING SBCCOG-SIEMBAB CONTRACT, WITH A NOT TO EXCEED BUDGET OF \$30,000 FOR SERVICES TO THE SBRHT FOR FY 26-27.

BACKGROUND:

The SBCCOG contracts with Wally Siembab (Siembab Corporation) for various technical advisory services regarding land use, transportation, and technology. Siembab Corporation has advised on the SBCCOG's Commercial Redevelopment into Housing projects, as well as the impacts of state policies such as the Regional Housing Needs Assessment.

The SBCCOG seeks authorization from the SBRHT to utilize Siembab Corporation for technical advisory services to the SBRHT through its existing contract, and to bill the SBRHT for those costs with a not to exceed budget of \$30,000 through the remainder of FY26-27. The services would include assessment and analysis of housing production and conditions in the South Bay.

Agenda Item V-D

Invoices

South Bay Regional Housing Trust
September 17, 2026



To: Board of Directors
Re: Invoices Submitted for Payment through August 2026

Contractual Obligations & Legal Services

South Bay Cities Council of Governments - June 2026 Management Services
CivicHome - August 2026 Consulting Services

Amount	Check #
\$ 21,149.36	1001
\$ 3,841.25	1002
\$ 24,990.61	

GRAND TOTAL

RECOMMENDATION

All invoices are within budget. Therefore, it is recommended that they be approved for payment. Checks subject to release as cash available.

APPROVED FOR PAYMENT

Debby Stegura, Chair



357 Van Ness Way, Suite 110
 Torrance, CA 90501
 (310) 371-7222
info@southbaycities.org
www.southbaycities.org

Invoice Date: June 30, 2026

Invoice No: **SBRHT-20260630**

Project Title: Administrative Services for the South Bay Regional Housing Trust

Below is the South Bay Cities Council of Governments (SBCCOG) invoice
 for the billing period **June 1 - June 30, 2026**

Staffing Charges

SBCCOG Personnel	Title	Hours	Rate	Billable Amount
Colleen Farrell	Sr. Project Manager	5.50	\$ 55.03 =	\$ 302.67
David Leger	Administrative Manager	12.25	\$ 63.18 =	\$ 773.96
Jacki Bacharach	Executive Director	21.00	\$ 111.44 =	\$ 2,340.24
Kim Fuentes	Deputy Executive Director	8.50	\$ 87.12 =	\$ 740.52
Natalie Champion	Administrative Assistant	15.00	\$ 35.00 =	\$ 525.00
Ronson Chu	Department Director	45.00	\$ 64.55 =	\$ 2,904.75
		107.25	SBCCOG Personnel Sub Total	\$ 7,587.13

Expenses & Reimbursements

Vendor	Description	Date	Invoice Number	Billable Amount
Best Best & Krieger LLP	Legal Services through May 31, 2026	5/31/26	1063938	\$ 2,725.50
Best Best & Krieger LLP	Legal Services through May 31, 2026	5/31/26	1063937	\$ 5,923.34
Surf Management Associates, LLC	June Rent	6/1/26	Jun-26	\$ 551.12
QDoxs	Printing & Supplies	6/19/26	IN75909	\$ 15.90
Sharp Electronics Corporation	sbrht.org email address set up	6/23/26	15275089	\$ 1,050.00
Vincent Rios Creative, Inc.	SBRHT Logo design	6/25/26	1362	\$ 270.00
Xerox Corporation	Machine Lease	6/29/26	Jun-26	\$ 22.36
Sharp Electronics Corporation	Monthly IT Services	6/30/26	9005859068	\$ 79.02
Sharp Electronics Corporation	Service Call	6/30/26	9005858429	\$ 1.35
Sharp Electronics Corporation	Phone Service	6/30/26	9005859147	\$ 27.04
Best Best & Krieger LLP	Legal Services through June 30, 2026	6/30/26	1066558	\$ 1,860.00
Eide Bailly LLP	Accounting Services - June 2026	6/30/26	EI02087952	\$ 1,036.60
			Expenses & Reimbursements Sub Total	\$ 13,562.23

Please submit payment to:

South Bay Cities Council of Governments
 357 Van Ness Way, Suite 110
 Torrance, CA 90501

TOTAL DUE THIS INVOICE \$ 21,149.36

If you have any questions, please contact (310) 371-7222.

Total Budget	\$ 390,000.00
Previously Billed	\$ -
Total Billed To Date	\$ 21,149.36
Balance Remaining	\$ 368,850.64

Thank you,

David Leger
 Administrative Manager
 South Bay Cities Council of Governments

SBRHT Management Services -

June 2026



06/01/2026 - 06/30/2026

Total: 107.25 Billable: 107.25 Amount: 7,587.13 USD

Date	Description	Duration	User
06/30/2026	Trust - call with Armato SBRHT (Trust) Management	2.50 01:24:00PM - 03:54:00PM	Jacki Bacharach 278.60 USD
06/29/2026	Prepared for & attended meeting discussion on PPO SBRHT (Trust) Management	1.00 11:00:00AM - 12:00:00PM	David Leger 63.18 USD
06/29/2026	Trust agenda preparation and meeting SBRHT (Trust) Management	1.25 10:24:00AM - 11:39:00AM	Jacki Bacharach 139.30 USD
06/25/2026	Ronson's check in SBRHT (Trust) Management	0.50 05:50:00PM - 06:20:00PM	Jacki Bacharach 55.72 USD
06/25/2026	PPO communications SBRHT (Trust) Management	1.75 12:00:00PM - 01:45:00PM	David Leger 110.57 USD
06/24/2026	Prepared for meeting discussion on PPO SBRHT (Trust) Management	1.00 03:00:00PM - 04:00:00PM	David Leger 63.18 USD
06/24/2026	Trust scheduling and priorities SBRHT (Trust) Management	0.50 10:00:00AM - 10:30:00AM	Jacki Bacharach 55.72 USD
06/23/2026	Newsletter Content Development for South Bay Regional Housing Trust SBRHT (Trust) Management	1.00 11:42:00PM - 12:42:00AM ⁺¹	Colleen Farrell 55.03 USD
06/23/2026	Prepared for meeting discussion on PPO SBRHT (Trust) Management	3.00 09:00:00AM - 12:00:00PM	David Leger 189.54 USD
06/22/2026	Newsletter Content Development for South Bay Regional Housing Trust SBRHT (Trust) Management	0.50 10:14:00PM - 10:44:00PM	Colleen Farrell 27.52 USD
06/22/2026	Social Media Content Development for South Bay Regional Housing Trust SBRHT (Trust) Management	1.00 12:14:00AM - 01:14:00AM	Colleen Farrell 55.03 USD
06/19/2026	Trust info to board SBRHT (Trust) Management	0.50 08:04:00PM - 08:34:00PM	Jacki Bacharach 55.72 USD
06/18/2026	Trust agenda preparation and meeting SBRHT (Trust) Management	3.00 05:46:00PM - 08:46:00PM	Jacki Bacharach 334.32 USD
06/18/2026	Prepared for/participated in SBRHT meeting - eligible uses of PPO funds SBRHT (Trust) Management	3.00 02:00:00PM - 05:00:00PM	David Leger 189.54 USD

06/18/2026	Housing Trust Meeting preparation and staffing re: printing materials, meeting room setup, taking minutes outline, electronic filing meeting documents including sign in sheet, clean up conference room SBRHT (Trust) Management	8.00 10:00:00AM - 06:00:00PM	Natalie Champion 280.00 USD
06/17/2026	Trust agenda prep SBRHT (Trust) Management	1.25 03:48:00PM - 05:03:00PM	Jacki Bacharach 139.30 USD
06/16/2026	Worked on PPO invoicing & reporting SBRHT (Trust) Management	1.00 07:14:00PM - 08:14:00PM	Kim Fuentes 87.12 USD
06/16/2026	Trust agenda prep SBRHT (Trust) Management	1.00 07:08:00PM - 08:08:00PM	Jacki Bacharach 111.44 USD
06/16/2026	Media materials for the trust SBRHT (Trust) Management	0.25 04:53:00PM - 05:08:00PM	Jacki Bacharach 27.86 USD
06/15/2026	Worked on PPO invoicing & reporting SBRHT (Trust) Management	2.50 03:22:00PM - 05:52:00PM	Kim Fuentes 217.80 USD
06/15/2026	Trust agenda preparation SBRHT (Trust) Management	1.00 12:38:00PM - 01:38:00PM	Jacki Bacharach 111.44 USD
06/12/2026	Worked on PPO invoicing SBRHT (Trust) Management	2.00 06:22:00AM - 08:22:00AM	Kim Fuentes 174.24 USD
06/12/2026	Newsletter Content Development for South Bay Regional Housing Trust SBRHT (Trust) Management	1.00 03:16:00AM - 04:16:00AM	Colleen Farrell 55.03 USD
06/11/2026	Worked on PPO related tasks. SBRHT (Trust) Management	0.50 09:57:00PM - 10:27:00PM	Kim Fuentes 43.56 USD
06/11/2026	Orientation for City Staff - PPO SBRHT (Trust) Management	0.25 03:30:00PM - 03:45:00PM	David Leger 15.80 USD
06/11/2026	Trust agenda preparation SBRHT (Trust) Management	2.25 02:23:00AM - 04:38:00AM	Jacki Bacharach 250.74 USD
06/10/2026	Jon Kaji re: trust agenda and more memos reviewed for agenda SBRHT (Trust) Management	2.00 05:23:00PM - 07:23:00PM	Jacki Bacharach 222.88 USD
06/10/2026	Spend rate meeting - PPO invoicing; City Staff orientation presentation review SBRHT (Trust) Management	0.50 02:15:00PM - 02:45:00PM	David Leger 31.59 USD
06/10/2026	Conversations with staff regarding tracking of PPO expenditures. SBRHT (Trust) Management	1.50 04:57:00AM - 06:27:00AM	Kim Fuentes 130.68 USD
06/09/2026	Minutes for SBRHT May Board Meeting re: preparation, hyperlinking referenced documents and review of in person and zoom attendees SBRHT (Trust) Management	7.00 12:00:00PM - 07:00:00PM	Natalie Champion 245.00 USD
06/09/2026	All Team Program Planning meeting - PPO updates SBRHT (Trust) Management	0.25 11:00:00AM - 11:15:00AM	David Leger 15.80 USD

06/09/2026	Trust issues with Civic Home and legislation SBRHT (Trust) Management	2.00 10:00:00AM - 12:00:00PM	Jacki Bacharach 222.88 USD
06/09/2026	Social Media Content Development for South Bay Regional Housing Trust SBRHT (Trust) Management	1.00 02:12:00AM - 03:12:00AM	Colleen Farrell 55.03 USD
06/08/2026	Review of CivicHome engagement materials for housing trust SBRHT (Trust) Management	1.00 03:00:00AM - 04:00:00AM	Jacki Bacharach 111.44 USD
06/05/2026	Budget SBRHT (Trust) Management	9.00 09:00:00AM - 06:00:00PM	Ronson Chu 580.95 USD
06/04/2026	Reviewed consultant deliverables SBRHT (Trust) Management	0.25 01:00:00PM - 01:15:00PM	David Leger 15.80 USD
06/04/2026	Agenda development SBRHT (Trust) Management	9.00 09:00:00AM - 06:00:00PM	Ronson Chu 580.95 USD
06/03/2026	Trust agenda issues SBRHT (Trust) Management	1.00 10:34:00PM - 11:34:00PM	Jacki Bacharach 111.44 USD
06/03/2026	PPO - LACAHA SBRHT (Trust) Management	9.00 09:00:00AM - 06:00:00PM	Ronson Chu 580.95 USD
06/03/2026	Worked on PPO related tasks. SBRHT (Trust) Management	1.00 07:14:00AM - 08:14:00AM	Kim Fuentes 87.12 USD
06/02/2026	SBACC meeting - overview of SBRHT and funding award to Cordary Ave Apts SBRHT (Trust) Management	0.50 11:00:00AM - 11:30:00AM	David Leger 31.59 USD
06/02/2026	Agenda SBRHT (Trust) Management	9.00 09:00:00AM - 06:00:00PM	Ronson Chu 580.95 USD
06/01/2026	Formatted and sent PPO conditional funding award letter to Abode SBRHT (Trust) Management	0.75 01:00:00PM - 01:45:00PM	David Leger 47.39 USD
06/01/2026	Media Relations to Announce Project Commitment for South Bay Regional Housing Trust SBRHT (Trust) Management	1.00 09:56:00AM - 10:56:00AM	Colleen Farrell 55.03 USD
06/01/2026	Budgets SBRHT (Trust) Management	9.00 09:00:00AM - 06:00:00PM	Ronson Chu 580.95 USD
06/01/2026	Trust legal documents SBRHT (Trust) Management	1.00 01:30:00AM - 02:30:00AM	Jacki Bacharach 111.44 USD

