San Diego Regional Housing Finance Authority (SD RHFA)

NOTICE AND AGENDA OF PUBLIC MEETING

To: Those San Diego radio stations, television stations, digital media, and newspapers of general circulation that have requested notice in writing of meetings.

Pursuant to the Ralph M. Brown Act (Chapter 9 (commencing with Section 54950) of Part 1 of Division 2 of Title 5), please take notice that a public meeting of the San Diego Regional Housing Finance Authority is scheduled for:

Tuesday, February 17th, 2026 at 3:00 p.m.
San Diego Community College District
Board Room 245-255
3375 Camino del Rio South
San Diego, CA 92108

AGENDA:

1. Welcome and Call to Order
2. Non-agenda Public Comment
3. Consent Agenda
    a. Approve January 28, 2026, Meeting Minutes
4. Board Member Read Out – Mission, Vision, Core Values
5. Board Share-Outs (as needed)
6. Action Items
    a. Approve Fiscal Agent Agreement
    b. Approve GPLA Contract Amendment
7. Presentation and Discussion on Workplan Progress and Forecast
8. Meeting Adjournment

All exhibits are available for inspection by the public at the SD RHFA meeting or prior to such meeting, when reports are available. Contact the Board Services Office at (619) 725-5550 for more information.

Reasonable accommodation for any individual with a disability - Any individual with a disability who requires reasonable accommodation to participate in this meeting may request assistance 24 hours prior to the scheduled meeting by contacting the Board Services Office at (619) 725-5550.

San Diego Regional Housing Finance Authority (SD RHFA)

Meeting Minutes
January 28, 2026

The meeting of the San Diego Regional Housing Finance Authority (SD-RHFA) was held on January 28, 2026 at 1:00 p.m. at the San Diego Unified School District (SDUSD)
4100 Normal Street San Diego, CA 92103

Participants:

- SD-RHFA Board Chair Cody Petterson
- SD-RHFA Vice Chair Craig Milgrim
- SD-RHFA Board Member Richard Barrera (virtual)
- SD-RHFA Board Member Mariah Jameson
- SDUSD Ex-Officio Board Member, Superintendent Fabiola Bagula
- SDCCD Ex-Officio Board Member, Chancellor Gregory Smith (virtual)
- SDUSD Interim General Counsel Andra M. Greene

1. Call to Order at 1:06 PM
2. Non-agenda Public Comment (3 minutes per speaker)
    a. No public comments received.
3. Consent Agenda
    a. Approve January 28, 2026 Meeting Minutes
        i. Motion by Board Member Jameson, seconded by Vice Chair Milgrim to approve the minutes. Motion passed unanimously.
4. Informational Items
    a. Report on Budget Spend-Down (July-December 2025)
        i. Vice Chair Milgrim asked that future budget related information include more supporting information and asked for one-on-on meetings with GPLA to review Board meeting materials in advance of Board meetings
        ii. Ex-Officio Board Member, Superintendent Bagula, and Vice Chair Milgrim asked that Board agenda materials be circulated to the Board one week prior to the Board meeting to allow for more time to review the materials.
5. Action Items
    a. Approve 2026 Board Meeting Calendar
        i. Vice Chair Milgrim mentioned that he might be late to the March 17, 2026 meeting.
        ii. Interim General Counsel Greene mentioned that she may have an alternate attend Board meetings in her place when she is unavailable, as needed.

iii. Board Member Jameson mentioned that she will be unable to attend the September 22, 2026 meeting.
iv. Vice Chair Milgrim asked that the 'day' of the week column be added to the Board calendar.
v. Motion by Vice Chair Milgrim, seconded by Board Member Jameson to approve the Board calendar. Motion passed unanimously.

b. Accept Prebys Donation
   i. Motion by Board Member Barrera, seconded by Board Member Jameson to approve the resolution. Motion passed unanimously.

c. Approve 2026 Organizational Budget
   i. This item was discussed in conjunction with Agenda #5.d (2026 GPLA Contract Amendment). Board discussion and action is reflected in Agenda #5.d.

d. Approve 2026 GPLA Contract Amendment
   i. Chair Petterson, Vice Chair Milgrim, and Ex-Officio Board Member Superintendent Bagula asked for a more detailed scope that includes the costs and timeframes for deliverables that are anticipated through June 30, 2026.
   ii. Laurie Coskey commented that there has already been a significant amount of work provided by GPLA to the Board which should be reflected in the 2026 scope of work and contract amendment.
   iii. Board Member Jameson mentioned that certain assumptions (e.g., SDUSD/SDCCD role in posting agendas, printing materials, setting up hybrid and/or in-person meeting logistics) do not need to be reflected in the scope.
   iv. Ex-Officio Board Member Chancellor Smith mentioned that the proposed scope's section "Execution Strategy & Program Planning" should be a top priority and likely a significant amount of work for GPLA's scope in 2026; he stated that it also underscores Laurie Coskey's comment about GPLA's assistance to date with funding and outreach.
   v. Ex-Officio Board Member Chancellor Smith mentioned that since SDCCD is the fiscal agent, SDCCD could take on the not-to-exceed spending authority and review GPLA monthly invoices, and then once SDCCD is satisfied with each monthly invoice, SDCCD would then bring that monthly invoice to the Board for its review and final approval. Chancellor Smith also mentioned that this would allow GPLA to invoice for actual services and/or expenses rendered, enable the Board to review and approve the monthly invoice

reports, and improve Board member's ability to track the progress of the scope of work and deliverables each month.

1. Motion by Board Member Barrera, seconded by Board Member Jameson to: a., allow GPLA to invoice for up to $57,124 (from carry-over funds from 2025) for the month of January 2026; b., postpone the approval of the contract amendment to next month's Board meeting; c., direct GPLA to revise the contract amendment and bring it back to the Board for review at the February meeting; and, d., allow SDCCD to take on the not-to-exceed spending authority and review GPLA monthly invoices, and then bring the monthly GPLA invoice report to the Board for review and final approval. Motion passed unanimously.

e. Approve SD-RHFA Conflict of Interest (COI) Policy
    i. Motion by Board Member Barrera, seconded by Vice Chair Milgrim to approve the COI Policy. Motion passed unanimously.
f. Approve KNN Contract
    i. Motion by Board Member Barrera, seconded by Vice Chair Milgrim to approve the KNN Contract. Motion passed unanimously.

6. Presentations
    a. Advisory Committee Update – Results of Board Survey (per SB 440)
        i. Interim General Counsel Greene clarified the SB 440 requirements and statutory intent for the advisory committee. Interim General Counsel Greene said that the Board could establish an ad hoc committee that consists of individuals that might not have the technical experience in order not qualify to be on the advisory committee but would otherwise provide valuable feedback from the larger community and stakeholders.
    b. SD-RHFA 2026 Workplan
        i. GPLA presented the initial workplan priorities but will prepare a more extensive scope, budget, and timeline for the subsequent Board meeting.
7. Meeting Adjournment
    a. Meeting adjourned at 3:04 PM
    b. Next meeting scheduled for February 17, 2026 at 3 PM at the San Diego Community College District

FISCAL AGENT AGREEMENT

This Fiscal Agent Agreement ("Agreement") is made and entered into as of February 6, 2026 by and between the San Diego Community College District Foundation, a 501(c)(3) nonprofit organization, with its principal office at 3775 Camino del Rio S, San Diego, CA 92108 (hereinafter referred to as "Fiscal Agent") and the San Diego Regional Housing Finance Authority, a regional housing finance authority created pursuant to California Senate Bill 440 (Sen. 440 Reg. Session)(hereinafter referred to as "Authority").

