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, May 19th, 2026 at 3:30 p.m.
San Diego Unified School District (SDUSD)
EOC, Situation Room
4100 Normal Street
San Diego, CA 92103

AGENDA:

1. Welcome and Call to Order
2. Non-agenda Public Comment
3. Consent Agenda
    a) Approve April 21, 2026, Meeting Minutes
4. Board Member Read Out – Mission, Vision, Core Values
5. Board Share-Outs (as needed)

6. Presentations and Board Action
   Pillar 1: Governance and Administration
   Item 6.1 : Board Action: Ratification of Contract Payments (4/1/26 – 4/31/26)
   Item 6.2 : Board Action: Budget Amendment for Use of Contingency Funds and Reallocation of Legal Funds

   Pillar 2: Learning and Capacity Building
   Item 6.3 (A): Presentation: Role of Revolving Funds and Innovation in Housing Finance. Ashwin Warrior, Director of Housing, Center for Public Enterprise –
   Item 6.3 (B): Presentation: Update on Wells Fargo Proposal for Funding

   Pillar 3: Execution Strategy & Program Planning
   Item 6.4 (A) : Board Action: Website Development - Approve Domain Name
   Item 6.4 (B) : Board Action: Website Development - Approve Logo
   Item 6.5 : Discussion: Draft Strategic Plan

7. 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):



Board Package

Board Meeting: Tuesday, May 19, 2026
3:30 – 5:30 pm

San Diego Unified School District
EOC, Situation Room
4100 Normal Street,
San Diego, CA 92103

GLOBAL POLICY
LEADERSHIP ACADEMY

AGENDA

Time Estimates (Target 2hrs)	Workplan Pillar	Topics
10 minutes		1. Welcome and Call to Order 2. Non-agenda Public Comment 3. Consent Agenda : Approve 4/21/2026 Meeting Minutes 4. Board Member Read Out – Mission, Vision, Core Values 5. Share-Outs
Presentations and Board Actions		
10 minutes	**Pillar 1** Governance & Administration	**Item 6.1 Ratification of Contract Payments** Board Action: Ratify Invoice 4 (April 1– April 30, 2026) **Item 6.2 Budget Amendment for Use of Contingency Fund and Reallocation of Legal Funds** Board Action : Approve Budget Amendment
55 minutes	**Pillar 2** Learning & Capacity Building	**Item 6.3 Presentations** 6.3 (A) Presentation – Role of Revolving Funds and Innovation in Housing Finance- Ashwin Warrior, Director of Housing, Center for Public Enterprise 6.3 (B) Presentation – Update on Wells Fargo Proposal for Funding
15 minutes 30 minutes	**Pillar 3** Execution Strategy & Program Planning	**Item 6.4 Website Development** 6.4 (A): Board Action – Approve Domain Name 6.4 (B): Board Action – Approve Logo **Item 6.5 Strategic Plan Development** Discussion – Draft Strategic Plan

BOARD MEMBER READ OUT: Mission Statement

Vision Statement

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

Mission Statement

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

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.

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.

BOARD SHARE-OUTS

Group share-out on what you're excited and optimistic about!

- Notable projects
- Funding opportunities
- New hires/partnerships
- Best practices
- Etc.



SDRHFA ADVISORY COMMITTEE APPLICATIONS

- Application period is now **OPEN!**
- For more information or to submit your application, email: **SDRHFAApplications@gpla.co**