Indian Wells
(760) 568-2611
Irvine
(949) 263-2600
Los Angeles
(213) 617-8100
Bend, OR
(541) 382-3011



BBK
BEST BEST & KRIEGER LLP
ATTORNEYS AT LAW

3390 University Avenue, 5th Floor, P.O. Box 1028, Riverside, CA 92502
Phone: (951) 686-1450 | Fax: (951) 686-3083 | www.bbklaw.com
Tax ID # 95-2157337

Ontario
(909) 989-8584
Sacramento
(916) 325-4000
San Diego
(619) 525-1300
Walnut Creek
(925) 977-3300
Washington DC
(202) 785-0600

SOUTH BAY REGIONAL HOUSING TRUST
2355 CRENSHAW BOULEVARD, SUITE 125
TORRANCE, CA 90501

June 8, 2026
1063938
LAUREN B. LANGER

Invoice Due and Payable Upon Receipt
PLEASE RETURN THIS COPY WITH YOUR REMITTANCE

INVOICE SUMMARY

For Professional Services Rendered Through May 31, 2026:

Matter # 15142.00003
TRUST MATTERS

Current Fees:	\$	2,725.50
Total Current Billings For This Matter:	\$	2,725.50
Balance from Previous Statement:		0.00
Payments and Other Credits Received:		0.00
Prior Outstanding Balance:		0.00
Total Amount Due:	\$	2,725.50

Payment Remittance:

Invoice # 1063938

ACH or Wire Electronic Payment (Please Reference Invoice Number):
Bank of America Corporate Center | 100 North Tryon Street, Charlotte, NC 28255
ACH Routing #: 121000358 Wire Routing # 026009593 Swift Code: BOFAUS3N
BBK Account # 14961-50991

Lockbox: Best Best & Krieger LLP | P.O. Box 743074 | Los Angeles, CA 90074-3074
Courier Delivery Address: Bank of America Lock Box Services | Lockbox 743074 | 2706 Media Center Drive | Los Angeles, CA 90065-1733

Credit Card: Please visit bbklaw.com/clientpay to pay by Visa, MasterCard, Discovery or American Express

Please mail 1099 form to: Best Best & Krieger LLP | 3390 University Avenue, 5th Floor | P.O. Box 1028 | Riverside, CA 92502

Indian Wells
(760) 568-2611
Irvine
(949) 263-2600
Los Angeles
(213) 617-8100
Bend, OR
(541) 382-3011



3390 University Avenue, 5th Floor, P.O. Box 1028, Riverside, CA 92502
Phone: (951) 686-1450 | Fax: (951) 686-3083 | www.bbklaw.com
Tax ID # 95-2157337

Ontario
(909) 989-8584
Sacramento
(916) 325-4000
San Diego
(619) 525-1300
Walnut Creek
(925) 977-3300
Washington DC
(202) 785-0600

SOUTH BAY REGIONAL HOUSING TRUST
2355 CRENSHAW BOULEVARD, SUITE 125
TORRANCE, CA 90501

June 8, 2026
1063937
LAUREN B. LANGER

Invoice Due and Payable Upon Receipt
PLEASE RETURN THIS COPY WITH YOUR REMITTANCE

INVOICE SUMMARY

For Professional Services Rendered Through May 31, 2026:

Matter # 15142.00001

GENERAL COUNSEL/BOARD MEETINGS

Current Fees:	\$	5,865.00
Current Reimbursable Costs:	\$	58.34
Total Current Billings For This Matter:	\$	5,923.34
Balance from Previous Statement:		0.00
Payments and Other Credits Received:		0.00
Prior Outstanding Balance:		0.00
Total Amount Due:	\$	5,923.34

Payment Remittance:

Invoice # 1063937

ACH or Wire Electronic Payment (Please Reference Invoice Number):

Bank of America Corporate Center | 100 North Tryon Street, Charlotte, NC 28255
ACH Routing #: 121000358 Wire Routing # 026009593 Swift Code: BOFAUS3N
BBK Account # 14961-50991

Lockbox: Best Best & Krieger LLP | P.O. Box 743074 | Los Angeles, CA 90074-3074

Courier Delivery Address: Bank of America Lock Box Services | Lockbox 743074 | 2706 Media Center Drive | Los Angeles, CA 90065-1733

Credit Card: Please visit bbklaw.com/clientpay to pay by Visa, MasterCard, Discovery or American Express

Please mail 1099 form to: Best Best & Krieger LLP | 3390 University Avenue, 5th Floor | P.O. Box 1028 | Riverside, CA 92502

MAKE CHECKS PAYABLE TO:
SURF MANAGEMENT ASSOCIATES, LLC
(VAN NESS BUSINESS CENTER I)
PO BOX 3217
TORRANCE, CA 90510
(310) 533-5900

Statement

Account: vnbc - E090, E110, E150 - sbcities
Date: 05/26/2026
Payment: \$

SOUTH BAY CITIES COUNCIL OF GOVERNMENTS
357 Van Ness Way Suite 110-150, 90
Torrance, CA 90501

There will be a 6% late fee if the rent payment is not received in our office
BEFORE June 11th. Envelopes need to be postmarked the 9th or earlier. NSF
charge is \$20.00.

Date	Description	Charges	Payments	Balance
	Balance Forward			0.00
05/01/2026	Rent (05/2026)	15,840.00	0.00	15,840.00
05/01/2026	Common Area (05/2026)	2,192.41	0.00	18,032.41
05/11/2026	Late Charge, 6% of \$15840.00	950.40	0.00	18,982.81
05/12/2026	:ACH-WEB - Online Payment - EFT Payment. Web	0.00	18,032.41	950.40
06/01/2026	Rent (06/2026)	15,840.00	0.00	16,790.40
06/01/2026	Common Area (06/2026)	2,056.55	0.00	18,846.95

0-30 Days	31-60 Days	61-90 Days	Above 90 Days	Amount Due
18,846.95	0.00	0.00	0.00	18,846.95

QDoxs | Xerox Sales Agent
3030 Old Ranch Parkway, Suite 190
Seal Beach, CA 90740

562.435.2769, Option 5
www.qdoxs.com



CONTRACT INVOICE

Invoice Number: IN75909
Invoice Date: 6/19/2026
Account Number: SB05
Balance Due: \$516.22

Bill To: South Bay Cities Council of Governments
357 Van Ness Way
Suite 110
Torrance, CA 90501
USA

Customer: South Bay Cities Council of Governments
357 Van Ness Way
Suite 110
Torrance, CA 90501

Account No	Payment Terms	Due Date	Invoice Total	Balance Due
SB05	Due 10 Days	6/29/2026	\$516.22	\$516.22
Invoice Remarks				

Contract Number	Contact	Contract Amount	P.O. Number	Start Date	Exp. Date
CT10978-01	Andrey Mulligan 310-371-7222	\$470.36		10/20/2022	10/19/2027
Contract Remarks					

Summary:

Contract base rate charge for the 6/20/2026 to 7/19/2026 billing period	\$62.30
Contract overage charge for the 5/20/2026 to 6/19/2026 overage period	\$389.97 **
Tariff - See Notice below	\$18.09
**See overage details below	\$470.36

Detail:

Equipment included under this contract

Xerox/C8135

Number	Serial Number	Base Adj.	Location
EQ22136	ELQ590745	\$0.00	South Bay Cities Council of Governments 357 Van Ness Way Suite 110 Torrance, CA 90501

Meter Type	Meter Group	Begin Meter	End Meter	Total	Covered	Billable	Rate	Overage
B\W	EQ22136 - B\W	52,763	54,349	1,586	1,000	586	\$0.010000	\$5.86
Color	EQ22136 - Color	151,509	156,424	4,915	500	4,415	\$0.087000	\$384.11
								\$389.97

NOTICE: Effective September 1, an International Import/Tariff Surcharge will be added to all invoices due to recent changes in import regulations and new international trade compliance costs.

Invoice SubTotal	\$470.36
Tax:	\$45.86
Invoice Total	\$516.22
Balance Due:	\$516.22



INVOICE

PLEASE DIRECT ALL CORRESPONDENCE TO:

8670 Argent Street
SANTEE, CA 92071
(619) 258-1400

SHIP TO: 835928

SOUTH BAY CITIES COUNCIL OF GOVERNMENT
2355 CRENSHAW BLVD, SUITE 125
TORRANCE CA 90501

BILL TO: 835928

SOUTH BAY CITIES COUNCIL OF GOVERNMENT
2355 CRENSHAW BLVD, SUITE 125
TORRANCE CA 90501

Invoice No. 15275089	Invoice Date 06/23/2026	Order Date 05/15/2026	Customer PO No. Quote #010827 v1	Sharp Order No. 51707266	Approval No.
Delivery No.	Carrier	Vendor No.	Pro No.	Freight Terms FPD	

Model	Descriptions/Customer SKU	Unit Pricing	Unit Amt	Quantity	Total
MITS_PROJECT	MANAGED IT SERVICES PROJECT	Net Price	0.00	6	1,050.00 0.00
Billing Op APAN * Sales Rep * J DOMINGUEZ * CASH PURCHASE Microsoft 365Tenant Configuration & SBRHT Email Integration					

Payment Terms Net 30 days	Subtotal 1,050.00	Freight 0.00	Doc Fee 0.00	Sales Tax % 0.00	Invoice Amount 1,050.00
Terms Effective Date 06/23/2026	Trade Up Allowance (0.00)	Install 0.00	Promo Rebate 0.00	Sales Tax Amount 0.00	

To assure proper credit please detach and return with remittance.
For remittance inquiries, please call: (619) 258-1400

PLEASE REMIT PAYMENTS TO: Sharp Electronics Corporation Via its Sharp Business Systems Division Dept. LA 21565 Pasadena CA 91185-1565	Payment Terms Net 30 days		Invoice Number 15275089	
	Terms Effective Date 06/23/2026			
	Customer No. 835928	PO No. Quote #010827 v1		PAY THIS AMOUNT 1,050.00 USD

Or Make Payment At: <https://secure.versapay.com/payables/sharpusa/signup>

All claims for loss or damage must be filed by you with the carrier. Absolutely no returns will be accepted without prior written authorization. No claims of any kind will be allowed after 10 days from receipt of merchandise.

Page 27 of 84

CUSTOMER ORIGINAL INVOICE/REMITTANCE COPY

Vincent Rios Creative, Inc.

1698 Constellation Dr
San Pedro, CA 90732-6109 USA
vince@vrioscreative.com



INVOICE

BILL TO
Colleen Farrell
South Bay Cities Council of Governments (SBCCOG)
357 Van Ness Way
Suite 110
Torrance, CA 90501

INVOICE 1362
DATE 06/25/2026
TERMS Net 30
DUE DATE 07/25/2026

DATE	ACTIVITY	DESCRIPTION	QTY	RATE	AMOUNT
	Design	Created native vector artwork for South Bay Regional Housing Trust Logo + Revisions	2	135.00	270.00

Ways to pay

BANK

View and pay

SUBTOTAL	270.00
TAX	0.00
TOTAL	270.00
BALANCE DUE	\$270.00



PO BOX 13604
Philadelphia, PA 19101-3604

Remittance Section

Electronic Service Requested

INVOICE

Customer Account Number: 156604
Invoice Number: 42288171
Invoice Date: 06/29/2026
Invoice Due Date: 07/19/2026
Total Due: \$726.16

SOUTH BAY CITIES COUNCIL OF GOVERNMENTS
357 VAN NESS WAY SUITE 110
TORRANCE CA 90501-1487

Amount Paid: \$ _____

Use enclosed envelope and make check payable to:

PEAC SOLUTIONS
PO BOX 13604
PHILADELPHIA, PA 19101-3604



01001004228817140000007261665

For faster processing, please remove the check skirt.

Keep lower portion for your records - Please return upper portion with your payment

Important Messages

YOUR ACCOUNT IS DELINQUENT
URGENT REMINDER! This invoice includes unpaid items from your last bill.

Please call **844-792-2877** and talk to your Account Representative about payment options. We offer check by phone payment options.

You can also manage your account and pay online at: www.leaseservices.com.

CUSTOMER ACCOUNT NUMBER	INVOICE DATE	INVOICE NUMBER	DUE DATE	LAST PAYMENT RECEIVED
156604	06/29/2026	42288171	07/19/2026	05/26/2026

Charges Summary

Contract PO#	Current Billing Period	Charge Description	Current Due	Past Due	Total Due
471-0156604-001	06/19/2026 - 07/18/2026	CONTRACT PAYMENT	\$297.44	\$297.44	\$594.88
		SALES/USE/RENTAL TAX	\$30.50	\$30.50	\$61.00
		EQUIPMENT PROTECTION	\$18.38	\$18.38	\$36.76
		SALES/USE/RENTAL TAX	\$1.89	\$1.89	\$3.78
		LATE CHARGES	\$0.00	\$29.74	\$29.74
		CONTRACT BALANCE DUE	\$348.21	\$377.95	\$726.16
		INVOICE TOTAL BALANCE DUE	\$348.21	\$377.95	\$726.16

Contract Numbers listed on invoice:

471-0156604-001

Have you moved or changed your phone number?☐ Billing Address Change ☐ Equipment Location Change ☐ Both

Please provide your new address or telephone number and return this portion with your payment. Your records will be updated on request.