1. Purpose

The Authority is a regional housing authority formed by the San Diego Community College District and the San Diego Unified School District pursuant to California Senate Bill 440 (Sen. 440 Reg. Session) for the purpose of raising, administering and allocating funding and providing technical assistance at a regional level for affordable housing development.

The purpose of this Agreement is to provide for and establish the terms under which the Fiscal Agent will receive, hold and disburse grant and other funds of the Authority ("Authority Funds"), including $57,124 in 2025 carry-over funds from the 2025 Prebys Foundation Grant and an additional $250,000 in new grant funds from the Prebys Foundation to support 2026 work which have or will be deposited with the Fiscal Agent for the support of the Authority.

2. Fiscal Agent Responsibilities

Fiscal Agent shall do the following on behalf of the Authority:

- Receive and hold Authority Funds upon the request of the Authority and/or as required by grantors.
- Establish, manage, and maintain an appropriate system of internal controls, accounting records and documentation of the receipt and disbursement of Authority Funds.
- Disburse Authority Funds for approved expenditures. Fiscal Agent agrees that it will not disburse any funds except upon approval of the Authority.
- Account for the funds according to generally accepted accounting standards and principles.
- Assist the Authority with required audits by providing all documentation related to this Agreement promptly upon request.

3. Administrative Fees

The Fiscal Agent shall be paid a fee equal to three percent (3%) of Authority Funds. The Fee may be deducted by Fiscal Agent upon receipt of deposits.

4. Term and Termination

The Term of this Agreement shall be February 6, 2026 through December 31, 2026 and may be renewed on an annual basis upon the mutual agreement of the Fiscal Agent and the Authority. Either party may terminate this Agreement upon sixty (60) days written notice to the other, except where termination is initiated by the Authority based upon the failure of the Fiscal Agent to carry out its obligations under this Agreement, in which case this Agreement may be immediately terminable by the Authority.

9. Miscellaneous Provisions

a. Independent Organizations: Both entities remain independent and are not forming a joint venture, partnership, or employment relationship.
b. Amendments: Changes to this MOU must be made in writing and signed by both parties.
c. Governing Law: This MOU shall be governed by the laws of California.
d. Entire Agreement: This MOU constitutes the entire agreement between the parties and supersedes and replaces all prior negotiations, proposed contracts or amendments, whether written or oral.
e. Force Majeure. The Authority and Fiscal Agent are excused from performance during the time and to the extent that they are prevented from performing by act of God or other unforeseeable events beyond the reasonable control of either.
f. No Assignments. This Agreement is not assignable by either party, either in whole or in part.
g. Time. Time is of the essence in performance and completion of obligations under the Agreement
h. No Oral Modifications. No term or condition of this Agreement may be modified or amended except by a subsequent writing executed by the Fiscal Agent and the Authority. Verbal or oral modifications to this Agreement are not enforceable.
i. No Waiver. The waiver or delayed enforcement of any term, condition, covenant, or obligation under this Agreement shall not constitute waiver or modification of such term, condition, covenant or obligation or limit, restrict or impair the enforcement of such term, condition, covenant or obligation.
j. Provisions Required By Laws Deemed Inserted. Provisions required by law to be incorporated into this Agreement are deemed incorporated into this Agreement and shall be interpreted and enforced as though such provisions are incorporated into this Agreement.
k. Severability. If any provision of this Agreement is declared or determined by any court of competent jurisdiction to be illegal, invalid or unenforceable, the legality, validity or enforceability of the remaining parts.

Fiscal Agent	**Authority**
San Diego Community College District Foundation	San Diego Regional Housing Finance Authority
By:_____	By:_____
Daniel Troy, Vice Chancellor of Finance and Business Services	Andra M. Greene, Interim General Counsel
Date: _____	Date: _____

GLOBAL POLICY LEADERSHIP ACADEMY

Agreement for Revival and Amendment of Contract

WHEREAS, the San Diego Regional Housing Finance Authority, a California organization, having its principal place of business at 4100 Normal Street, San Diego, CA 92103 (referred to herein as "Client") and Global Policy Leadership Academy, a California corporation, having its principal place of business at 845 15th Street, Suite 103, San Diego, CA 92101 (referred to herein as "Consultant") (collectively, "Parties") entered into an Agreement for services dated August 22, 2025 ("Agreement") for a term that expired on December 30, 2025; and

WHEREAS, Client and Consultant now wish to revive the Agreement and to amend its terms, as provided herein;

The Parties agree as follows:

1. The Agreement is revived effective January 1, 2026;

2. Term. The term of the Agreement shall be extended through and including June 30, 2026 unless terminated in accordance with the provisions of Article 10 of the agreement or extended by further agreement by the Parties.

3. Exhibit A ("Scope of Services") is replaced with the Scope of Services attached as Exhibit A to this Amendment.

4. Article 4. Compensation is deleted and replaced with the following: Consultant shall be paid for services and agreed-upon reimbursable expenses, as set forth in the Scope of Services in a sum not to exceed $264,624 during the period of January 1, through June 30, 2026.

5. Article 6. Invoice Payment Terms is deleted and replaced with the following.

   Article 6. Invoicing Procedures

   6.1 Consultant shall submit monthly invoices to Client or its designee which summarizes the work performed in the billing period and the percentage of work completed in each of the budget category with reference to the **2026 SOW / Work Plan Objectives and Key Results** provided in the Scope of Services as well as any request for third-party services or miscellaneous costs. Receipts shall be required to support any request for reimbursement of third-party services or miscellaneous costs.

   6.2 Client or designee shall review and approve the invoice for accuracy of the work summary and estimated percentage of work complete in each budget category.

6.3 In the event Client is unable to approve the invoice, Client shall promptly notify Consultant of any perceived errors, inaccuracies, need for further information or other issue preventing approval of the invoice. Upon notification of same, Consultant and Client shall meet and confer to resolve any such perceived errors or inaccuracies or need for further information. Client and Consultant shall use their best efforts to complete the review and approval process within thirty (30) days.

6. Except as provided herein, the remaining terms of the contract shall remain in full force and effect.

Approved by the Governing Board of the San Diego Regional Housing Finance Authority on February 17, 2026.

Date: _____	Date: _____
Andra M. Greene Interim General Counsel San Diego Regional Housing Finance Authority	Richard Valdez Chief Operations Officer Global Policy Leadership Academy

EXHIBIT A

GLOBAL POLICY LEADERSHIP ACADEMY

SCOPE OF WORK

FOR

San Diego Regional Housing Finance Authority

January 1, 2026 through June 30, 2026

SCOPE OF WORK ("SOW") – Key Business Terms and Performance Items

Client:	San Diego Regional Housing Finance Authority ("SD-RHFA", "Client")
Consultant:	Global Policy Leadership Academy ("GPLA"; "Consultant")
Period of Services Provision:	January 1, 2026 to June 30, 2026
Executive Summary and Recap of 2025 work:	This contract continues the work both laid out in SD-RHFA board meetings and accomplished June 2025 to December 2025 supporting the SD-RFHA in start-up and early implementation activities. It specifically builds upon the 2025 Workplan : "Building a Foundation for Regional Impact" and the accompanying three pillars of work: 1) Governance and Administration 2) Housing Learning & Capacity Building 3) Execution Strategy & Program Planning This three-pillar approach guides early SD-RHFA development, establishing governance, and preparing for long-term housing solutions. The workplan progress is measured using the Objective and Key Results framework. The workplan, pillars, and OKR framework were presented and approved in the August 27, 2025, SD-RHFA board meeting. PowerPoint slides from that meeting are excerpted and attached as Attachments A to C of this SOW (see details next section).
Attachments to this SOW	A: 2025 Workplan Format & Measurement System B: 2025 Workplan & 3 Pillars C: 2025 3 Month Workplan (Sept – Nov) D: GPLA Contract Budget