Scan here to access the Application



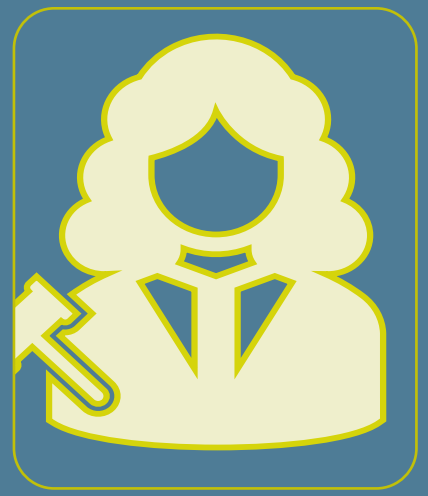
PROPOSED AGENDA

June 2026

3:30pm –

~~5:30pm~~ 6:30pm

Time Estimates (Target 3hrs)	Workplan Pillar	Topics
10 minutes		1. Welcome and Call to Order 2. Non-agenda Public Comment 3. Consent Agenda 4. Board Member Read Out – Mission, Vision, Core Values 5. Share-Outs
Presentations and Board Actions		
10 Minutes 60 minutes 30 minutes	**Pillar 1** Governance & Administration	**Item 6.1 Ratification of Contract Payments** a) Board Action: Ratify Invoice 5 (May 1 – May 31, 2026) **Item 6.2 Advisory Committee Appointment** a) Board Action : Appoint Advisory Committee Members **Item 6.3 2026 Q3/Q4 Workplan and Budget** a) Board Action: Approve 2026 Q3/Q4 Workplan and Budget
	Pillar 2 Learning & Capacity Building	**None**
30 minutes 50 minutes	**Pillar 3** Execution Strategy & Program Planning	**Item 6.4 Website Development** a) Board Action – Approve Website Launch **Item 6.5 Strategic Plan** a) Board Action : Adopt Strategic Plan





PILLAR 1

GOVERNANCE & ADMINISTRATION

PILLAR 1 - GOV & ADMIN

ITEM 6.1

RATIFICATION OF CONTRACT PAYMENTS: INVOICE 4



PILLAR 1 - GOV & ADMIN

ITEM 6.2

BUDGET AMENDMENT FOR USE OF CONTINGENCY FUND + RE-ALLOCATION OF LEGAL FUNDS



BUDGET AMENDMENT SUMMARY

	Current Budget January 1 – Post June 2026	Proposed Budget Amendment		Revised Budget to Approve
		Add $25,000 from Legal	Re-Allocations	
Board and Organizational Support	$150,000	**$25,000**	$16,124	$191,124
Advisory Board	$8,500	-	-	$8,500
Website	$60,000	-	-	$60,000
Meeting Costs	$1,377	-	$1,377	-
Contingency	$14,747	-	$14,747	-
Travel and Training	$30,000	-	-	$30,000
TOTAL BUDGET	**$264,624**	**$25,000**		**$289,624**

PILLAR 1 - GOV & ADMIN

ITEM 6.2 : BOARD ACTION

BUDGET AMENDMENT FOR USE OF CONTINGENCY FUND + RE-ALLOCATION OF LEGAL FUNDS





PILLAR 2

HOUSING LEARNING & CAPACITY BUILDING

PILLAR 2 – HOUSING LEARNING AND CAPACITY BUILDING

ITEM 6.3 (A)

ROLE OF REVOLVING FUNDS AND INNOVATION IN HOUSING FINANCE-

ASHWIN WARRIOR, DIRECTOR OF HOUSING,
CENTER FOR PUBLIC ENTERPRISE



PILLAR 2 – HOUSING LEARNING AND CAPACITY BUILDING

ITEM 6.3 (B)