Effective Date: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____

Email: _____

Important Note:

If utilizing your Bank's Online Bill Service, please enter each contract number and payment separately. If you do not, the payment may not be transmitted EFT. Your bank may cut and mail a check to our lock box for processing. We are not responsible for postal delays. Processing delays may result if checks are received without contract numbers notated on them. See below for important information regarding charges and fees.

To avoid delays, go to www.leaseservices.com and make a payment or set up recurring payments.

Thank you for your business!

**Our Customer Service hours are Monday - Friday
9:00 am to 5:00 pm, Eastern Standard Time.**

Inquire by Phone: 888-236-2409**Inquire Online:** www.LeaseServices.com**Inquire by Mail:** PO Box 637, Mount Laurel, NJ 08054**Mail Payment Checks To:** PO Box 13604, Philadelphia, PA 19101-3604

Information about charges that may appear on your invoice:

Contract Payment: This is the regular monthly/quarterly/annual payment amount. If you (i) do not return the upper portion of this invoice with your payment, (ii) do not use the envelope provided, (iii) send multiple or folded checks, (iv) include cash, check skirts or extra correspondence and/or (v) include staples or paper clips the application of your payment to your account may be delayed and may result in the assessment of late fees.

Payment Application: If you have any questions about how your payments are applied to your contract(s), please visit: www.leaseservices.com/help-center.

One-Time Documentation Fee: We may charge a fee to compensate us for processing the documents, and reimburse us for the fees incurred with filing UCC-1 financing statements that may be required.

Interim Rent: After we confirm that the equipment has been delivered and we've received all of the required documents, your equipment supplier is paid. We then set up the contract on our billing system and an invoice is sent to you for the first payment due. This payment covers the following full 30-day period. Included on the first invoice is a charge for interim rent which covers the period between when we pay your vendor and when the first contract payment is due.

Insurance: Your agreement requires the equipment to be insured against all liability and risks of loss. Our policy covers our financial interest in the equipment. If you already have coverage, please have your agent send us evidence of insurance listing us as the Loss Payee and Additional Insured. Your contract number must be on the certificate for identification purposes. The certificate can be faxed to 856-813-2880. Upon receipt of evidence of acceptable insurance maintained by your company, we will no longer bill you under our insurance program. For insurance questions, call 877-733-4433.

Returned Check Fee: : If your payment is returned from your bank for any reason, we may charge you a fee.

Sales/Use Tax: In most states and some local jurisdictions, we are required to collect sales/use tax on each monthly payment. Since the contract payment was calculated in advance, and tax rates can change periodically, this amount is billed separately. In certain states, the full amount of tax is due at the inception of the contract. In these situations, the tax is added to the equipment cost to calculate the monthly payment.

Property Tax (for leases only): Many local jurisdictions assess an annual tax on tangible personal property. The lessor, as owner of the equipment, pays this tax to the appropriate taxing authority. (Our lease rate does not include this tax.) We pass this tax on to you on an annual basis. These taxes change periodically and are not included in the calculation for the base monthly payment. We may bill you an estimate of the taxes, and reconcile your account when the actual tax figures are received from the applicable jurisdiction. The billed amount may also include an annual property tax administration fee of up to \$25.

Late Charge: If we receive your payment after the due date on the invoice, you may be assessed a late charge. The amount is calculated as a percentage of the invoice amount past due, less taxes, or may be a flat charge, depending on the terms of the contract you signed. You will receive a one-time waiver of the first late charge assessed if you call customer service at the number on the reverse side of this invoice and request it.

Convenience Fee: If you choose to (1) make a payment over the phone, either through direct contact with a representative or through our Interactive Voice Response system (IVR), or (2) make a payment by credit card, either through direct contact with a Representative, IVR, or through your Lease Services account, then you may be assessed a convenience fee up to \$20 to compensate us for costs incurred to process your payment. This fee will apply to all payments made over the phone or made by credit card.

Asset Details				
Contract Number	Model	Serial Number	Address	City, State, Zip
471-0156604-001	C8135	ELQ590745	357 Van Ness Way	TORRANCE, CA 90501

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Sharp Business Systems
8670 Argent St
Santee, CA , 92071

INVOICE

PLEASE DIRECT ALL CORRESPONDENCE TO:
619-258-1400

SHARP BUSINESS SYSTEMS

Tax ID: 13-1968872

Duns Number: 00-181-8012

Bill To: 835928

SOUTH BAY CITIES COUNCIL OF
GOVERNMENTS
2355 CRENSHAW BLVD, SUITE 125
TORRANCE, CA 90501

Invoice No. 9005859068	Invoice Date 06/29/2026	Payment Terms Net 30 days	Due Date 07/29/2026		Invoice Total \$2,565.90
Invoice text:					
Item	Description	Quantity/Hours	Rate	Amount	
Contract: 8000669864					
MITS_BAREMAIL_SEAR	EMAIL SECURITY AND ARCHIVE LICENSE	30	6.25	187.50	
Period of Coverage: 06/01/2026 - 06/30/2026					
MITS_CWEDR_WKS	EDR LICENSE AND SOC SERVICE - DESKTOP	30	20.00	600.00	
Period of Coverage: 06/01/2026 - 06/30/2026					
MITS_CWHD_BH	RMM & HELP DESK SERVICE - 8A-6P	30	45.00	1,350.00	
Period of Coverage: 06/01/2026 - 06/30/2026					
MITS_MC1Y1M135	M365 Bus. Basic 1Y1M	6	6.00	36.00	
Period of Coverage: 06/01/2026 - 06/30/2026					
MITS_MC1Y1M136	M365 Bus. Prem 1Y1M	4	23.10	92.40	
Period of Coverage: 06/01/2026 - 06/30/2026					
Sales Amount \$2,565.90		Taxes \$0.00		Freight Amount \$0.00	
				Invoice Total \$2,565.90	

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Please include Invoice No. on your Remittance

	Invoice No. 9005859068	Account No. 835928	Due Date 07/29/2026
Sales Amount \$2,565.90	Taxes \$0.00	Freight Amount \$0.00	Invoice Total \$2,565.90
Remit To: SHARP ELECTRONICS CORPORATION Via its SHARP BUSINESS SYSTEMS Division Dept. LA 21565 PASADENA, CA, 91185-1565		To pay by ACH, EFT or Credit Card please visit: https://secure.versapay.com/payables/sharpusa/signup	



Sharp Business Systems
8670 Argent St
Santee, CA , 92071

INVOICE

PLEASE DIRECT ALL CORRESPONDENCE TO:
619-258-1400

SHARP BUSINESS SYSTEMS

Invoice No.	Invoice Date	Payment Terms	Due Date		Invoice Total
9005859068	06/29/2026	Net 30 days	07/29/2026		\$2,565.90

Item	Description	Quantity/Hours	Rate	Amount
MIT5_MC1Y1M137	M365 Bus. Std 1Y1M	24	12.50	300.00
Period of Coverage: 06/01/2026 - 06/30/2026				

Thank You For Your Business



SHARP BUSINESS SYSTEMS

INVOICE

Sharp Business Systems

8670 Argent St
Santee, CA , 92071

PLEASE DIRECT ALL CORRESPONDENCE TO:

619-258-1400

Bill To: 835928

SOUTH BAY CITIES COUNCIL OF GOVERNMENTS
2355 CRENSHAW BLVD, SUITE 125
TORRANCE CA 90501

Invoice No. 9005858429	Invoice Date 06/27/2026	Payment Terms Net 30 days	Due Date 07/27/2026	Invoice Total \$43.75
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Date	Service	Description	Hours/Qty	Rate	Amount
06/02/2026	MITS REMOTE SERVICE ST#: 1289356	Summary:Some devices are offline on South Bay Cities Council of Governments site - Alert is cleared for South Bay ![[image\]](https://na.myconnectwise.net/v4_6_release/api/newinlineimages/SharpIT/88b4d663-e7ae-4b9f-9644-bab86e89d53e/95d20c53-4102-4d98-a055-fba1cf72a2f5)	0.250	175.00	43.75

Sales Amount \$43.75	Freight \$0.00	TAX Total \$0.00	Invoice Total \$43.75
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<----- Cut here ----->

Invoice No. 9005858429	Account No. 835928	Net Due Date 07/27/2026
----------------------------------	------------------------------	-----------------------------------

Sales Amount \$43.75	Taxes \$0.00	TAX Total \$0.00	Invoice Total \$43.75
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Remit To: SHARP ELECTRONICS CORPORATION Dept. LA 21565 PASADENA, CA, 91185-1565	To Pay by Credit Card, please call 619-258-1400 Or Make Payment At: https://secure.versapay.com/payables/sharpusa/signup
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Sharp Business Systems
7 SHERIDAN SQUARE, STE 200
KINGSPORT, TN , 37663

INVOICE

PLEASE DIRECT ALL CORRESPONDENCE TO:
1-888-525-4220

SHARP BUSINESS SYSTEMS

Tax ID: 13-1968872

Duns Number: 00-181-8012

Bill To: 835928

SOUTH BAY CITIES COUNCIL OF
GOVERNMENTS
2355 CRENSHAW BLVD, SUITE 125
TORRANCE, CA 90501

Invoice No. 9005859147	Invoice Date 06/29/2026	Payment Terms Net 30 days	Due Date 07/29/2026		Invoice Total \$877.96
Invoice text:					
Item	Description	Quantity/Hours	Rate	Amount	
Contract: 8000664680					
UCAASCAPUBLPU RPOSE	CA PUBLIC PURPOSE FLAT LINE SURCHARGE	1	0.00	13.50	
Period of Coverage: 05/01/2026 - 05/31/2026					
UCAASFCC	UCAAS FCC	1	0.00	35.69	
Period of Coverage: 05/01/2026 - 05/31/2026					
UCAASSERVICE	UCAAS Service	1	732.70	732.70	
Period of Coverage: 06/01/2026 - 06/30/2026					
ADDENDUM #7: 26 STANDARD USERS, NO LOW USAGE USRS, 29 DIDS, 4 MAC HRS PER YEAR					
UCAASSMSFEE	SMS COMPLIANCE MONTHLY LOW USAGE	1	0.00	1.50	
Period of Coverage: 05/01/2026 - 05/31/2026					
Sales Amount \$802.86		Taxes \$75.10		Freight Amount \$0.00	Invoice Total \$877.96

<----- Cut here ----->
Please include Invoice No. on your Remittance

	Invoice No. 9005859147	Account No. 835928	Due Date 07/29/2026
Sales Amount \$802.86	Taxes \$75.10	Freight Amount \$0.00	Invoice Total \$877.96
Remit To: SHARP ELECTRONICS CORPORATION Via its SHARP BUSINESS SYSTEMS Division Dept. CH 14288 Palatine, IL, 60055-4404		To pay by ACH, EFT or Credit Card please visit: https://secure.versapay.com/payables/sharpusa/signup	



Sharp Business Systems
7 SHERIDAN SQUARE, STE 200
KINGSPORT, TN , 37663

INVOICE

PLEASE DIRECT ALL CORRESPONDENCE TO:
1-888-525-4220

SHARP BUSINESS SYSTEMS

Invoice No.	Invoice Date	Payment Terms	Due Date		Invoice Total
9005859147	06/29/2026	Net 30 days	07/29/2026		\$877.96

Item	Description	Quantity/Hours	Rate	Amount
UCAASSMSFEE	SMS COMPLIANCE BRAND REGISTRATION	1	0.00	0.00
Period of Coverage: 05/01/2026 - 05/31/2026				
UCAASSTATELOC AL	UCAAS STATE LOCAL	1	0.00	19.47
Period of Coverage: 05/01/2026 - 05/31/2026				

Thank You For Your Business

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(760) 568-2611
Irvine
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Los Angeles
(213) 617-8100
Bend, OR
(541) 382-3011



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ATTORNEYS AT LAW

3390 University Avenue, 5th Floor, P.O. Box 1028, Riverside, CA 92502
Phone: (951) 686-1450 | Fax: (951) 686-3083 | www.bbklaw.com
Tax ID # 95-2157337

Ontario
(909) 989-8584
Sacramento
(916) 325-4000
San Diego
(619) 525-1300
Walnut Creek
(925) 977-3300
Washington DC
(202) 785-0600

SOUTH BAY REGIONAL HOUSING TRUST
2355 CRENSHAW BOULEVARD, SUITE 125
TORRANCE, CA 90501

July 5, 2026
1066558
LAUREN B. LANGER

Invoice Due and Payable Upon Receipt
PLEASE RETURN THIS COPY WITH YOUR REMITTANCE