Agreements on Delivery Timelines	1. Consultant shall provide the Board at each meeting with report(s) detailing expenditures to date, progress on strategic plan and other Board initiatives. 2. Board will receive its monthly board package a minimum of 7 calendar days in advance of the board meeting 3. Draft board package to be provided to SD-RHFA general counsel (Andra Greene) a minimum of 10 days in advance of board meeting for internal review

SOW SERVICES OVERVIEW

This contract provides for strategic consulting, facilitation, coordination, and technical services to be provided to the SD-RHFA by the Global Policy Leadership Academy (GPLA), to advance the operational framework of the San Diego Regional Housing Finance Authority (SD-RHFA). GPLA's scope of work aligns with the 2025 SD-RHFA Workplan, will provide and advance a 2026 Workplan to be approved by the SD-RHFA, and will focus on further work advancing the Three Pillars for Regional Impact, as detailed below.

The SOW continues the use of OKRs—Objectives and Key Results—as a goal-setting framework that also helps organizations align on priorities, track outcomes, and measure progress. In practice, OKRs are often used as part of strategic planning and broader performance management, both of which are relevant for a new organization (such as SD-RHFA) in its formation and early development phase.

As more fully described below, representative tasks and deliverables shall include but not be limited to:

1. Governance & Administration
   - Support the design and facilitation of SD-RHFA board meetings
   - Draft charters, governance protocols, and internal decision-making frameworks in consultation with legal counsel
   - Support legal counsel in aligning governance structure with Brown Act requirements
   - Develop and track board deliverables and timelines
   - Coordinate with public agency partners on board participation and alignment
   - Maintain the official records of the SD-RHFA

2. Housing Learning & Capacity Building
   - Develop and execute learning sessions focused on topics determined by the SD-RHFA Board
   - Curate external speakers, case studies, and materials relevant to SD-RHFA objectives
   - Facilitate partner and board discussions that connect local priorities to best practices
   - Summarize and synthesize learnings into actionable outputs (e.g., memos, recommendations)

3. Execution Strategy & Program Planning
   - Assist with the development and implementation of SD-RHFA program strategies

- Develop timelines and infrastructure needs to support launch of SD-RHFA activities
Management of third-party deliverables (e.g., website design, IT services, etc.)
- Prepare summary materials for public communication and funder alignment

Deliverables

- Board agenda-building and meeting support, including facilitation, document management, and strategic support
- Development of board charter templates and governance materials, in consultation with Board Counsel
- Creation and implementation of SD-RHFA workplan
- Ongoing project management and coordination across stakeholders o Management of third-party deliverables (e.g., website design, IT services, etc.)

SOW ORGANIZATION

The SOW work is organized by the 3 pillars approved by the board in August 2025, and performance is measured by OKRs also approved by the Board in 2025. Details are below.

Pillar 1: Governance and Administration

Governance & Administration work is characterized by activities that:

1. Lay the foundation for transparency, accountability, and effective leadership

2. Establish SD-RHFA's core foundation through a shared vision, mission, values, and initial governance tools (e.g., Phase 1 - Strategic Framework; completed in 2025)

3. Subsequently establish strategies and metrics for how the goals/progress will be achieved/tracked and provide detail to operationalize the framework and report on progress (Phase 2: Strategic Plan; target completion Q2 2026). The Strategic Plan may later inform an Expenditure Plan and may satisfy Annual Reporting Requirements as set forth in SB440.

4. Include development of organizational infrastructure and standard operating procedures, including bylaws, etc. structures for transparency and accountability

5. Provide for the on-going financial and operational sustainability of the SD-RHFA

2026 Next Steps:

1. Initiate Phase 2: Strategic Plan (strategies, metrics) work
2. Plan for and seat an Advisory Committee
3. Discuss how the sequencing of those two above should be sequenced and planned for

4. Discuss a charter to address and confirm roles of consultant team, board, and SDUSD and SD CCD staff
5. Plan for resources and work plan for Q3, Q4 2026 and beyond

2026 SOW / Work Plan Objectives and Key Results:

Pillar 1: Governance and Administration						
Objective 1	Governance: Each SD-RHFA board meeting serves to advance the Strategic Framework (mission, vision, values, goals) and directives set forth by the board					
		Target for completion	Q1	Q2	Q3	Q4
	KR 1	The board approves a 2026 Q1 & Q2 Workplan (Workplan) consistent with the Strategic Framework				
	KR 2	Workplan progress is tracked and reported out monthly to the board				
	KR 3	Protocols for governance and admin work including board package development, and invoicing are documented and approved by SD-RHFA staff, or the board.				
	KR 4	The sequencing and interrelationship of creating the Strategic Plan (strategies, metrics) and of planning for and seating an Advisory Board are discussed, and direction is provided by the Board on how to proceed on each item.				
	KR 5	A website, whose content and style is informed by and subsequently approved by the board, is up and running by end of Q2.				

Pillar 1: Governance and Administration						
Objective 2	Sustainability: A high level (1 page) Organizational Sustainability Strategy is approved by the board that addresses how to achieve short-, medium, and long-term financial and operational sustainability					
		Target for completion	Q1	Q2	Q3	Q4
	KR 1	Confirmation of available human resources (specifically SD-RHFA partner resources including staff support) and capital resources (if any) for 2026 (capital, and SD-RHFA partner resources is captured in a charter, or memo approved by the board.				

		Approval shall be on the consent calendar or delegated to a single member or ex -officio member of the board.				
	KR 2	A resource development plan is in place for Q3, Q4 2026, and for 2027 and beyond Approval shall be delegated to the Board Chair or to an ex -officio member of the board.				
	KR 3	A Q3 & Q4 workplan is approved by the Board.				
	KR 4	Resources are pursued for Q3 & Q4 sufficient to implement the Q3 & Q4 Workplan.				
	KR 5	Should resources be procured, contracts are implemented with parties needed to complete the Q3 & Q4 workplan.				

Pillar 1: Governance and Administration						
Objective 3	Advisory Board: In compliance with SB440, an Advisory board is seated. Note timelines are subject to speed of the board.					
		Target for completion	Q1	Q2	Q3	Q4
	KR 1	The process, workplan components, and timeline to seat an Advisory Board are approved				
	KR 2	All infrastructure to define and support the Advisory board is determined, defined, and then approved by the board for development, along with a budget and timeline for its build-out (Advisory Board Infrastructure Package)				
	KR 3	Components of the Advisory Board Infrastructure Package assigned to the Consultant and those within the Q1 & Q2 budget are completed.				
	KR 4	Advisory Board Infrastructure not in the Q1 & Q2 budget is budgeted for in a Q3 & Q4 workplan (Q2 activity); subject to resources being secured, materials will be completed in Q3.				
	KR 5	The Advisory Board is seated				

Pillar 2 - Housing Learning and Capacity

Housing Capacity and Learning work is characterized by activities that:

1. Strengthen knowledge and capacity-building to deliver innovative housing solutions
2. Create pathways for collaborative learning
3. Include board learning sessions, sessions with industry experts, optional peer engagement with other RHFAs (e.g., LACAHSA, BAHFA), and knowledge-sharing

2026 Next Steps:

1. Board participates as sponsor of 2nd Annual California Regional Housing Finance Authority Exchange conference (late summer or fall date tbd) and sends up to 15 representatives to participate.