UPDATE ON WELLS FARGO PROPOSAL FOR FUNDING





PILLAR 3

EXECUTION STRATEGY & PROGRAM PLANNING

PILLAR 3 – EXECUTION STRATEGY AND PROGRAM PLANNING

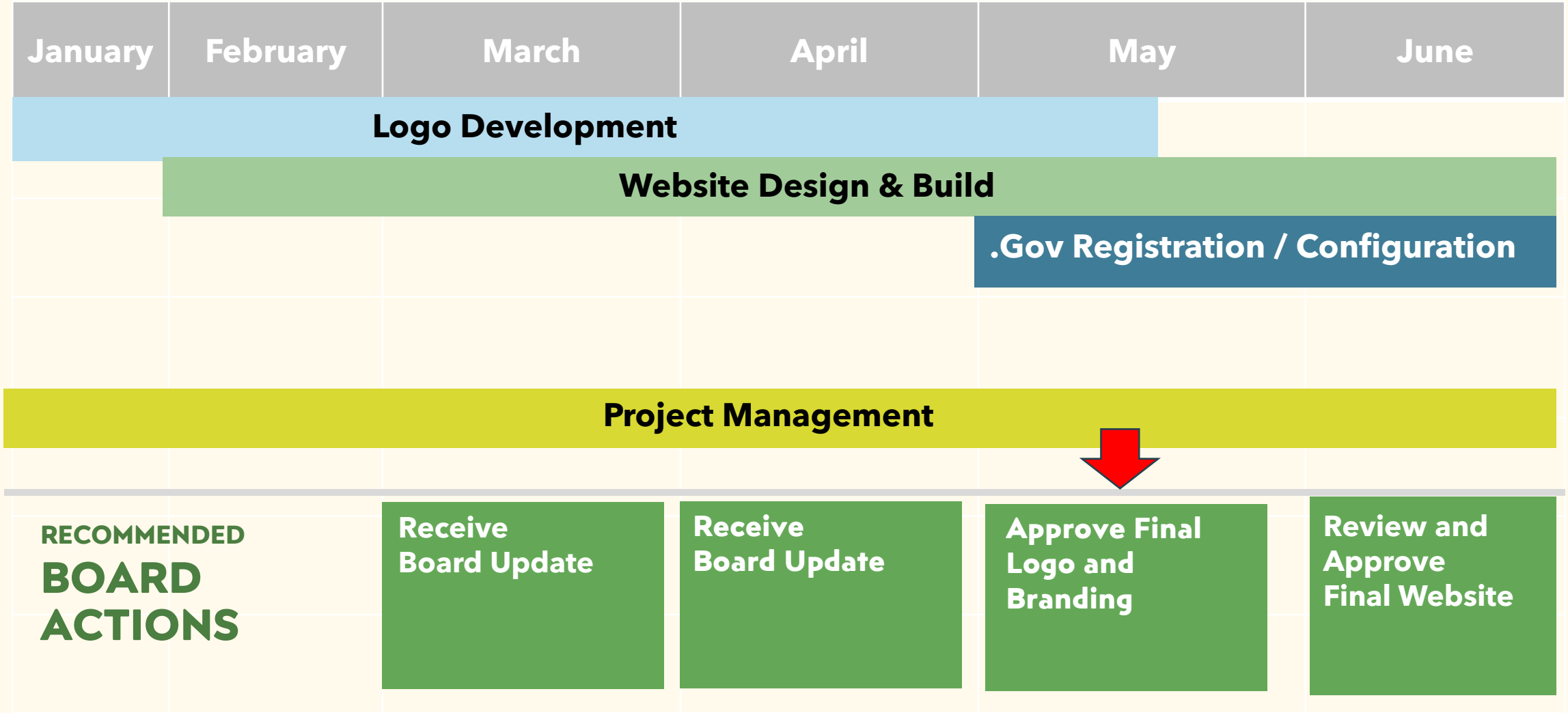
ITEM 6.4

WEBSITE DEVELOPMENT & LOGO/BRANDING



WEBSITE DEVELOPMENT PROCESS

Timeline (January – June 2026)



WEBSITE DEVELOPMENT AND LOGO/BRANDING

REVIEW (January – June 2026)

Logo & Branding *(In process)*

- Board provided feedback on various logo concepts at March and April 2026 Board meetings

Website *(In process)*

- Draft website approval at June 2026 Board meeting

Board Actions for May 2026

- Board will review the final concepts today and:
  - Select desired design/colors for the logo
  - Select preferred domain for the website

WEBSITE DEVELOPMENT

Domain Name (Recommendation for Consideration)