INVOICE SUMMARY

For Professional Services Rendered Through June 30, 2026:

Matter # 15142.00001

GENERAL COUNSEL/BOARD MEETINGS

Current Fees:	\$	1,860.00
Total Current Billings For This Matter:	\$	1,860.00
Balance from Previous Statement:		5,923.34
Payments and Other Credits Received:		(0.00)
Prior Outstanding Balance:		5,923.34
Total Amount Due:	\$	7,783.34

Payment Remittance:

Invoice # 1066558

ACH or Wire Electronic Payment (Please Reference Invoice Number):

Bank of America Corporate Center | 100 North Tryon Street, Charlotte, NC 28255
ACH Routing #: 121000358 Wire Routing # 026009593 Swift Code: BOFAUS3N
BBK Account # 14961-50991

Lockbox: Best Best & Krieger LLP | P.O. Box 743074 | Los Angeles, CA 90074-3074

Courier Delivery Address: Bank of America Lock Box Services | Lockbox 743074 | 2706 Media Center Drive | Los Angeles, CA 90065-1733

Credit Card: Please visit bbklaw.com/clientpay to pay by Visa, MasterCard, Discovery or American Express

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INVOICE

South Bay Cities Council of Governments
2355 Crenshaw Blvd #125
Torrance CA 90501

Client #: 269178
Online Pay Code: ZE07XD
Invoice #: EI02087952
Invoice Total: \$14,237.16
Total Balance Due: \$18,377.16

Please return top portion with payment or [Make a Payment](#)

Invoice Is Due Upon Receipt

Consulting Services - 2026 Budget and Homeless Services Support
Financial services to support Homeless Services and Housing programs funded by
Measure A

<u>Staff</u>	<u>Hours</u>	<u>Rate</u>	<u>Amount</u>
Amber Haston	0.15	284.00	42.60
Devin Sinner	12.34	284.00	3,504.56
Moro Cao	5.80	215.00	1,247.00
Sadye Greenwalt	1.50	284.00	426.00
Shelby Burguan	31.75	284.00	9,017.00
	<u>51.54</u>		<u>14,237.16</u>

Amended Contract Total \$ 35,000.00
Billed to Date 14,326.05
This Invoice 14,237.16
Contract Remaining \$ 6,436.79

Invoice Total	<u>14,237.16</u>
Balance Forward	<u>4,140.00</u>
Total Balance Due	<u><u>18,377.16</u></u>

Date: 6/29/2026	Invoice#: EI02087952	South Bay Cities Council of Governments	Page 1
Pay by Mail – Lockbox Address for Checks only:		Pay Online: www.eidebailly.com/paybill	
Eide Bailly LLP		Request bank information to pay by ACH:	
PO Box 88678		Email: accountsreceivable@eidebailly.com	
Milwaukee, WI 53288-8678			

Monthly 1.0% Late Fee Accrued on Balances Over 30 Days Past Due

(A processing fee will be applied to any payments made by credit card)

Date	Full Name	Time (Units)	Fee	Associate Type	Category	Detail
5/26/2026	Shelby Burguan	2	\$568.00	Ext-Manager	Homeless Services	Revise LSF Invoice template to include prepayment data and tracking.
5/27/2026	Shelby Burguan	1	\$284.00	Ext-Manager	Budget FY 26/27	Budget updates incorporate into charts, PDF, PPT.
6/1/2026	Shelby Burguan	3	\$852.00	Ext-Manager	Homeless Services	Meeting with Christina Martinez regarding homeless funding prepayment invoices in QB.
6/2/2026	Shelby Burguan	4	\$1,136.00	Ext-Manager	Homeless Services	Homeless Services Check-In meeting with KF, RC, AA, AX. Discussion of LACAHSA RPHP reporting in Neighborly. Work on compiling information for LACAHSA RPHP reporting. LACAHSA RPHP Neighborly Reporting, pull info from QB, review files.
6/2/2026	Devin Sinner	1	\$284.00	Ext-Manager	Homeless Services	Homeless Services - Write Desktop procedure for accounting for C. Martinez to account for Homeless subcontractor prepaid invoices.
6/3/2026	Moro Cao	0.7	\$150.50	Ext-Sr Associate	Accounts Payable	AP - Review 06/08/26 Steering files
6/3/2026	Shelby Burguan	5	\$1,420.00	Ext-Manager	Homeless Services	Meeting with Anna regarding Neighborly Reporting (LACAHSA RPHP). Compiling financial information for Neighborly Reporting (LACAHSA RPHP), send to SBCCOG. Call with Devin regarding reclassifying expenses in QB from LACAHSA to appropriate program.
6/3/2026	Devin Sinner	0.42	\$119.28	Ext-Manager	Homeless Services	Homeless Services - Meeting with S. Burguan regarding expenses and Homeless Services Prepays.
6/4/2026	Moro Cao	0.75	\$161.25	Ext-Sr Associate	Accounts Payable	AP - Review 06/08/26 Steering files
6/4/2026	Moro Cao	0.55	\$118.25	Ext-Sr Associate	Accounts Payable	AP - Review 06/08/26 Steering files and print checks.
6/4/2026	Moro Cao	0.9	\$193.50	Ext-Sr Associate	Payroll	Payroll - Review 6/10/26 payroll files.
6/4/2026	Moro Cao	1	\$215.00	Ext-Sr Associate	Spend Rate	Spend rate - prepared 6/3/26 spend rate revenue and expense.
6/4/2026	Devin Sinner	2	\$568.00	Ext-Manager	Spend Rate	Spend Rate - Prepare Reporting through June 2026.
6/8/2026	Moro Cao	1.02	\$219.30	Ext-Sr Associate	Homeless Services	Prepayment meeting with client.
6/8/2026	Shelby Burguan	3.5	\$994.00	Ext-Manager	Homeless Services	Call with Anna regarding LACAHSA monitoring. Call with Anna, Christina and Devin regarding process for homeless prepayment invoices. Review accounting software inquiry email from Kim, provide feedback. Review LACAHSA monitoring questions from Sara Farrar and work on response.
6/8/2026	Devin Sinner	1	\$284.00	Ext-Manager	Homeless Services	Homeless Services - Client Meeting - Apply Prepays to Subcontractor invoices.
6/9/2026	Shelby Burguan	2.5	\$710.00	Ext-Manager	Homeless Services	Take clockify data from Anna to calculate LACAHSA portion of admin expenses. Meeting with KF, RC, AX regarding Neighborly Reporting for RPHP (LACAHSA). Discuss increasing admin time charged.
6/9/2026	Devin Sinner	1	\$284.00	Ext-Manager	Homeless Services	Homeless Services - Spend Rate - Finalize Reporting through June 2026.
6/10/2026	Shelby Burguan	2.25	\$639.00	Ext-Manager	Homeless Services	Calculate LACAHSA portion of rent, telephone, and personnel costs for initial monitoring period. Send to Anna. Enter WLCAC and SMC RPHP invoices on LACAHSA RPHP Neighborly reporting template, send to Anna.
6/10/2026	Devin Sinner	0.92	\$261.28	Ext-Manager	Homeless Services	Homeless Services - Correspond with client about LACAHSA TA v. RPHP prepayments and update contract tracker.
6/10/2026	Devin Sinner	1.5	\$426.00	Ext-Manager	Spend Rate	Spend Rate - Client Meeting and reporting updates.
6/11/2026	Shelby Burguan	1	\$284.00	Ext-Manager	Homeless Services	Review and respond to LACAHSA Monitoring questions from Kim, Anna.
6/15/2026	Shelby Burguan	2.5	\$710.00	Ext-Manager	Homeless Services	Meeting with KF and AX to discuss LACAHSA admin calculations and RPHP salary costs. Review LACAHSA Program Guidelines and advise on admin cost reporting vs indirect cost allocations.
6/18/2026	Shelby Burguan	1	\$284.00	Ext-Manager	General/ Ad Hoc	Review finance manager resume for KF.
6/19/2026	Shelby Burguan	2	\$568.00	Ext-Manager	Homeless Services	Call with KF and AX to discuss LACAHSA items. Prepare response to Sara explaining LACAHSA export from Quickbooks. Call with Devin regarding overhead rates.
6/19/2026	Shelby Burguan	0.5	\$142.00	Ext-Manager	General/ Ad Hoc	Call with KF and AX to discuss finance manager candidate, biodiversity and cost allocation.
6/19/2026	Devin Sinner	1	\$284.00	Ext-Manager	General/ Ad Hoc	Grant billing Rates - roll forward calculation workbook. Pull reports from Quickbooks and ADP.
6/22/2026	Devin Sinner	1	\$284.00	Ext-Manager	Spend Rate	Spend Rate - Client Meeting and reporting updates.
6/22/2026	Moro Cao	0.88	\$189.20	Ext-Sr Associate	Payroll	Payroll - Review June 25, 2026 payroll.
6/23/2026	Devin Sinner	2	\$568.00	Ext-Manager	General/ Ad Hoc	Grant billing Rates - continue work on calculation.
6/23/2026	Shelby Burguan	1	\$284.00	Ext-Manager	Housing Trust	Housing Trust - Review Accounting Policy draft from David.
6/24/2026	Amber Haston	0.15	\$42.60	Ext-Manager	Housing Trust	0.15 Quick Connect with S. Greenwalt re: Housing Trust Policies and Procedures
6/24/2026	Sadye Greenwalt	1.5	\$426.00	Ext-Manager	Housing Trust	1.5 - Housing Trust - Finance Policy and Procedure read through for internal controls.
6/24/2026	Shelby Burguan	0.5	\$142.00	Ext-Manager	Housing Trust	Housing Trust - Policies and Procedures review, meet with Devin and Sadye.
6/26/2026	Devin Sinner	0.5	\$142.00	Ext-Manager	Housing Trust	Housing Trust - Review Policy and Procedure document draft and Comments, send to client.

	51.54	\$14,237.16	Subtotal	
Rate	Hours	Fee	Associate Type	Category
\$215.00	2	430.00	Ext-Sr Associate	Accounts Payable
\$284.00	1	284.00	Ext-Manager	Budget FY 26/27
\$284.00	4.5	1278.00	Ext-Manager	General/ Ad Hoc
\$215.00	1.02	219.30	Ext-Sr Associate	Homeless Services
\$284.00	32.09	9113.56	Ext-Manager	Homeless Services
\$284.00	3.65	1036.60	Ext-Manager	Housing Trust
\$215.00	1	215.00	Ext-Sr Associate	Spend Rate
\$284.00	4.5	1278.00	Ext-Manager	Spend Rate
\$215.00	1.78	382.70	Ext-Sr Associate	Payroll
	51.54	\$14,237.16		



Invoice

Date	Invoice #
09/03/2026	2018-329

1 League #62335 -Irvine, CA 92602

Bill To
South Bay Regional Housing Trust Jacki Bacharach 357 Van Ness Way, Suite #110 Torrance, CA 90501

[illegible]

Adam Eliason

Project/Time entry	Date	Time	Rate	Total
SBRHT - Misc		9.500		\$ 2,232.50
Weekly update call with Grant. Discussed loan program guidelines.	08/07/2026	0.250	\$ 235.00	\$ 58.75
Update mtg with Grant to discuss COG mtg update for Trust Board.	08/20/2026	0.250	\$ 235.00	\$ 58.75
Update Mtg with COG staff to discuss Trust Board Mtg items.	08/20/2026	1.250	\$ 235.00	\$ 293.75
Weekly update call with Grant. Discussed loan program guidelines.	08/28/2026	0.250	\$ 235.00	\$ 58.75
Update mtg with Grant. Discussed SB 799 and program guidelines	08/14/2026	0.250	\$ 235.00	\$ 58.75
Reviewed and edited Program Guidelines for soft loan program.	08/10/2026	4.000	\$ 235.00	\$ 940.00
Reviewed Grants comments to my edits and drafted email response with my final summary.	08/12/2026	0.500	\$ 235.00	\$ 117.50
Completed SDRMA application and emailed Jacki to explain insurance quote approach. Drafted Staff Report for Insurance quote approval.	08/25/2026	2.250	\$ 235.00	\$ 528.75
Reviewed Program Guidelines for MFR Program and comments from Jacki.	08/25/2026	0.250	\$ 235.00	\$ 58.75
Reviewed Kevin's comments to the Program Guidelines and responded re: JPA Limitation of Powers.	08/26/2026	0.250	\$ 235.00	\$ 58.75
Total		9.500		\$ 2,232.50