Pillar 2: Housing Learning & Capacity Building						
Objective 1	Peer-based Learning: Contingent on Board approval of sponsorship proposal. Development and presentation of an invitation-only 2nd annual California Regional Housing Finance Authority exchange conference (likely in Long Beach – late summer/early fall 2026) which shall consist of accelerated "bootcamp style" learning and peer networking facilitated by SD-RHFA's sponsorship and attendance.					
		Target for completion	Q1	Q2	Q3	Q4
	KR 1	Board commits to being a conference sponsor ($20,000) which would require preparation of a sponsorship agreement that is approved by the board. [Sponsorship helps cover costs of conference facilities, meals, conference transportation and programming].				
	KR 2	Board prioritizes the invitation list culminating in 15 attendees (allowance $667 per person for transportation and hotel costs)				
	KR 3	A shared invitation list for the San Diego region can be coordinated with Partnership to House San Diego who will have the opportunity to select 10 invitees. Regions are limited to 25 persons per region.				

Pillar 3 - Execution Strategy & Program Planning

Execution Strategy & Program Planning work is characterized by activities that:

1. Design strategies and programs that move vision into action, along a reasonable timeline
2. Bridge the Strategic Framework with a Strategic Plan to guide implementation
3. Focus on aligning strategies with measurable objectives & developing a capitalization strategy

2026 Next Steps:

1. Board approves a Strategic Plan that will operationalize the Transitional Strategic Framework

Pillar 3: Executive Strategy & Program Planning						
Objective 1	<u>Strategic Plan</u>: A Strategic Plan is developed that builds upon the 2025 approved (Transitional) Strategic Framework and is approved by the Board. Note 1: the Strategic Plan operationalizes the Strategic Framework and has a clear performance measurement system (likely OKR based). Note 2: timelines are subject to speed of the board.					
		Target for completion	Q1	Q2	Q3	Q4
	KR 1	A process and timeline for creating a Strategic Plan is approved.				
	KR 2	Learning sessions, as needed, for creating a Strategic Plan are completed				
	KR 3	Strategic Plan is drafted by May 2026.				
	KR 4	Strategic Plan (potentially in transitional format) is approved by the board in June 2026.				

End.

Attachment A

SD-RHFA WORKPLAN OVERVIEW

Process

- Assume 8-10 meetings per year (calendar and workplan approved annually)
- Combination of board workshops and regular meetings

Format

- Organized around three pillars:
  - Governance & Administration
  - Housing Learning & Capacity Building
  - Execution Strategy & Program Planning

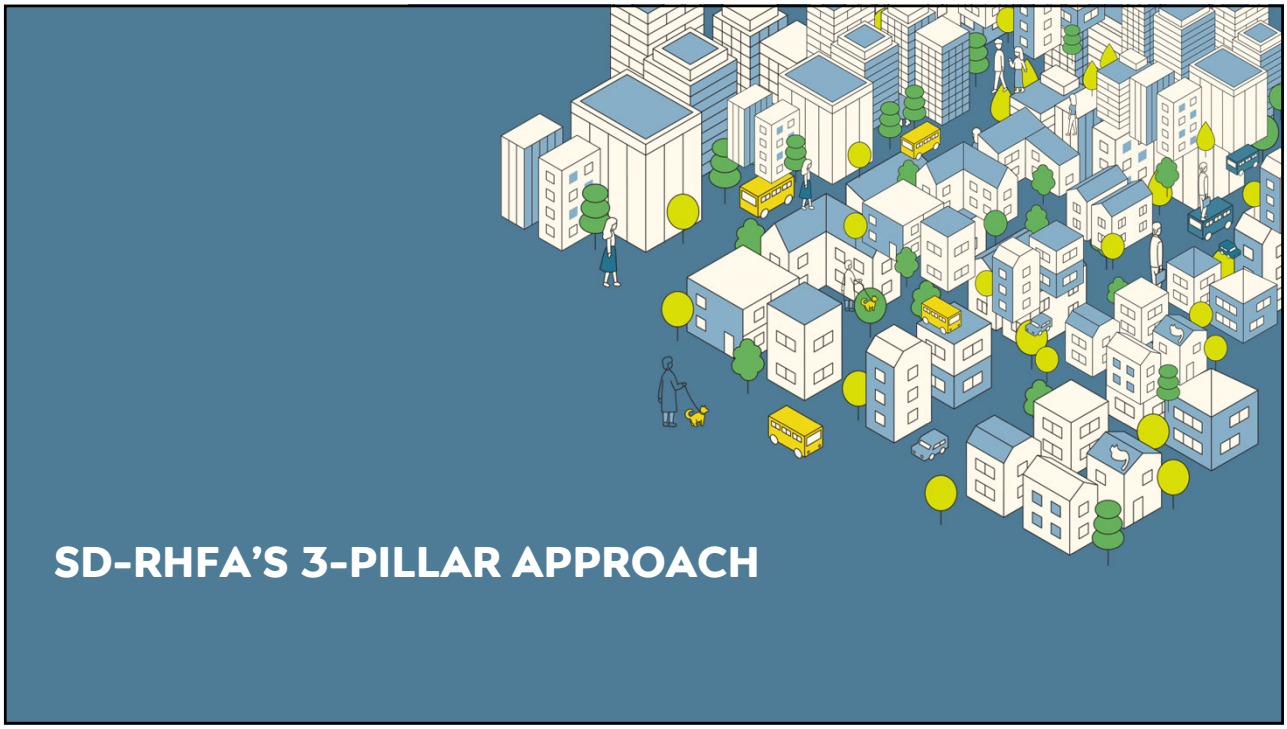
Measurement System

- Objectives and Key Results (OKRs) will allow SD-RHFA to create alignment and engagement around measurable goals

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Attachment B



7

SD-RHFA WORKPLAN:
Building a Foundation for Regional Impact

This three-pillar approach will guide early SD-RHFA development, establish governance, and prepare for long-term housing solutions. Most board activity will be captured in at least one pillar shown below



Governance & Administration



Housing Learning & Capacity Building

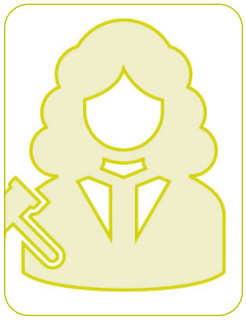


Execution Strategy & Program Planning

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SD-RHFA WORKPLAN:
Pillar #1 - Governance & Administration



Governance & Administration

- Lays the foundation for transparency, accountability, and effective leadership
- Establishes SD-RHFA's core foundation through a shared vision, mission, values, and initial governance tools (e.g., Strategic Framework)
- Includes development of organizational infrastructure and standard operating procedures, including bylaws, etc. structures for transparency and accountability

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SD-RHFA WORKPLAN:
Pillar #2 - Housing Learning & Capacity Building



Housing Learning & Capacity Building

- Strengthens knowledge and capacity-building to deliver innovative housing solutions
- Creates pathways for collaborative learning
- Includes board learning sessions, sessions with industry experts, optional peer engagement with other RHFAs (e.g., LACAHSA), and knowledge-sharing