SanDiegoRegionalHousing.gov

SDRegionalHousing.gov

SDRHFA.gov

HAUSD.gov

HOUSING AFFORDABILITY FOR A UNIFIED SAN DIEGO

or

HOUSING ALLIANCE TO UPLIFT SAN DIEGO

PILLAR 3– EXECUTION STRATEGY AND PROGRAM PLANNING

ITEM 6.4(A): BOARD ACTION

APPROVE DOMAIN NAME



LOGO DEVELOPMENT, MARCH 2026

Concept 1: Regional Housing in Context

1a



1b



1c



1d



Concept 2: Structural Stability and Institutional Strength

2a



2b



2c



Concept 3: Access, Opportunity, and Community

3a



3b



3c



3d



LOGO DEVELOPMENT, APRIL 2026

A.



3a



3b



3c



B.



LOGO DEVELOPMENT, APRIL 2026

Input from Board



Requests for an Updated Logo to include:

Cohesive Color Palette

- Teal Blue, Green, Sand Brown, and Ocean Blue

Updated Design Elements

- Consolidated imagery
- Interconnected graphic elements (modern multi-family development, trees, and San Diego trolley)
- Maintain a unique “San Diego” feel

UPDATED LOGOS (Options for Consideration)

Option 1



UPDATED LOGOS (Options for Consideration)

Option 2



UPDATED LOGOS (Options for Consideration)

Option 3



PILLAR 3– EXECUTION STRATEGY AND PROGRAM PLANNING

ITEM 6.4(B): BOARD ACTION

APPROVE SD RHFA LOGO



PILLAR 3 – EXECUTION STRATEGY AND PROGRAM PLANNING

ITEM 6.5 : PRESENTATION

DRAFT STRATEGIC PLAN



STRATEGIC PLAN DEVELOPMENT



STRATEGIC PLAN:
Discussion

Feedback on:

- Overall content and direction
- **Strategic Actions:** Are we focused on the right moves?
- **Metrics and Impacts:** Are we defining success the right way?
- **Implementation Readiness:** Can we move from plan to action?

ADOPTED STRATEGIC FRAMEWORK

Vision Statement

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

Mission Statement

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

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.
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- **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.

UPDATED STRATEGIC PLAN COMPONENTS

Overview

OBJECTIVES

The direction the organization needs to move to accomplish its goals. These are the quantifiable elements of the strategic plan and describe what success will look like in measurable terms.

STRATEGIC ACTIONS

Strategic Actions define how the organization will make decisions and implement its objectives

KEY METRICS

IMPACT

Metrics track progress - impact explains what changes because of that progress, and ensure accountability in achieving objectives

UPDATED STRATEGIC PLAN OBJECTIVES

Feedback from Board in April

Goal 1: PRODUCTION and PRESERVATION

Preserve and increase affordable homes near jobs, schools, and services.

1.1: Accelerate housing production to ~~advance~~ support inclusive, mixed-income communities.

1.2: Preserve affordability and community stability through long-term stewardship of housing and land.

1.3: ~~Activate~~ Leverage public and mission-driven land for innovative, scalable housing.

UPDATED STRATEGIC PLAN OBJECTIVES

Feedback from Board in April

Goal 2: SUSTAINABILITY and GENERATIONAL IMPACT
Create sustainable housing solutions that protect today's residents and future generations.

2.1: Improve cost efficiency and delivery through scalable systems and innovative finance.

2.2: Ensure long-term/permanent affordability and create a ladder of opportunity.

2.3: Promote well-designed, sustainable, and connected communities.

UPDATED STRATEGIC PLAN OBJECTIVES

Feedback from Board in April

Goal 3: COMMUNITY and SYSTEMS IMPACT

Align housing, education, and transportation investments to strengthen neighborhoods and reduce displacement.

3.1: ~~Catalyze systems change through coordinated cross-sector housing strategies.~~ **Strengthen communities through coordinated housing partnerships and shared solutions.**

3.2: ~~Advance~~ Elevate community voice, ~~participatory planning, and~~ narrative change, and inclusive engagement.