Grant Henninger

Project/Time entry	Date	Time	Rate	Total
South Bay Regional Housing Trust		8.250		\$ 1,608.75
Email Adam regarding draft Program Guidelines.	08/07/2026	0.250	\$ 195.00	\$ 48.75
Weekly update call with Adam. Discussed loan program guidelines.	08/07/2026	0.250	\$ 195.00	\$ 48.75
Review comments and revisions to Program Guidelines.	08/10/2026	0.250	\$ 195.00	\$ 48.75
Weekly update call with Adam. Discussed SB 799 and program guidelines.	08/14/2026	0.500	\$ 195.00	\$ 97.50
Finalize Program Guidelines and email to Trust staff.	08/18/2026	1.500	\$ 195.00	\$ 292.50
Weekly update meeting with Adam. Discussed strategic plan, program guidelines, and future Board meetings.	08/20/2026	0.500	\$ 195.00	\$ 97.50
Monthly update meeting with Trust staff.	08/20/2026	1.250	\$ 195.00	\$ 243.75
Email COG staff regarding housing needs assessment questions.	08/24/2026	0.750	\$ 195.00	\$ 146.25
Email Trust staff regarding Hawthorn project commitment.	08/24/2026	0.250	\$ 195.00	\$ 48.75
Email COG staff regarding housing needs assessment questions.	08/24/2026	0.500	\$ 195.00	\$ 97.50
Review revisions and comments to Program Guidelines from Trust staff.	08/25/2026	1.250	\$ 195.00	\$ 243.75
Review revisions and comments to Program Guidelines from Trust staff.	08/27/2026	0.750	\$ 195.00	\$ 146.25
Weekly update call with Adam. Discussed loan program guidelines.	08/28/2026	0.250	\$ 195.00	\$ 48.75
Total		8.250		\$ 1,608.75

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Agenda Item VI-B

Strategic Plan

South Bay Regional Housing Trust

AGENDA ITEM: VI-B

September 17, 2026

TO: SBRHT Board of Directors
FROM: Jacki Bacharach, Interim Trust Executive Director
SUBJECT: Draft South Bay Regional Housing Trust Strategic Plan

RECOMMENDED ACTION:

APPROVE THE SOUTH BAY REGIONAL HOUSING TRUST STRATEGIC PLAN.

BACKGROUND:

The South Bay Regional Housing Trust (Trust) was established in April 2026 following a multi-year feasibility and planning process led by the South Bay Cities Council of Governments (SBCCOG). The planning process included a regional housing needs assessment, stakeholder engagement, evaluation of governance and funding options, review of other regional housing trust models, and development of potential housing programs and priorities.

Following formation of the Trust, at its August meeting, the Board reviewed and approved a Work Plan to provide near-term direction regarding the housing funding and program activities the Trust should prioritize as it began operations. The Board's direction and priorities established through the Work Plan have been incorporated into the Draft Strategic Plan.

The Strategic Plan establishes an overall framework for the Trust's initial years of operation, including its mission and vision, governance and organizational structure, funding strategy, regional partnerships, technical assistance, performance measurement, communications, and housing funding programs. The Strategic Plan is intended to guide long-term direction while allowing the Board to adjust implementation through future annual budgets, work plans, program guidelines, and Board actions as resources and priorities evolve.

DISCUSSION:

The Draft Strategic Plan reflects the regional housing needs assessment and extensive stakeholder engagement undertaken during the Trust's feasibility and formation process. This included participation by elected officials, city managers, community development and planning directors, housing finance professionals, developers, and regional partners, as well as review of the experience and practices of other housing trusts.

The Strategic Plan establishes a mission focused on providing South Bay cities with flexible funding, strategic guidance, and technical assistance to advance local housing priorities and

expand affordable and supportive housing opportunities. It also recognizes the Trust's role as a regional resource that can pool and leverage funding, provide financing and technical assistance, and facilitate collaboration while preserving each member city's local land use authority.

The Plan is organized around seven strategic goals:

1. **Secure and Expand Administrative and Capital Funding** – Pursuing additional funding opportunities to expand and diversify resources for Trust operations and housing investments.
2. **Maintain Transparent, Accountable, and Sustainable Governance** – Implementing governance policies, financial controls, and reporting practices to ensure credibility and operational stability.
3. **Promote Regional Collaboration and Shared Solutions** – Building partnerships across cities, agencies, and organizations to align strategies, leverage resources, and address housing challenges collectively.
4. **Strengthen Local Capacity through Technical Assistance** – Providing targeted support to member cities and developers to advance planning, entitlement, and project readiness.
5. **Establish Performance Metrics and Evaluation Tools** – Implementing systems to track outcomes, measure impact, and inform future decision-making.
6. **Build Awareness and Demonstrate the Trust's Impact** – Communicating early successes and establishing the Trust as a valued regional partner.
7. **Design and Implement Housing Funding Programs** – Creating and launching flexible financing programs that respond to identified needs and priorities.

Consistent with the priorities previously considered by the Board through the Work Plan, the initial housing program priorities under Goal 7 include new construction/multifamily affordable rental housing, acquisition and predevelopment financing, preservation of affordable housing, homeownership, and compliance monitoring services for member cities. The Plan also identifies additional program opportunities that may be considered in the future as funding and administrative capacity permit.

The Strategic Plan is intended to provide direction rather than prescribe specific annual expenditures or program commitments. Individual housing programs will return to the Board for approval of program guidelines, financing terms, underwriting standards, and applicable funding requirements. Similarly, Trust staff will provide a more detailed implementation framework based on available funding, staffing capacity, project readiness, and Board priorities.

The Plan also establishes a financial framework emphasizing diversification and leveraging of Trust resources. While Measure A/LACAHSa funding represents an important initial source of

capital, the Trust will seek additional County, state, federal, philanthropic, financial institution, community development financial institution (CDFI) , and other funding sources and, where permitted, reinvest loan repayments and program income into future housing activities.

Approval of the Strategic Plan will establish the Trust's overall policy and organizational framework for its initial years of operation. Progress will be reviewed periodically by the Board, and priorities may be modified as housing needs, funding opportunities, organizational capacity, and Board direction evolve.



Strategic Plan

Trust Board Approval Date _____

Draft Version: September 10, 2026

Prepared By:



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Executive Summary

The South Bay subregion of Los Angeles County is located along the southwestern portion of the county, bordering the Pacific Ocean to the west and the Port of Los Angeles and Port of Long Beach to the south. It generally lies south of Los Angeles International Airport (LAX) and west of the Harbor Gateway and Long Beach areas, extending inland to communities such as Torrance, Gardena, and Carson. The subregion includes 15 incorporated cities, along with portions of the City of Los Angeles and unincorporated communities within South Bay.

The South Bay subregion has a population of approximately 976,908 residents, with over half living in renter households. In early 2025, a comprehensive housing needs assessment was conducted for the South Bay region to evaluate housing conditions, needs, and barriers, drawing on both quantitative data and stakeholder engagement. The assessment identified a set of housing challenges that require a coordinated, regional approach to address effectively.

Key findings from the assessment include:

- **Demographic and Economic Context:** Lower-income communities experience pronounced economic disparities, with limited resources to address housing needs at scale.
- **Housing Affordability:** Housing affordability remains a significant challenge throughout the South Bay, particularly for lower-income households. The state-established RHNA allocation identifies 34,179 new homes, including 15,457 low- and very-low-income homes, for the 2021–2029 planning cycle. The scale of this allocation substantially exceeds historical housing production and the practical capacity to deliver this number of homes within a single planning cycle, even with significantly increased resources. Accordingly, the Assessment recognizes the need for a longer-term approach that steadily expands housing production and affordability over time.
- **Production Deficits:** Many cities are behind on meeting their lower-income Regional Housing Needs Assessment (RHNA) production targets, constrained by limited entitlement-ready sites, high land and construction costs, insufficient funding to advance projects, and the resulting challenges in advancing financially feasible projects.
- **Development Challenges:** Development is impeded by rising costs, localized community opposition, sometimes lengthy entitlement and permitting processes common to housing development in California, and limited access to complex financing tools.

- **Risk of Displacement:** Long-term renters, seniors, and residents in naturally occurring affordable housing face increased risk of displacement due to market pressures and redevelopment.

The passage of Measure A and the establishment of the Los Angeles County Affordable Housing Solutions Agency (LACAHS) provide an important recurring funding source that can be leveraged by the Trust to support regional housing.

In 2021, under the leadership of the South Bay Cities Council of Governments (SBCCOG), a coordinated initiative was launched to evaluate the feasibility and interest in forming a regional housing trust. In September 2022, Senate Bill 1444, authored by Senator Ben Allen, was signed into law, providing legislative authority to establish the Trust. With funding provided by the Southern California Association of Governments (SCAG), SBCCOG retained CivicHome in December 2024 to conduct a comprehensive feasibility and strategic planning process, including a regional housing needs assessment, stakeholder outreach, governance and funding analysis, and preparation of formation documents and this Strategic Plan.

Following this feasibility and formation process, the South Bay Regional Housing Trust was formally established as a joint powers authority in April 2026, following approval by participating cities. The Trust held its inaugural Board of Directors meeting on April 30, 2026.

As a regional housing trust, the Trust provides participating cities with a mechanism to pool resources, leverage outside funding, coordinate regional housing strategies, and provide financing and technical assistance, while preserving each city's local land use authority.

With the Trust now established, its focus has transitioned from formation to implementation. The Trust's annual funding will be limited relative to the scale of housing needs across the South Bay, requiring a realistic and strategic approach to implementation. Long-term success will depend on leveraging available resources to attract additional public, private, and philanthropic investment, establishing revolving funding programs where feasible, and directing resources where they can have the greatest impact.

During its initial years of operation, the Trust will prioritize foundational actions designed to establish a strong framework for long-term success. These priorities include:

1. **Secure and Expand Administrative and Capital Funding** – Pursuing additional funding opportunities to expand and diversify resources for Trust operations and housing investments.
2. **Maintain Transparent, Accountable, and Sustainable Governance** – Implementing governance policies, financial controls, and reporting practices to ensure credibility and operational stability.

3. **Promote Regional Collaboration and Shared Solutions** – Building partnerships across cities, agencies, and organizations to align strategies, leverage resources, and address housing challenges collectively.
4. **Strengthen Local Capacity through Technical Assistance** – Providing targeted support to member cities and developers to advance planning, entitlement, and project readiness.
5. **Establish Performance Metrics and Evaluation Tools** – Implementing systems to track outcomes, measure impact, and inform future decision-making.
6. **Build Awareness and Demonstrate the Trust’s Impact** – Communicating early successes and establishing the Trust as a valued regional partner.
7. **Design and Implement Housing Funding Programs** – Creating and launching flexible financing programs that respond to identified needs and priorities.

Based on input from the SBCCOG and local housing leaders, both a mission and a vision statement have been developed to guide the growth of the Trust over its first few years. The mission statement defines the Trust’s core purpose and the value it seeks to deliver to member cities, while the vision statement articulates the long-term outcome the Trust strives to achieve. Together, they provide a clear framework for decision-making, program design, and stakeholder engagement.

Mission Statement

To empower South Bay cities with flexible funding, strategic guidance, and technical assistance that advance local housing priorities, expand housing opportunity, and support the development and preservation of affordable and supportive housing across the region.

Vision Statement

A collaborative South Bay region that expands housing opportunities through innovation, strategic partnerships, and coordinated Trust resources—supporting access to diverse housing choices that strengthen community stability and economic vitality.

The Trust represents an opportunity to consolidate resources, improve access to funding, and advance the housing initiatives and priorities of its member cities through regional collaboration. Guided by a clear mission, informed by comprehensive needs analysis, and structured for accountability, the Trust is well-positioned to deliver measurable, long-term benefits to the communities it serves.

Regional Housing Needs

In early 2025, a comprehensive housing needs assessment was conducted for the South Bay region to evaluate housing conditions, affordability, housing production, homelessness, development barriers, funding availability, and the capacity of local cities to address housing needs. The findings helped inform the priorities and strategies contained in this Strategic Plan.

The Assessment identifies significant housing needs throughout the South Bay and concludes that no single solution will be sufficient to address the region's housing and funding challenges. Rather, it identifies the need for a coordinated, multi-pronged approach that includes expanding housing production, identifying new financing models, increasing available funding, and reducing development costs where possible.

The complete South Bay Region Housing Needs Assessment is available online:

[South Bay Region Housing Needs Assessment](#)

Key Findings

1. Significant Unmet Housing Need:

The South Bay cities have an unmet housing need of 34,179 new homes during the 2021–2029 housing planning cycle, including 15,457 homes for low- and very low-income households. The Assessment further notes that only 860 new homes affordable to low- and very low-income residents were produced during the prior eight-year planning cycle, illustrating the significant increase in affordable housing production that would be necessary to meet identified needs.

2. Housing Affordability and Cost Burden:

Housing affordability remains a significant challenge for both renters and homeowners. The Assessment finds that housing costs are particularly burdensome for households earning less than \$75,000 annually and that households paying an excessive share of their income toward housing face an increased risk of displacement.