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SD-RHFA WORKPLAN:
Pillar #3 - Execution Strategy & Program Planning



Execution Strategy & Program Planning

- Designs strategies and programs that move vision into action, along a reasonable timeline
- Bridges the Strategic Framework with implementation
- Focuses on aligning strategies with measurable objectives & developing a capitalization strategy

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SD-RHFA WORKPLAN:
How SD-RHFA's Budget Aligns with 3 Pillars

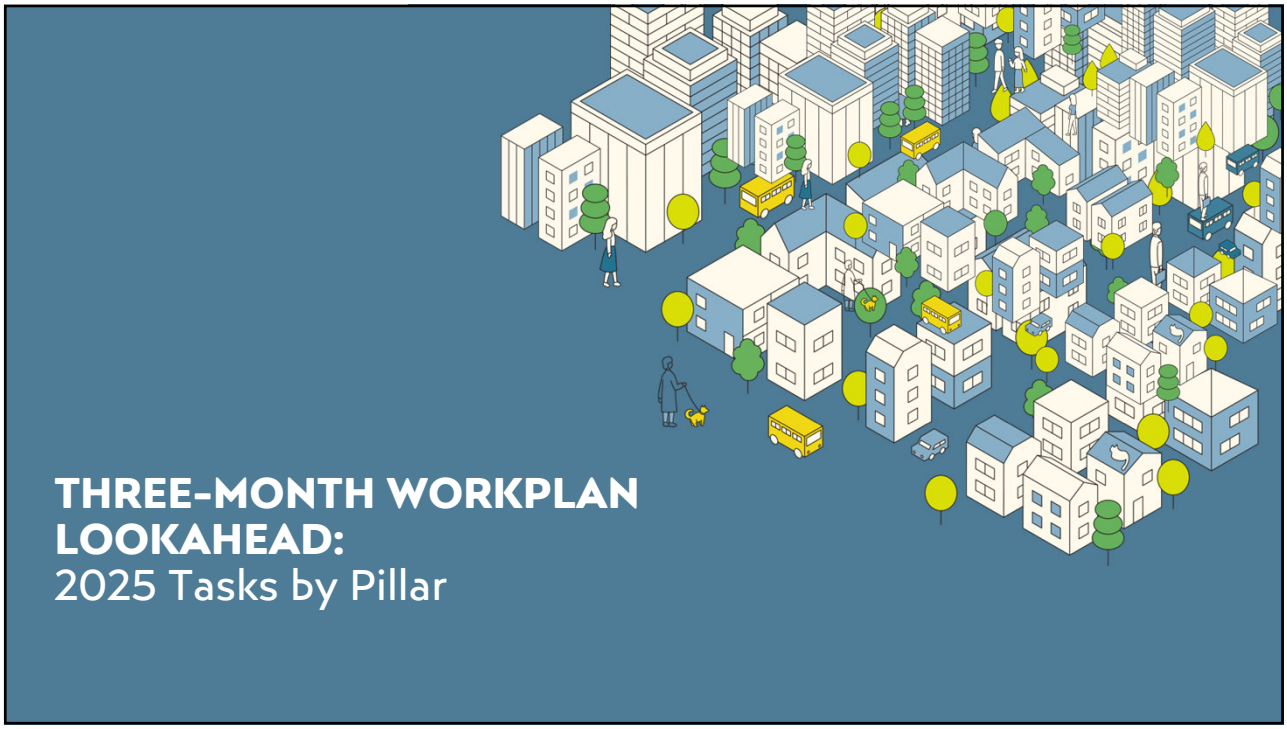
Pillar 1: Governance & Administration	Pillar 2: Housing Learning & Capacity Building	Pillar 3: Execution Strategy & Program Planning
• Board & Advisory Committee support • Website, branding, communications infrastructure • Contingency for administrative flexibility (insurance, audits, misc. costs)	• Board learning series (informed through 7/30 board workshop) • Peer exchanges with other RHFAs (e.g., LACAHSA, BAHFA)	• Development of initial Strategic Framework • Drafting of Expenditure Plan (per SB 440 requirements) • development of a capitalization strategy

Board Staff & Consultants serve as **"Operational Backbone"** that threads across all pillars

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Attachment C



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SD-RHFA WORKPLAN:
Three-Month Lookahead (to be "early wins")

	Pillar 1: Governance & Administration	Pillar 2: Housing Learning & Capacity Building	Pillar 3: Execution Strategy & Program Planning
Thursday 9/25/25 (SDCCD)	Brand & Web Infrastructure Intro/Overview	Module 1: SB 440 Overview	Phase 1: Strategic Framework (goals + objectives)
Wednesday 10/29/25 (SD Unified)	Brand & Web Infrastructure Presentation Advisory Committee Discussion	Module 2: Housing Needs and Target Populations (including SDCCD and SD Unified work to date) Optional LA RHFA Exchange (10/27-10/29)	Phase 1: First Draft - Strategic Framework
Wednesday 11/19/25 (SDCCD)	Brand & Web Infrastructure Update/Options 2026 Operational Budget Presentation 2026 Board Meeting Calendar draft Advisory Committee Planning	Module 3: Planning, Land Use, and Regulation	Phase 1: Draft Refinement - Strategic Framework

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Attachment D - GPLA 2026 Scope of Work Budget and Details

Line Item #	GPLA Budget Line Items	Representative Tasks	Amount	Progress Method	Payment Documentation
1	Contracted Board and Organizational Support - Q1, Q2 Only	Workplan Pillars 1 and 3 Objectives and Key Results Pillar 1 - 3 Obj, 15 KRs Pillar 3 - 1 Obj, 4 KRs	$ 150,000	Progress payments based work plan completion	High-level monthly report accompanying invoice. Descriptions per line item (lines 1-6)
2	Allowance for Advisory Board outreach events; assistance	Supports Pillar 1, Obj 3 for any costs beyond a "lean" execution – for consultant time and/or or 3rd party expense	$ 8,500		same
3	Website Launch/Hosting/Graphic Design (to .gov standards)	Set forth in detailed stand-alone scope of work	$ 60,000	Fixed fee scope; payments based on progress completion	Same with specific details on scope components
4	Meeting costs (food, etc)	Meeting expenses incurred by GPLA	$ 1,377	Based on Receipts	receipts
5	Contingency (for Misc. items, etc.)	To be allocated as needed including for consultant time for line item 1 if approved	$ 14,747	Tbd as appropriate	Tbd as appropriate
6	Travel & Training 15 people @ $1K each (includes advisory board) and event sponsorship	Pillar 2 - 1 Obj, 3 KRs	$ 30,000	$20,000 when sponsorship approved; venue booked $10,000 either to direct pay hotels or reimburse; remainder to reimburse mileage	Documentation that venue has been booked; this is not a $ per $ match. Sponsorship also covers some programming costs Hotel receipts Reimbursement requests
	Total		**$ 264,624**		

San Diego Regional Housing Finance Authority (SD-RHFA):