3.3: Strengthen regional leadership through collaboration and shared responsibility.

STRATEGIC PLAN: STRUCTURE

GOAL 1	GOAL 2	GOAL 3
OBJECTIVE 1.1 4 STRATEGIC ACTIONS	OBJECTIVE 2.1 4 STRATEGIC ACTIONS	OBJECTIVE 3.1 4 STRATEGIC ACTIONS
OBJECTIVE 1.2 4 STRATEGIC ACTIONS	OBJECTIVE 2.2 4 STRATEGIC ACTIONS	OBJECTIVE 3.2 4 STRATEGIC ACTIONS
OBJECTIVE 1.3 4 STRATEGIC ACTIONS	OBJECTIVE 2.3 4 STRATEGIC ACTIONS	OBJECTIVE 3.3 4 STRATEGIC ACTIONS
METRICS AND IMPACT	METRICS AND IMPACT	METRICS AND IMPACT

STRATEGIC PLAN: GOAL 1

Production and Preservation

Preserve and increase affordable homes near jobs, schools, and services

Strategic Actions + Metrics and Impact

STRATEGIC PLAN: ACTIONS

Discussion

Goal 1: PRODUCTION and PRESERVATION

Objective 1.1: Accelerate housing production to support inclusive, mixed-income communities.

STRATEGIC ACTIONS

- Advance housing that serves a range of income levels, including workforce households
- Focus development in areas near transit, jobs, schools, and services
- Enable projects to move forward more quickly and at scale
- Align funding to support mixed-income housing that supports community life

STRATEGIC PLAN: ACTIONS

Discussion

Goal 1: PRODUCTION and PRESERVATION

Objective 1.2: Preserve affordability and community stability through long term stewardship of housing and land.

STRATEGIC ACTIONS

- Establish requirements to ensure housing remains permanently affordable
- Focus preservation efforts in communities at risk of displacement
- Partner with mission driven owners committed to long term community benefit
- Monitor housing performance to maintain affordability and quality over time

STRATEGIC PLAN: ACTIONS

Discussion

Goal 1: PRODUCTION and PRESERVATION

Objective 1.3: Leverage public and mission-driven land for innovative, community-oriented housing.

STRATEGIC ACTIONS

- Identify and advance public and community owned land for housing
- Use long-term ground leases or reduced-cost land to lower development costs
- Support projects that demonstrate scalable housing approaches
- Create housing that strengthens neighborhoods and reflects local needs

STRATEGIC PLAN: METRICS AND IMPACT

Goal 1: PRODUCTION and PRESERVATION

METRICS

- Total number of new homes built across income levels
- Total number of homes preserved and kept permanently affordable
- Share of housing located near transit, jobs, and schools
- Amount of public or community-owned land used for housing
- Reduction in average development costs

IMPACT

- More residents can find housing they can afford near where they work
- Residents are able to remain in their communities over time
- Communities become more inclusive and stable
- Housing is delivered at greater scale and lower cost

STRATEGIC PLAN: GOAL 2

Sustainability and Generational Impact

Create sustainable housing solutions that protect today's residents and future generations

Strategic Actions + Metrics and Impact

STRATEGIC PLAN: ACTIONS

Discussion

Goal 2: SUSTAINABILITY and GENERATIONAL IMPACT

Objective 2.1: Improve cost and delivery through scalable systems and innovative finance.

STRATEGIC ACTIONS

- Set targets to reduce the cost of building housing
- Promote standardized designs and efficient construction methods
- Provide financing tools that help projects move faster and reduce risk
- Pilot innovative financing approaches, including cost-based rental models

STRATEGIC PLAN: ACTIONS

Discussion

Goal 2: SUSTAINABILITY and GENERATIONAL IMPACT

Objective 2.2: Ensure long-term/**permanent** affordability and create a ladder of opportunity.