3. Jobs and Housing:

The South Bay is home to several major employment centers and experiences a substantial influx of workers each day. The Assessment estimates that the subregion's daytime population increases by approximately 53,800 people, reflecting the number of workers commuting into the area. It also identifies the difficulty many essential and public-sector workers face in affording housing near their jobs, contributing to longer commutes and a jobs-housing imbalance.

4. Limited Affordable Housing Funding:

The resources currently available for affordable housing are insufficient to meet the identified need. Based on historical funding levels and current development costs, the Assessment estimates that available funding would support approximately 850 to 1,250 affordable homes over six years, leaving a shortfall of approximately 13,750 homes. Under current development and financing approaches, the Assessment estimates that approximately \$6.52 billion in additional funding over six years would be required to meet the identified affordable housing need.

5. High Development Costs and Challenges to Production:

The cost of producing affordable housing has increased substantially. The Assessment estimates an average development cost of approximately \$655,000 per affordable home in Los Angeles County and identifies material costs, labor shortages, interest rates, insurance costs, land prices, and other factors contributing to higher development costs. The Assessment also identifies predevelopment and approval timelines as significant cost factors and notes that reducing entitlement and permitting timelines can reduce holding costs and improve project feasibility.

6. Homelessness and Special Housing Needs:

The South Bay includes residents with a range of special housing needs, including seniors, persons with disabilities, large households, female-headed households, people experiencing homelessness, and extremely low-income households. The Assessment identifies 1,387 people experiencing homelessness within the cities included in its 2024 analysis and emphasizes that, because of the transient nature of homelessness, housing opportunities for people experiencing homelessness should be considered through a regional lens. The Assessment also identifies approximately 36,544 extremely low-income households in the South Bay, including approximately 25,224 renter households.

7. Changing Demographics:

Housing availability and affordability are occurring alongside significant demographic changes in the South Bay. The Assessment identifies an aging population, declines in younger residents, and declining school enrollment. School enrollment across the districts analyzed declined approximately 8 percent between the 2019–20 and 2023–24 school years. The Assessment links these trends, in part, to the difficulty younger families face finding housing they can afford within the subregion.

Implications for the Trust

Taken together, the Assessment demonstrates that the South Bay's housing challenges cannot be addressed through a single funding source or strategy. The Assessment calls for a comprehensive approach that includes increasing housing production, identifying new financing models, expanding available affordable housing funding, and reducing development costs.

These findings provide the foundation for the priorities established in this Strategic Plan. As a regional housing trust, the South Bay Regional Housing Trust can support this effort by expanding and leveraging housing resources, providing financing, supporting member cities, and facilitating regional collaboration while respecting each city's local priorities and land use authority.

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Stakeholder Engagement

The feasibility and strategic planning process for the South Bay Regional Housing Trust included extensive engagement with local cities, housing professionals, developers, regional partners, and other stakeholders. This process was designed to ensure that the Trust's governance structure, programs, and strategic priorities were informed by local needs, practical experience, and lessons learned from other regional housing organizations.

Local Engagement, Regional Impact

One of the first steps in evaluating the creation of a regional housing trust was establishing a strong foundation of local input. To accomplish this, a Strategic Planning Advisory Committee (SPAC) was formed, bringing together individuals with diverse expertise and perspectives from across the South Bay subregion.

The SPAC included six elected officials, two city managers, ten community development and planning directors, two affordable housing finance specialists, two developers, and regional partners, including SCAG and SBCCOG staff.

The committee helped guide the research, due diligence, and policy recommendations that informed the formation of the Trust and development of this Strategic Plan, ensuring that the process remained grounded in local priorities and responsive to practical implementation challenges.

In addition to the SPAC, presentations on the proposed Trust and findings from the feasibility process were provided to the SBCCOG City Managers Steering Committee, Community Development Directors, and Homeless Services Task Force. This broader engagement provided additional opportunities for input and helped ensure transparency throughout the planning and formation process.

Comparative Analysis of Housing Trust Structures

To inform the Trust's governance, funding strategies, and program design, interviews were conducted with several established housing trusts, including the Housing Trust Fund of Ventura County, Monterey Bay Housing Trust, HEART of San Mateo County, and the RED Housing Fund. CivicHome also drew upon its direct experience working with the Orange County Housing Finance Trust, Gateway Cities Affordable Housing Trust, and Burbank-Glendale-Pasadena Regional Housing Trust.

These organizations provided diverse perspectives on board structure and responsibilities, staffing approaches, capital sourcing, and housing finance programs. The research included nonprofit Community Development Financial Institution (CDFI) models emphasizing short-term

and flexible lending, partnerships with established lenders, and regional housing trusts operating within governmental structures.

The comparative analysis reinforced the importance of establishing a governance and administrative structure that provides accountability while maintaining sufficient flexibility to respond to changing housing needs and funding opportunities. It also demonstrated the value of leveraging partnerships and outside capital to expand the impact of limited Trust resources.

Developer Engagement Insights

To better understand the needs, challenges, and opportunities affecting affordable housing development in the South Bay, interviews were conducted with six developers representing both affordable rental and for-sale housing. Affordable rental housing developers interviewed included Thomas Safran & Associates, LINC Housing, and Abode Communities/Ethos Real Estate. Affordable for-sale housing developers included Azure Development, City Ventures, and Olson Company. Their input provided practical insight into development barriers and potential programs and financing tools that could be offered through the Trust.

Key Challenges Identified by Developers

- Limited financing options for households above 50% of the Area Median Income (AMI);
- Lack of affordable, developable land;
- Loss of existing affordable housing stock;
- Local resistance to new housing production;
- Rising construction costs impacting project feasibility;
- Potential future reductions in the Section 8 program, including both Housing Choice Vouchers and Project-Based Vouchers; and
- Possible changes to the Low-Income Housing Tax Credit program.

Opportunities and Program Ideas

Developers identified several potential opportunities and program concepts for consideration by the Trust:

- Single-source gap financing for eligible projects;
- Mixed-income subsidies to promote economic integration;
- Moderate-income homebuyer assistance;
- Acquisition and preservation of existing Naturally Occurring Affordable Housing (NOAH);
- Predevelopment and acquisition loans to help build a pipeline of viable projects; and
- Proactive engagement with cities to build political and community support for housing.

The developer interviews reinforced the importance of providing flexible financing tools that respond to gaps in the existing housing finance system and of engaging developers early to identify viable projects and build a pipeline of affordable housing opportunities.

CivicHome has also developed a list of active developers in the South Bay subregion and throughout Los Angeles County, including developers that secured state tax credit financing during the past nine year period reviewed as part of the feasibility study, as well as others identified by cities and SBCCOG staff. This list provides a starting point for the Trust to proactively engage developers, attract investment to the subregion, and pursue project opportunities and partnerships that expand the supply of affordable housing.

SBCCOG & SCAG Coordination

Throughout the feasibility, strategic planning, and formation process, CivicHome maintained a consistent and collaborative relationship with South Bay Cities Council of Governments (SBCCOG) and Southern California Association of Governments (SCAG) staff. Beginning in January 2025, shortly after the feasibility study contract was executed, CivicHome initiated monthly coordination meetings with SBCCOG and SCAG staff to review progress, exchange local and regional insights, and solicit feedback on findings and recommendations before presenting them to other stakeholders. This ongoing dialogue helped ensure that the Trust's development was informed by regional perspectives and aligned with the priorities of South Bay cities.

On July 24, 2025, CivicHome provided a comprehensive progress update to the full SBCCOG Board. The presentation highlighted key findings, policy recommendations from the Strategic Planning Advisory Committee (SPAC), milestones, and next steps, and included a facilitated question-and-answer session that allowed Board members to provide input on strategic considerations.

SBCCOG continued to play a central role in advancing the Trust through the formation process, working with CivicHome, SCAG, and participating cities as the governance structure, funding approach, and program priorities were developed. This collaborative process ultimately supported the successful formation of the South Bay Regional Housing Trust in April 2026 and established a strong foundation for continued regional coordination as the Trust transitions from formation to implementation.

Governance and Organizational Structure

Governance Board

The South Bay Regional Housing Trust is established under the authority of California Government Code Section 6500 et seq., known as the Joint Exercise of Powers Act, and Section 6539.9, which specifically authorizes the formation of the South Bay Regional Housing Trust.

As established by the Joint Powers Agreement (JPA), the Trust is governed by a Board of Directors that includes one elected representative from each member city, providing every participating city with direct representation in the governance of the Trust. Each member city also designates an elected alternate who may serve in the Board member's absence. The Board also includes two members with expertise in homelessness and/or housing policy, providing additional subject-matter expertise to inform the Trust's programs, policies, and investments.

The Board holds the powers necessary to carry out the Trust's mission, including the ability to enter into contracts, receive and distribute funding, establish and administer housing programs, engage staff and consultants, and hold affordability covenants to preserve long-term housing affordability.

The governance structure also preserves local control. The Trust does not exercise land use authority, cannot require member cities to dedicate funding or land, and cannot obligate a city to accept a housing project it does not support. Projects receiving Trust funding must have the support of the city in which they are located.

The Trust will seek to support its administrative operations through available state, federal, regional, philanthropic, private, and other eligible funding sources. If those resources are insufficient to meet the Trust's administrative needs, the JPA provides for member-city contributions. Any such contribution would be established and approved by the Trust Board and then submitted to member cities in accordance with the JPA. Member cities may also partner with the Trust on individual funding opportunities. Financial accountability is provided through the requirements of the JPA and other applicable laws and policies, including annual audits and financial reporting.

This governance structure balances regional collaboration with local autonomy by providing each member city with a direct voice in Trust decisions while incorporating housing and homelessness expertise into the Board's deliberations.

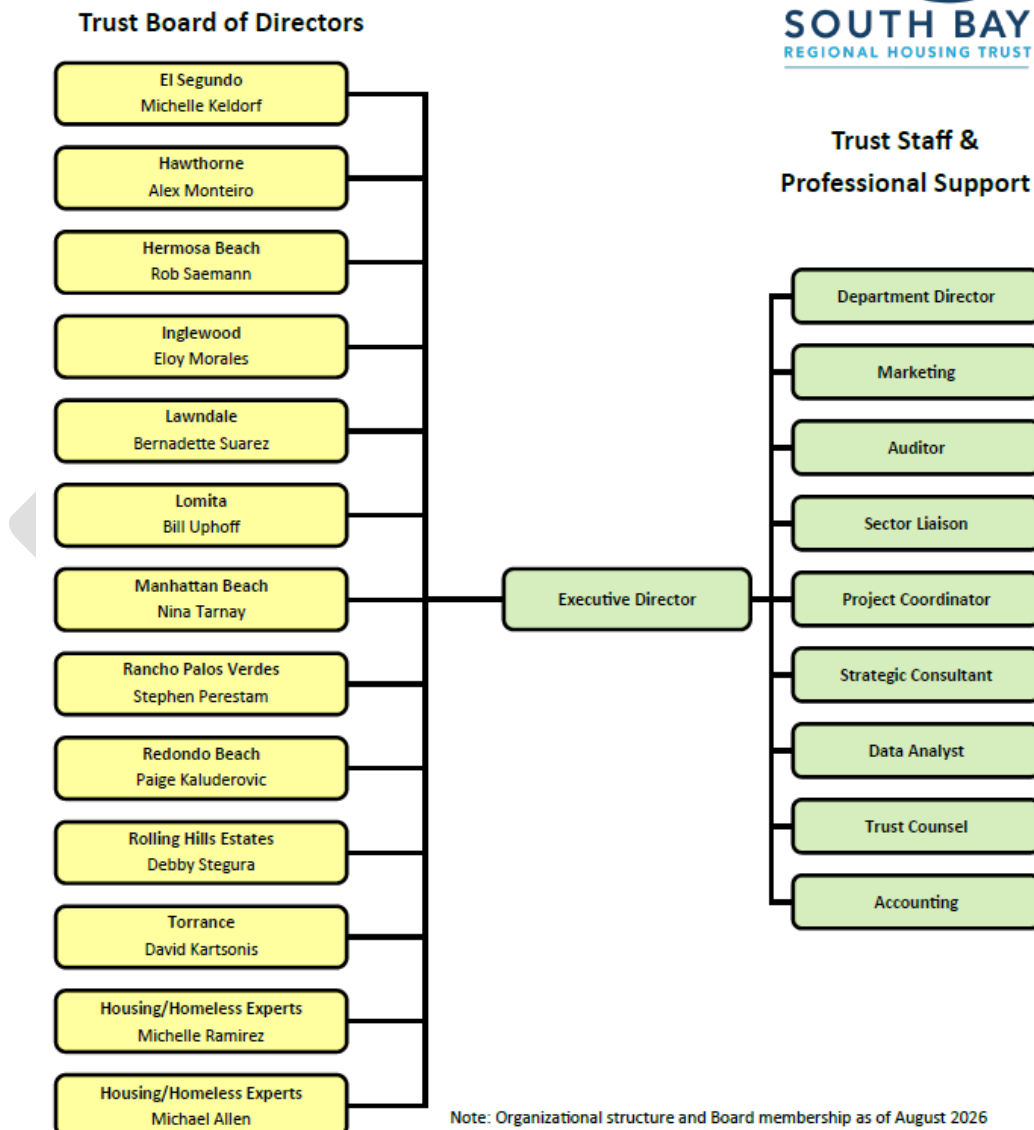
Trust Staff

The Trust Board determined that the Trust will initially utilize the staff and administrative resources of the South Bay Cities Council of Governments (SBCCOG) to support day-to-day operations. This approach allows the Trust to benefit from SBCCOG's existing regional relationships, administrative infrastructure, and institutional knowledge while avoiding the need to establish a separate staffing structure during the Trust's initial operating period.