Board Package

Board Meeting: Tuesday, February 17, 2026

3:00 – 5:00pm

San Diego Community College District

Board Room 245-255

3375 Camino del Rio South

San Diego, CA 92108

GLOBAL POLICY LEADERSHIP ACADEMY

AGENDA

Time Estimates (Target 120 Min)	Workplan Pillar	Topics
25 minutes		1. Welcome and Call to Order 2. Non-agenda Public Comment 3. Consent Agenda 4. Approve Prior Meeting's Minutes 5. Board Member Read Out – Mission, Vision, Core Values 6. Share-Outs 7. GPLA 2026 Consulting Team
90 minutes	**Pillar 1** Governance & Administration	2026 Workplan 1. Recap (structure; pillars) 2. Progress - Prior Month's Work; Quarterly Forecast 3. Budget Review 4. Actions 5. Presentations
0 minutes	**Pillar 2** Housing Learning & Capacity Building	1. Actions 2. Presentations
15 minutes	**Pillar 3** Execution Strategy & Program Planning	1. Actions 2. Presentations
5 minutes		1. 2- 3 Month Rolling Calendar of Work Ahead - 2026 Tasks by Pillar 2. Q&A 3. Next Meeting; Next Steps

BOARD MEMBER READ OUT – MISSION, VISION, CORE VALUES

Core Values

- **Community Focus:** We center equity, dignity, and lived experience to ensure housing systems reflect the needs of those most impacted.
- **Governance & Accountability:** We build public trust by practicing transparency, demonstrating responsible stewardship, and making ethical decisions.
- **Operational Excellence:** We act boldly and persistently to deliver measurable housing results.
- **Innovation & Resilience:** We embrace new solutions and ensure they endure over time.
- **Regional Impact:** We connect housing to education, health, and community well-being to transform the San Diego region.

Mission Statement

- Build and preserve housing near jobs, schools, and transit so San Diegans can live in communities where they work and thrive.

Vision Statement

- A San Diego where every resident has a quality, affordable home close to current and future opportunities.

Goals

- **Housing Production & Preservation:** Preserve and increase affordable homes near jobs, schools, and services.
- **Sustainability & Generational Impact:** Create sustainable housing solutions that protect today's residents and future generations.
- **Community & Systems Impact:** Align housing, education, and transportation investments to strengthen neighborhoods and reduce displacement.

BOARD SHARE-OUTS



Are there any announcements that the Board would like to share-out during today's meeting?

GPLA 2026 CONSULTING TEAM



Jennifer LeSar

Engagement Strategy and Support



Debbie Ruane

Engagement Leader



Danny Serrano

Project Manager



Anu Natarajan

Strategic Plan Lead



RECAP: 2026 WORK PLAN

- STRUCTURE
- PILLARS

RECAP: SD-RHFA WORKPLAN STRUCTURE

Process

- Assume 8-10 meetings per calendar year (calendar and workplan approved annually)
- Combination of board workshops and regular meetings

Format

- Organized around three pillars:
  - Governance & Administration
  - Housing Learning & Capacity Building
  - Execution Strategy & Program Planning

Measurement System

- Objectives and Key Results (OKRs) will allow SD-RHFA to create alignment and engagement around measurable goals

THEME: SD-RHFA WORKPLAN

Building a Foundation for Regional Impact

This three-pillar approach guides early SD-RHFA development, establishes governance, and prepares for long-term housing solutions. Most board activity is captured in at least one pillar shown below:



Governance & Administration



Housing Learning & Capacity Building



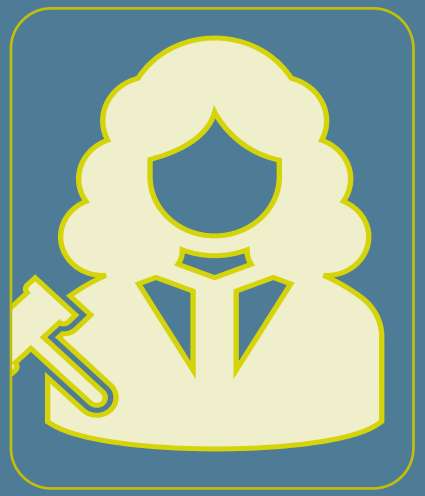
Execution Strategy & Program Planning

2025 SD-RHFA WORKPLAN:
Accomplishments

	Pillar 1: Governance & Administration	Pillar 2: Housing Learning & Capacity Building	Pillar 3: Execution Strategy & Program Planning
Tuesday 5/27/25 (SDUSD)	Adoption of bylaws; election of Board officers; appointment of Ex-Officio members and Interim Legal Counsel Approval of the development of a workplan and calendar		
Wednesday 7/30/25 (SDCCD)	Approval of the Fiscal Agent Agreement Approval of resolution to authorize certification of Board actions and a resolution delegating authority to authorize payments/budget Approval of SDRHFA's 2025 budget and GPLA contract		
Wednesday 8/27/25 (SDUSD)	Presentation of the Workplan overview		Presentation of the Strategic Framework

2025 SD-RHFA WORKPLAN:
Accomplishments

	Pillar 1: Governance & Administration	Pillar 2: Housing Learning & Capacity Building	Pillar 3: Execution Strategy & Program Planning
Thursday 9/25/25 (SDCCD)	Strategic Framework Update	Learning series, Part 1: SB 440	
Wednesday 10/29/25 (SDUSD)	Report on budget spend-down (July – December 2025) Report on SD-RHFA Workplan	Learning series, Part 2: SB 440 LA RHFA Exchange (10/27-10/29)	
Wednesday 11/19/25 (SDCCD)	Report on budget spend-down (July – December 2025) Transitional Strategic Framework approved 11/19/25 (Values, Vision, Mission, & Goals) 2026 Operational Budget Presentation Advisory Committee Planning		





PILLAR 1

GOVERNANCE & ADMINISTRATION

PILLAR 1 - GOV & ADMIN

BOARD ACTIONS

APPROVE FISCAL AGENT AGREEMENT

APPROVE GPLA CONTRACT AMENDMENT



PILLAR 1 - GOV & ADMIN

BOARD PRESENTATIONS

PRESENTATION AND DISCUSSION ON WORKPLAN PROGRESS AND FORECAST





Q1, Q2 2026 WORKPLAN

Tasks by Pillar

OKRs

Budget Alignment with 3 Pillars

RECAP: JANUARY 2026 BOARD MEETING

Approved key governance actions including November 2025 meeting minutes, the 2026 Board meeting calendar, conflict of interest policy, KNN contract, and acceptance of the Prebys donation—all by unanimous vote.

Advanced 2026 financial and operational planning by reviewing the proposed budget spend-down, approving interim GPLA invoicing for January, refining oversight and invoice review processes, and directing revisions to the 2026 GPLA contract amendment.

Set clearer expectations for transparency and planning by requesting earlier circulation of Board materials, more detailed budget and scope documentation, and receiving updates on advisory committee requirements and initial 2026 workplan priorities.