STRATEGIC ACTIONS

- Support housing that remains affordable over the long term
- Expand opportunities for residents to build financial stability over time
- Connect housing with workforce and economic opportunities
- Support housing that serves residents **across life stages** and supports long-term community stability

STRATEGIC PLAN: ACTIONS

Discussion

Goal 2: SUSTAINABILITY and GENERATIONAL IMPACT

Objective 2.3: Promote well-designed, sustainable, and connected communities.

STRATEGIC ACTIONS

- Support housing that is durable, efficient, and built to last
- Promote design that fosters connection, safety, and belonging
- Align housing with parks, schools, healthcare, and services
- Incorporate approaches that reduce waste and improve long-term performance

STRATEGIC PLAN: METRICS AND IMPACT

Goal 2: SUSTAINABILITY AND GENERATIONAL IMPACT

METRICS

- Reduction in development and operating costs
- Average project delivery timelines
- Share of housing that remains affordable over time
- Number of households supported through stability or wealth-building pathways
- Number of parcels using innovative or standardized approaches

IMPACT

- Housing becomes more affordable to build and deliver
- Residents experience greater stability and opportunity
- More efficient use of public and private resources
- Housing performs better over time

STRATEGIC PLAN: GOAL 3

Community and Systems Impact

Align housing, education, and transportation investments to strengthen neighborhoods and reduce displacement

Strategic Actions + Metrics and Impact

STRATEGIC PLAN: ACTIONS

Discussion

Goal 3: COMMUNITY and SYSTEMS IMPACT

Objective 3.1: Drive systems change through coordinated housing and cross-sector partnerships.

STRATEGIC ACTIONS

- Align housing investments with transportation, education, and infrastructure
- Build partnerships with public, private, philanthropic, and community partners
- Coordinate funding across sectors to increase impact and efficiency
- Support projects that integrate housing with services and community resources

STRATEGIC PLAN: ACTIONS

Discussion

Goal 3: COMMUNITY and SYSTEMS IMPACT

Objective 3.2: Elevate community voice, narrative change, and inclusive engagement.

STRATEGIC ACTIONS

- Engage residents and communities early and throughout project development
- Create opportunities for community input to shape decisions
- Elevate stories that highlight the value of inclusive, mixed-income housing
- Partner with local organizations to build trust and expand participation

STRATEGIC PLAN: ACTIONS

Discussion

Goal 3: COMMUNITY and SYSTEMS IMPACT

Objective 3.3: Strengthen regional leadership through collaboration and shared responsibility.

STRATEGIC ACTIONS

- Convene regional partners to align priorities and coordinate action
- Support collaboration across jurisdictions and sectors
- Share data, tools, and best practices to improve outcomes
- Promote shared accountability for regional housing goals

STRATEGIC PLAN: METRICS AND IMPACT

Goal 3: COMMUNITY AND SYSTEMS IMPACT

METRICS

- Number of cross-sector partnerships
- Amount of funding aligned across sectors
- Number of integrated housing and service projects
- Level and diversity of community participation
- Progress toward regional housing goals

IMPACT

- Stronger coordination across systems
- Better access to services and opportunities
- Greater community voice and trust
- More aligned regional leadership and accountability

STRATEGIC PLAN

Discussion

STRATEGIC PLAN:
Discussion

Overall Direction and Content

Strategic Actions – Are We Focused on the Right Moves?

- Do these actions clearly reflect how SDRHFA should operate and where it should focus its efforts?
- Are there any critical gaps in tools, partnerships, or approaches that would limit our impact?

STRATEGIC PLAN:
Discussion

Metrics & Impact – Are We Defining Success the Right Way?

- Do the proposed metrics capture the most meaningful indicators of progress?
- Do the impact statements clearly reflect what should change for residents and communities?
- Are there any key outcomes or signals of success missing from this framework?

STRATEGIC PLAN:
Discussion

Implementation Readiness – Can we move from Plan to Action?