SBCCOG staff will support the Trust’s administrative and operational functions, with specialty consultants engaged as needed to provide expertise in areas such as affordable housing finance, program development and administration, underwriting, legal services, compliance, and other specialized functions.

This staffing approach provides flexibility to match professional resources with the Trust’s evolving workload and program needs while maintaining an efficient administrative structure. As the Trust grows, expands its programs, and gains operating experience, the Board may reevaluate the staffing structure and determine whether modifications are appropriate to meet the Trust’s long-term needs.

Organizational Chart



Advisory Committee Framework

The Trust Board may choose to establish an Advisory Committee in the future to provide additional technical expertise and stakeholder perspectives to assist the Board and Trust staff. The Advisory Committee would serve in an advisory capacity only, with all policy, program, and funding decisions remaining with the Trust Board.

Purpose and Role

An Advisory Committee could provide input on proposed housing programs, funding strategies, policies, project priorities, and other matters referred to it by the Board or Trust staff. The committee could also provide a forum for incorporating practical experience from housing professionals, member cities, community organizations, and individuals with relevant housing experience.

Membership Composition

If established, the Advisory Committee could include representatives with expertise or experience in areas such as:

- Affordable housing development;
- Housing staff from member cities;
- Affordable housing finance, including CDFIs and lenders;
- Community-based organizations and nonprofit service providers;
- Legal, land use, or housing policy; and
- Lived experience with affordable housing challenges.

The Board would determine the size, appointment process, terms, meeting frequency, and specific responsibilities of the Advisory Committee at the time it is established.

Benefits to the Trust

An Advisory Committee could broaden the range of technical expertise and stakeholder perspectives available to the Trust, provide additional review of emerging programs and strategies, and strengthen collaboration with organizations involved in affordable housing throughout the South Bay. This additional input could assist the Board and staff in developing practical, responsive, and effective housing programs while preserving the Board's full decision-making authority.

Strategic Goals

With the South Bay Regional Housing Trust now established, the following strategic goals provide a framework for its initial years of operation and long-term development. The goals reflect the housing needs and stakeholder input identified through the feasibility and strategic planning process, together with priorities established by the Trust Board following formation.

Implementation will be guided by available funding, staffing capacity, member-city priorities, project readiness, and Board direction. Timelines are generally identified as Initial Implementation, Near Term, or Ongoing to provide flexibility as the Trust's resources and priorities evolve.

This Strategic Plan is intended to guide the Trust during its initial years of operation. The Board will periodically review progress toward the goals and strategies identified in the Plan and may update priorities as funding opportunities, regional housing needs, and organizational capacity evolve. Annual budgets and work plans will serve as the primary tools for implementing the Strategic Plan.

GOAL 1: Secure and Expand Administrative and Capital Funding

A foundational priority of the Trust is to maintain the administrative and capital resources necessary to operate effectively and implement housing programs. Measure A funding administered through the Los Angeles County Affordable Housing Solutions Agency (LACAHS) provides an important initial source of capital and administrative support.

Long-term sustainability will require diversification of the Trust's resources. The Trust will pursue additional County, state, and federal funding; philanthropic and mission-driven investment; and other public and private partnerships. Where appropriate, programs may be structured as revolving loan funds so repayments and program income can support future housing activities.

Action Area (Goal)	Key Actions (Strategies)	Responsible Party	Timeline	Metrics / Outcomes
Administer Initial Funding	Complete agreements, amendments, and requirements for available Measure A/LACAHSAs and other committed funding	Trust Staff; Board	Initial Implementation	Funding available and deployed in accordance with requirements
Expand Government Funding	Pursue additional County, state, and federal housing funding	Trust Staff	Ongoing	Applications submitted; funding awarded
Attract Philanthropic & Private Capital	Develop relationships with philanthropic organizations, mission-driven lenders, financial institutions, and other funding partners	Trust Staff; Board	Near Term / Ongoing	New funding partnerships and capital commitments
Maximize Trust Resources	Structure financing, where appropriate, to generate repayments and program income for reinvestment	Trust Staff; Financial Consultants	Ongoing	Funds leveraged and recycled into future housing activities

GOAL 2: Maintain Transparent, Accountable, and Sustainable Governance

The Trust will maintain clear governance policies, transparent reporting, sound financial management, and appropriate professional and administrative support. With the Trust now established, the focus has transitioned from formation to effective administration, accountability, and continuous improvement.

The Trust will initially utilize SBCCOG staff and administrative resources, supplemented by specialty consultants as needed. The Board may periodically reevaluate this structure as the Trust's programs, responsibilities, and workload evolve.

Action Area (Goal)	Key Actions (Strategies)	Responsible Party	Timeline	Metrics / Outcomes
Governance & Board Administration	Maintain bylaws, meeting procedures, annual calendar, officer responsibilities, and other governance requirements	Trust Staff; Board; Legal Counsel	Ongoing	Governance requirements maintained
Administrative & Financial Policies	Maintain and periodically review required administrative, financial, procurement, investment, records, and conflict-of-interest policies	Trust Staff; Board; Legal Counsel	Initial Implementation / Ongoing	Required policies maintained and reviewed
Financial Management	Maintain banking, accounting, investment, budgeting, financial reporting, and independent audit functions	Trust Staff; Treasurer/Accounting Services; Board	Ongoing	Timely financial reporting and annual audit
Professional Services	Engage legal, accounting, insurance, underwriting, financial, and other specialty services as needed	Trust Staff; Board	Ongoing	Necessary professional services maintained

GOAL 3: Promote Regional Collaboration and Shared Solutions

Affordable housing needs cross city boundaries, making regional collaboration essential to expanding resources and developing shared solutions. The Trust will maintain strong relationships with member cities and collaborate with County and regional agencies, community organizations, developers, financial institutions, other housing trusts, and other partners that can advance affordable and supportive housing.

Action Area (Goal)	Key Actions (Strategies)	Responsible Party	Timeline	Metrics / Outcomes
Member City Engagement	Provide regular information on Trust programs, funding opportunities, projects, and accomplishments	Trust Staff; Board	Ongoing	Regular engagement; member-city participation
SBCCOG Coordination	Participate in relevant City Manager, Community Development Director, housing, and other regional discussions	Trust Staff	Ongoing	Regular coordination and information sharing
Regional Partnerships	Develop relationships with public agencies, Community-Based Organizations (CBOs), developers, lenders, housing organizations, and other partners	Trust Staff; Board	Ongoing	Partnerships and collaborative initiatives established
Peer Learning	Maintain relationships with other regional housing trusts and housing organizations to share best practices	Trust Staff	Ongoing	Effective practices identified and incorporated

GOAL 4: Strengthen Local Capacity through Technical Assistance

The Trust will strengthen the ability of member cities to plan, develop, and implement affordable housing initiatives. Some cities have limited housing staff or affordable housing expertise and may benefit from assistance translating Housing Element goals into projects, identifying sites, engaging developers, and navigating complex housing finance resources.

By working with cities from the earliest stages, the Trust can help identify viable housing opportunities and build a pipeline of well-planned, locally supported projects. This positions the Trust as both a financing resource and a strategic partner to its member cities.

Action Area (Goal)	Key Actions (Strategies)	Responsible Party	Timeline	Metrics / Outcomes
Technical Assistance Prioritization	Establish a Technical Assistance Policy that prioritizes activities that assist member cities in advancing housing priorities and projects and provide regional benefit.	Trust Staff; Specialty Consultants	Near Term / Ongoing	TA resources aligned with member city and regional priorities
Housing Planning & Alignment	Assist cities in identifying housing priorities and opportunities consistent with local objectives and Trust-eligible activities	Trust Staff; Specialty Consultants	Near Term / Ongoing	Actionable housing opportunities identified
Site Identification & Evaluation	Assist cities in identifying and evaluating potential sites, including through available mapping and feasibility tools	Trust Staff; Specialty Consultants	Near Term / Ongoing	Potential sites and priority opportunities identified
Developer Engagement	Connect member cities with qualified developers and facilitate early project discussions	Trust Staff	Ongoing	City/developer engagements and project opportunities

Action Area (Goal)	Key Actions (Strategies)	Responsible Party	Timeline	Metrics / Outcomes
Pipeline Development	Assist cities and developers in advancing and reporting viable projects toward acquisition, predevelopment, and financing	Trust Staff; Specialty Consultants	Ongoing	Projects advancing through the Trust pipeline

GOAL 5: Establish Performance Metrics and Evaluation Tools

The Trust will maintain a data-driven framework to evaluate its operations and investments, meet funding and reporting requirements, and demonstrate results. Performance measures should include projects and units funded, Trust dollars invested, outside funding leveraged, income levels and populations served, geographic distribution, project status, and affordability requirements.

The tracking system should be scalable and evolve as Trust programs and reporting requirements grow.

Action Area (Goal)	Key Actions (Strategies)	Responsible Party	Timeline	Metrics / Outcomes
Project & Program Tracking	Maintain a system to track programs, projects, funding, units, leverage, affordability, and project status	Trust Staff; Consultant, as needed	Initial Implementation / Ongoing	Reliable project and program information maintained
Board Performance Reporting	Provide periodic performance information to the Board to support oversight and decision-making.	Trust Staff; Board	Initial Implementation / Ongoing	Performance results regularly reported to the Board.
Data & Reporting	Establish procedures for consistent data collection, quality control, and reporting	Trust Staff	Ongoing	Accurate, consistent, and current data maintained.

GOAL 6: Build Awareness and Demonstrate the Trust's Impact

The Trust will build awareness of its mission, programs, resources, and accomplishments among member cities, developers, funding agencies, housing organizations, and the public. Clear communication will support transparency, attract project opportunities and funding partnerships, and demonstrate the Trust's value as a regional housing resource.

Action Area (Goal)	Key Actions (Strategies)	Responsible Party	Timeline	Metrics / Outcomes
Trust Website	Maintain current governance, program, project, meeting, and funding information	Trust Staff; Communications Support	Ongoing	Current and accessible public information
Program & Developer Outreach	Communicate funding opportunities to cities, developers, lenders, and housing partners	Trust Staff	Ongoing	Outreach conducted; project pipeline developed
Performance Reporting	Publish information for the public and stakeholders regarding Trust activities, investments, projects, and outcomes.	Trust Staff	Ongoing	Regular public reports and updates on Trust activities and outcomes.
Public Communications	Communicate Trust accomplishments, project impacts, funding awards, milestones, and partnerships to demonstrate the value and impact of the Trust's work.	Trust Staff; Communications Support	Ongoing	Increased awareness and understanding of the Trust's activities, accomplishments, and regional impact.
Funding Partnerships	Use outreach to strengthen relationships with agencies, philanthropy, lenders, and other potential funding partners	Trust Staff; Board	Ongoing	New relationships and funding opportunities

GOAL 7: Design and Implement Housing Funding Programs

The Trust will design and implement housing funding programs responsive to regional housing needs, member-city priorities, available funding, eligible uses, and viable project opportunities. The Trust may also evaluate complementary housing services that support the administration and long-term affordability of income-restricted housing. Programs will be developed and launched with Board approval and may evolve as the Trust gains operating experience and additional resources.

Each program will be implemented pursuant to Board-approved program guidelines establishing eligible uses, applicant and project requirements, financing terms, underwriting standards, and applicable funding-source requirements. Initial priorities include financing for new affordable housing construction, acquisition and predevelopment, preservation of existing affordable housing, and homeownership opportunities. The Trust will also evaluate the feasibility of providing compliance monitoring services for affordable housing covenants on behalf of member cities. Additional programs, including workforce and mixed-income housing where eligible, may be considered based on demonstrated need, available resources, funding eligibility, administrative capacity, and Board direction.