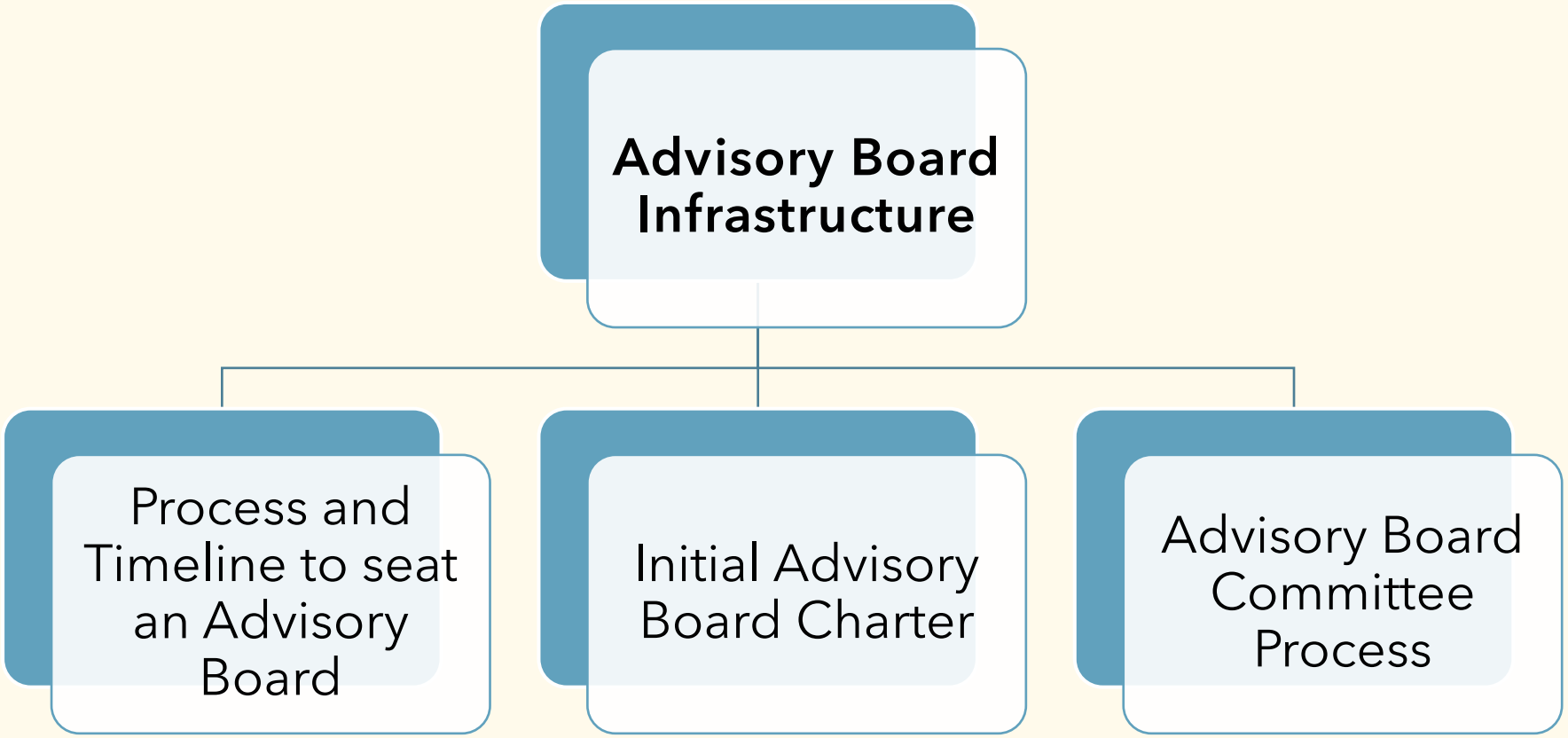
Q1 2026 SD-RHFA WORKPLAN:
Progress and Forecast

	Pillar 1: Governance & Administration	Pillar 2: Housing Learning & Capacity Building	Pillar 3: Execution Strategy & Program Planning
Wednesday 1/28/26 (SDUSD)	Approval of 2026 Board meeting calendar, Prebys donation, SD-RHFA conflict of interest policy, KNN contract Advisory Committee planning and results of Board survey Guidance on the 2026 GPLA contract Protocols for Board package development and invoicing		
Tuesday 2/17/26 (SDCCD)	Revised 2026 GPLA contract amendment Discussion on sequencing of Strategic Plan and Advisory Committee Overview of web development process and scope		
Tuesday 3/17/26 (SDUSD)	Website workshop #1 Advisory Board process discussion		Strategic Plan process discussion

Q2 2026 SD-RHFA WORKPLAN:
Progress and Forecast

	Pillar 1: Governance & Administration	Pillar 2: Housing Learning & Capacity Building	Pillar 3: Execution Strategy & Program Planning
Tuesday 4/21/26 (SDCCD)	Website workshop #2 Advisory Board progress update	Strategic Plan learning session	Strategic Plan update
Tuesday 5/19/26 (SDUSD)	Website workshop #3 Advisory Board progress update		Strategic Plan drafted
Tuesday 6/16/26 (SDCCD)	Website launch Q3 & Q4 workplan Advisory board infrastructure approved	Second Annual RHFA Exchange: conference overview and confirmation of sponsorship	

ADVISORY BOARD INFRASTRUCTURE



SD-RHFA WEBSITE
Workplan Overview

Branding & Logo Package

- Final file package with logo and brand guidelines

Project Management

- Project meetings and tracking; comms and documentation

Registration & Configuration

- .GOV domain, security setup, testing & verification

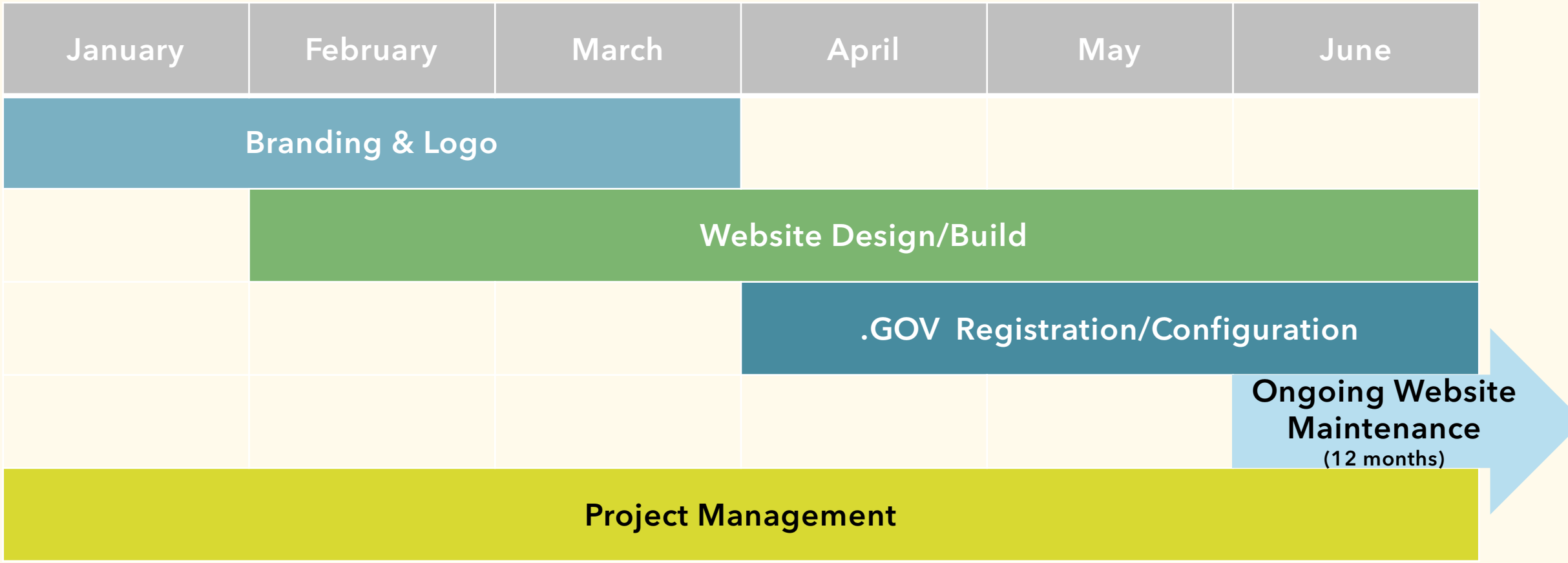
Website Design/Build

- Site mapping/design, WordPress build out to .GOV standards

Recurring Hosting, Technical, & Content

- Hosting, technical maintenance, and content updates

SD-RHFA WEBSITE DELIVERABLE
Timeline



PILLAR 1 OBJECTIVES

Pillar 1: Governance and Administration	
Objective 1	Governance: Each SD-RHFA board meeting serves to advance the Strategic Framework (mission, vision, values, goals) and directives set forth by the board
Objective 2	Sustainability: A high level (1 page) Organizational Sustainability Strategy is approved by the board that addresses how to achieve short-, medium, and long-term financial and operational sustainability
Objective 3	Advisory Board: In compliance with SB440, an Advisory board is seated. Note timelines are subject to speed of the board.