Initial Program and Funding Priorities

1. New Construction / Multifamily Affordable Rental Housing
Provide gap and other eligible financing to support new construction or substantial rehabilitation of affordable rental housing, including subordinate financing structures appropriate to the project and funding source.
2. Acquisition and Predevelopment Financing
Provide short-term financing for property acquisition and eligible predevelopment activities. The Trust may partner with Community Development Financial Institutions (CDFIs), to leverage Trust resources and build a pipeline of viable projects.
3. Preservation of Affordable Housing
Evaluate and implement financing strategies to preserve existing deed-restricted affordable housing at risk of losing affordability and Naturally Occurring Affordable Housing (NOAH) vulnerable to market pressures or redevelopment.
4. Homeownership
Evaluate opportunities to support affordable homeownership, including available LACAHSAs resources and, where appropriate, Trust-developed programs or partnerships for income-qualified households.
5. Compliance Monitoring

Evaluate and potentially establish compliance monitoring services for affordable housing covenants on behalf of member cities, including Trust-funded and non-Trust-funded units. For non-Trust-funded units, evaluate an appropriate fee structure to support the cost of providing monitoring services.

Additional Program Opportunities

As resources and capacity allow, the Trust may evaluate additional programs and services, including:

- Workforce and mixed-income housing where permitted by applicable funding sources;
- Tax-default and other publicly controlled property opportunities;
- Commercial property redevelopment opportunities;
- Small-scale multifamily housing;
- Affordable Accessory Dwelling Unit programs;
- Master leasing or other homelessness-related housing strategies; and
- Other programs consistent with the Trust's authority, JPA, available funding requirements, and Board priorities.

Action Area (Goal)	Key Actions (Strategies)	Responsible Party	Timeline	Metrics / Outcomes
New Construction / Multifamily	Implement financing for eligible affordable rental housing projects	Trust Staff; Board; Specialty Consultants	Initial Implementation / Ongoing	Projects and units funded; outside funding leveraged
Acquisition & Predevelopment	Establish program requirements, lending partnerships, and project pipeline	Trust Staff; Board; Lending/Financial Partners	Initial Implementation	Loans issued; projects advanced; funds leveraged
Preservation	Evaluate preservation needs and financing opportunities	Trust Staff; Board	Near Term	Preservation opportunities identified and pursued

Homeownership	Evaluate available resources and determine the appropriate Trust role	Trust Staff; Board	Near Term	Program approach established
Compliance Monitoring	Evaluate and potentially establish compliance monitoring services for affordable housing covenants on behalf of member cities, including Trust-funded and non-Trust-funded units, and establish an appropriate fee structure for non-Trust-funded units	Trust Staff; Board; Specialty Consultants	Near Term / Ongoing	Program feasibility evaluated; monitoring and fee structure established, if pursued

Financial Framework and Funding Strategy

The Trust's financial strategy focuses on maximizing the impact and long-term sustainability of available resources through strategic investment, leveraging, diversification, and, where possible, reinvestment of program income. The following framework describes how the Trust will manage and grow its financial resources as programs and funding opportunities evolve.

Capital Funding

Measure A funding administered through the Los Angeles County Affordable Housing Solutions Agency (LACAHSAs) represents an important initial source of capital for the Trust's housing activities. The Trust may also receive funding from Los Angeles County, state and federal programs, grants, member cities, philanthropic organizations, financial institutions, mission-driven investors, and other public and private sources.

Capital resources will be deployed through housing programs and project investments approved by the Board and consistent with applicable funding requirements. As described in Goal 7, initial priorities include new construction and multifamily affordable rental housing, acquisition and predevelopment financing, preservation, and homeownership, together with other programs the Board may approve as resources and regional needs evolve.

The Trust will seek to leverage its capital whenever feasible by combining Trust resources with other public and private financing. Loan repayments, interest earnings, and other program income may be reinvested in eligible housing activities where permitted by the applicable funding source, helping to extend the long-term impact of Trust resources.

Funding Diversification and Sustainability

While Measure A provides an important source of recurring regional housing funding, the Trust's long-term financial strategy is to develop a diversified portfolio of resources rather than rely on a single funding source.

Potential resources may include:

- Measure A/LACAHSAs funding;
- Los Angeles County housing resources;
- State and federal housing programs;
- Competitive grants (e.g. SCAG);
- Philanthropic and mission-driven investment;
- Financial institution and CDFI partnerships;
- Loan repayments, interest earnings, and other eligible program income; and
- Other funding opportunities consistent with the Trust's authority and mission.

Diversification will allow the Trust to respond to changing funding environments, expand the range of housing activities it can support, and leverage local and regional resources to attract additional investment to the South Bay.

Annual Budget and Financial Accountability

The Trust Board adopts annual administrative and capital budgets based on available revenues, program commitments, anticipated operating expenses, and strategic priorities. Because funding levels, project pipelines, and program opportunities will change over time, the annual adopted budget—not this Strategic Plan—will provide the detailed and current financial plan for each fiscal year.

Financial performance will be reported regularly to the Board and monitored through established accounting, financial reporting, audit, and internal control procedures. This approach allows the Strategic Plan to establish the Trust's long-term financial direction while the annual budget provides the flexibility and detail necessary to respond to changing conditions and opportunities.

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Agenda Item VI-C
Low Income Housing
Compliance Monitoring
Program

South Bay Regional Housing Trust

AGENDA ITEM: VI-C

September 17, 2026

TO: SBRHT Board of Directors

FROM: Jacki Bacharach, Interim Trust Executive Director
Ronson Chu, Interim Trust Manager
Kevin Umana, Sector Liaison

SUBJECT: Low Income Housing Compliance Monitoring Program

RECOMMENDED ACTION:

APPROVE SBRHT COMPLIANCE MONITORING PROGRAM AND INSTRUCT STAFF TO CONTRACT WITH THE CITY OF MANHATTAN BEACH TO BE FIRST OPT-IN CITY FOR THE PROGRAM

BACKGROUND:

From January to March of 2026, during the staff road show to City Councils on establishing a regional housing trust, some cities expressed interest in the Trust conducting low income housing Compliance Monitoring on their behalf. During the June SBRHT Board meeting strategy session, Compliance Monitoring was identified as one of the Board priorities. Subsequently, in the July meeting, the SBRHT Board adopted a Work Plan that included Compliance Monitoring as one of the tasks.

During the month of August, staff interviewed various city staff that had experience with Compliance Monitoring. These include staff at Manhattan Beach, Torrance, and Inglewood. Staff also discussed Compliance Monitoring with the San Gabriel Valley Regional Housing Trust. It was evident from these discussions that performing Compliance Monitoring in-house was more cost effective and not burdensome. In fact, both Torrance and Inglewood currently conduct their Compliance Monitoring in-house.

Thus, staff is recommending that the SBRHT Board approve an in-house Compliance Monitoring program for Trust cities who would like to opt-in. SBRHT would initially utilize existing LACAHSAs funded in-house staff to conduct this work. Additionally, as opt-in cities charge developers a compliance monitoring fee, the program will include having this fee passed to SBRHT to pay for non-LACAHSAs projects.

SBRHT staff will also benefit from technical advice from two city staff members who have generously offered help. SBRHT Compliance Monitoring Technical Advisers include: Michele Ramirez, Torrance Community Development Director and SBRHT Board Member, Roberto Chavez and Micky Daniel from Inglewood's Housing Authority.

The City of Manhattan Beach will have 6 low income units coming online this fall. We are also asking the Board to instruct staff to prepare an agreement with the City to conduct Compliance Monitoring on behalf of the City which will be brought back at the October meeting. The SBRHT/Manhattan Beach Compliance Monitoring Agreement will include proposed fees, waitlist design, and other regulatory requirements.

SBRHT COMPLIANCE MONITORING PROGRAM GUIDELINES

Scope:

Initially, SBRHT will provide Compliance Monitoring services for State Density Bonus projects and for LACAHSAs funded projects. Cities can opt-in to these services by executing a Compliance Monitoring Agreement (“Agreement”) with SBRHT.

For State Density Bonus projects, SBRHT staff will follow Government Code Section 65915 in regard to administering the low-income units. This SBRHT program will deal with the income compliance requirements only and will not include any negotiations with developers on Density Bonus concessions, waivers, or any project design/permitting oversight. These issues need to remain between the city and the developer.

Cities can also opt into our Compliance Monitoring for LACAHSAs funded projects, both LACAHSAs direct funded projects or projects funded through SBRHT. SBRHT will utilize the LACAHSAs Program Guidelines to govern compliance activities.

SBRHT may return to the Board should future Compliance Monitoring needs arise, such as any Federal programs or future State programs (ie current State Prop 1 Veteran and Housing Programs Bond Measure). At that point, the Board can decide whether to add these programs to the scope.

Compliance Monitoring Agreement Between SBRHT and Opt-In Cities:

SBRHT staff will bring back the Agreement in the October Board meeting for approval. This Agreement will govern the roles and responsibilities of the SBRHT Compliance Monitoring Program, and the roles and responsibilities of the opt-in cities. The program parameters include:

1. SBRHT can provide technical assistance to cities related to Density Bonus and LACAHSAs guidelines pertaining to the low-income units. These can include assistance with calculating the number of density bonus units, establishing rental rates, deed restriction requirements, and other technical requirements involving the low-income units.
2. Provisions which must be included in the city’s Regulatory Agreement with the developer include: (SBRHT will provide specific details for these provisions in the Agreement for the Board to review in October)
 - a. The number of low, very low, and extremely low income units to be monitored
 - b. Provisions for monitoring start date and dates of annual compliance tasks
 - c. Provisions for tenant application and lease-up process
 - d. The allowable rent for these units and provisions for rent increases
 - e. Provisions for the increased income of tenants
 - f. Provisions to seek annual income certification from tenants
 - g. Reporting requirements of the developer
 - h. Marketing plans of the units in compliance with fair housing laws
 - i. Provisions for a Tenant Selection Plan and a Waitlist plan
 - j. Site management responsibilities and property inspections
 - k. Require annual developer per unit compliance fees paid to SBRHT for non-LACAHSAs funded projects
 - l. Deed restriction provisions

- m. For for-sale properties, provisions for mortgage loan agreements, close of escrow needs, and agreement with sellers on deed restrictions and future selling price
- 3. SBRHT will maintain a portal for prospective eligible tenants interested in signing up for the waitlist
- 4. SBRHT will maintain a database of affordable units and unit parameters
- 5. SBRHT will provide an annual report to the city detailing staff compliance efforts, outcomes, and certifications.

SBRHT staff will work with our Technical Advisors and legal counsel to draft the Agreement with all of the details to these provisions. This will be presented to the Board at the October meeting.

Agenda Item VI-E

Housing Focused November Ballot Measures

South Bay Regional Housing Trust

AGENDA ITEM: VI-E

September 17, 2026

TO: SBRHT Board of Directors
FROM: Jacki Bacharach, Interim Trust Executive Director
SUBJECT: November 2026 Statewide Ballot Measures

RECOMMENDED ACTION:

SUPPORT PROPOSITIONS 1 AND 37.

BACKGROUND:

There are 14 qualified statewide ballot measures appearing on the November 3, 2026 General Election ballot. There are two housing-related propositions that the SBRHT may consider supporting. Summaries of the two are included below.

- **Proposition 1 – Veteran and Housing Assistance Programs Bond.** This measure would authorize \$11.25 billion in state general obligation bonds for housing affordability programs, including California veterans, and to finance housing development projects seeking federal tax credits. The total revenue would be allocated as follows: \$5.1 billion to build/rehab multifamily rental housing; \$2.1 billion to acquire/rehab/preserve affordable housing units and provide supportive housing for those experiencing homelessness; \$1.25 billion for state-funded mortgages for California veterans; \$1.1 billion for homeownership and downpayment assistance; \$1 billion for farmworker, tribal, and student housing; \$500 million for housing infrastructure; and \$200 million to support local housing programs.
 - If approved, this measure would increase funding opportunities for affordable housing projects and infrastructure to support housing. There may be funds available to the SBRHT directly and/or funds to augment SBRHT investments in affordable housing projects.
 - Supporters: CalCities, California Apartment Association, California Housing Consortium, South Bay Cities Council of Governments
 - Opponents: Reform California
 - **Recommend support**

- **Proposition 37 – Second Mortgage Homebuyer Program and Revenue Bond Initiative.**

Proposition 37 would authorize up to \$25 billion in bonds to offer eligible buyers fixed-rate mortgages for up to 17% of the purchase price of a qualified new home. This means a new construction or first sale of converted non-residential property, priced below about \$1-1.5 million, depending on the county (and adjusted annually).

Borrowers are required to be California residents for at least one year, occupy the home, earn less than twice the AMI, and pay at least 3% down. Bonds would be repaid by homeowners' mortgage payments, not the State.

- This proposition would support housing opportunity, but there is no direct impact on the SBRHT. The funding would not be available to cities or the South Bay Regional Housing Trust as the program is administered by CalHFA directly with applicants.
- Supporters: State Treasurer Fiona Ma, Gubernatorial Candidate Xavier Becerra, California Association of Realtors, South Bay Cities Council of Governments
- Opponents: Reform California
- **Recommend support**

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