Key Results are found in the detailed scope of work, and where relevant will be shared as we move through different sections of the work (example, the process of seating an Advisory Committee)

PILLAR 2 OBJECTIVES

Pillar 2: Housing Learning & Capacity Building	
Objective 1	Peer-based Learning: Accelerated "bootcamp style" learning and peer networking are facilitated by SD-RHFA's sponsorship and attendance at the invitation-only 2nd annual California Reginal Housing Finance Authority exchange conference (likely in Long Beach – late summer/early fall 2026).

PILLAR 3 OBJECTIVES

Pillar 3: Executive Strategy & Program Planning	
Objective 1	Strategic Plan: A Strategic Plan is developed that builds upon the 2025 approved (Transitional) Strategic Framework and is approved by the Board. Note 1: the Strategic Plan operationalizes the Strategic Framework and has a clear performance measurement system (likely OKR based). Note 2: timelines are subject to speed of the board.

CONTEXT: SD-RHFA WORKPLAN

How SD-RHFA's Budget Aligns with 3 Pillars

Pillar 1:

Governance & Administration

- Board support
- Website, branding, communications infrastructure
- Advisory Board infrastructure approved
- Resource development plan

Pillar 2:

Housing Learning & Capacity Building

- Strategic Plan learning session
- Peer exchange with other RHFAs (e.g., LACAHSA, BAHFA)

Pillar 3:

Execution Strategy & Program Planning

- Development of Strategic Plan draft

Board Staff & Consultants serve as **"Operational Backbone"** that threads across all pillars

SD-RHFA BUDGET

Line Item #	GPLA Budget Line Items	Representative Tasks	Amount	Progress Method	Payment Documentation
1	Contracted Board and Organizational Support - Q1, Q2 Only	Workplan Pillars 1 and 3 Objectives and Key Results Pillar 1 – 3 Obj, 15 KRs Pillar 3 - 1 Obj, 4 KRs	$150,000	Progress payments based work plan completion	High-level monthly report accompanying invoice. Descriptions per line item (lines 1-6)
2	Allowance for Advisory Board outreach events; assistance	Supports Pillar 1, Obj 3 for any costs beyond a "lean" execution – for consultant time and/or or 3rd party expense	$8,500		same
3	Website Launch/Hosting/Graphic Design (to .gov standards)	Set forth in detailed stand-alone scope of work	$60,000	Fixed fee scope; payments based on progress completion	Same with specific details on scope components

SD-RHFA BUDGET - CONTINUED

Line Item #	GPLA Budget Line Items	Representative Tasks	Amount	Progress Method	Payment Documentation
4	Meeting costs (food, etc)	Meeting expenses incurred by GPLA	$1,377	Based on Receipts	receipts
5	Contingency (for Misc. items, etc.)	To be allocated as needed including for consultant time for line item 1 if approved	$14,747	Tbd as appropriate	Tbd as appropriate
6	Travel & Training 15 people @ $1K each (includes advisory board) and event sponsorship	Pillar 2 - 1 Obj, 3 KRs	$30,000	$20,000 when sponsorship approved; venue booked $10,000 either to direct pay hotels or reimburse; remainder to reimburse mileage	Documentation that venue has been booked; this is not a $ per $ match. Sponsorship also covers some programming costs Hotel receipts Reimbursement requests
	Total		$ 264,624		



PILLAR 2

HOUSING LEARNING & CAPACITY BUILDING

PILLAR 2 – LEARNING & CAPACITY BUILDING

BOARD ACTIONS

NONE FOR FEBRUARY BOARD MEETING



PILLAR 2 – LEARNING & CAPACITY BUILDING

BOARD PRESENTATIONS

NONE FOR FEBRUARY BOARD MEETING





PILLAR 3

EXECUTION STRATEGY & PROGRAM PLANNING

PILLAR 3 – EXECUTION STRATEGY & PROGRAM PLANNING

BOARD ACTIONS

NONE FOR FEBRUARY BOARD MEETING



PILLAR 3 – EXECUTION STRATEGY & PROGRAM PLANNING

BOARD PRESENTATIONS



BUILDING SD-RHFA'S STRATEGIC PLAN
OVERVIEW AND WHY IT MATTERS

Phase 1 (Completed): Transitional Strategic Framework - (*Values, Vision, Mission, & Goals)*

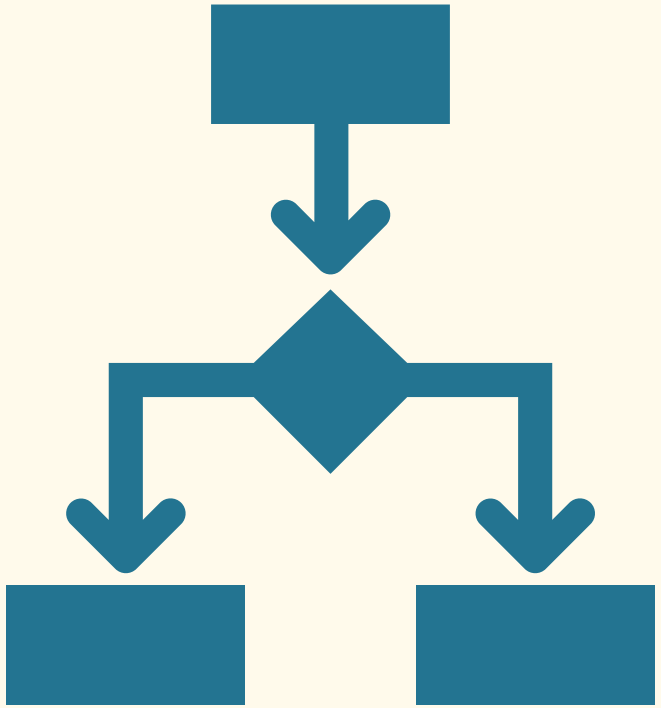
- Establishes foundation; ensures SD-RHFA speaks with one voice
- Sets overall direction without specifying the "how" or the exact metrics

Phase 2: Strategic Plan *(Strategies & Metrics)*

- Defines how goals/progress will be achieved/tracked
- Provides detail to operationalize framework and report progress
- Feeds directly into Expenditure Plan and satisfies Annual Reporting requirements.

BOARD DISCUSSION

FACILITATED DISCUSSION OF STRATEGIC PLAN AND ADVISORY COMMITTEE WORK



2- 3 MONTH ROLLING CALENDAR OF WORK AHEAD - 2026 TASKS BY PILLAR

Q&A

NEXT MEETING; NEXT STEPS



Questions?

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THANK YOU!