- Does this plan provide enough clarity to begin implementation?
- Where is additional specificity needed to support execution?

STRATEGIC PLAN
Timeline (MARCH – JUNE 2026)

JAN	FEB	MAR	APR	MAY	JUN	JULY

STRATEGIC PLAN PROCESS

- Board Discussion and Direction
- Draft Strategic Plan
- Strategic Plan

BOARD MEETINGS

- **Board Direction** — Initial Direction
- **Board Discussion** — Objectives
- **Draft Strategic Plan**
- **Adoption of Strategic Plan**

Questions?

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San Diego Regional Housing Finance Authority
(SD RHFA)

May 19, 2026
Board Meeting

Item 3
Consent Agenda:
Approve 4/21/2026 Board Minutes

San Diego Regional Housing Finance Authority (SD RHFA)

Meeting Minutes
April 21, 2026

The meeting of the San Diego Regional Housing Finance Authority (SD-RHFA) was held on April 21, 2026 at 3:30 p.m. at the San Diego Community College District (SDCCD)
Board Room 245-255, 3375 Camino del Rio South, San Diego, CA 92108

Participants:

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

1. Call to Order at 3:35 PM
2. Non-agenda Public Comment
    a. No public comments received.
3. Consent Agenda
    a) Approve March 17, 2026, Meeting Minutes
        i. Motion by Board Member Jameson, seconded by Board Member Barrera to approve the minutes. Motion passed unanimously.
4. Board Member Read Out – Mission, Vision, Core Values
5. Board Share-Outs
   Board Member Barrera provided updates on upcoming meetings with state leaders, noting the importance of highlighting the role of local educational institutions in addressing the workforce housing crisis.

   SDCCD Vice Chancellor Laurie Coskey reported on recent conversations with state officials regarding budget requests.

   Chair Petterson requested the preparation of five strategic guidance points in draft form, with general agreement that Jennifer LeSar could assist in developing this.

   Superintendent Bagula shared that the Urban League has expressed interest in supporting SD-RHFA housing initiatives and that she plans to meet with them.

6. Board Presentations and Actions

   Item 6.1 : Ratification of Contract Payments

a) Board Action: Ratify Invoice 3 (March 1 – March 31, 2026)
    i. Motion by Board Member Jameson, seconded by Board Member Barrera to approve the ratification of the contract payments. Motion passed unanimously.

Item 6.2 : Advisory Committee Appointment and Selection Process

a) Board Action: Adoption of Advisory Committee Charter

    ii. Board members discussed the adoption of the Advisory Committee Charter. GPLA staff clarified that the Advisory Committee Application is not part of the Advisory Committee Charter and/or part this agenda item. Chair Petterson expressed interest in forming an ad hoc committee, to supplement the advisory committee.

    Motion by Board Member Barrera, seconded by Vice Chair Milgrim to approve the adoption of the Advisory Committee Charter. Motion passed unanimously.

Item 6.3 : Presentation: Overview of the City of San Diego's Housing Goals

a) Presentation : Overview of the City of San Diego's Housing Goals - Heidi Vonblum, Planning Director

    Chair Petterson expressed interest in having the City return at an appropriate time to discuss how potential SD-RHFA funding could be utilized to advance aligned housing goals, including potential locations for housing development and possible financing strategies for such projects. Planning Director Vonblum noted that her team is currently evaluating a range of financing options to be presented to the City Council and indicated that she would be willing to provide additional information at the appropriate time.

Item 6.4 : Website Development

a) Presentation : Logo and Branding
b) Board Action : Approve Logo
    i. Motion by Board Member Barrera, seconded by Chair Petterson to approve the website domain names (hausd.gov and sdrhfa.gov). Motion passed unanimously.

ii. Motion by Board Member Barrera, seconded by Chair Petterson to approve the option #3 logo (new income imagery with trolley). Motion passed unanimously.

Item 6.5 : Strategic Plan Development

a) Presentation: Strategic Plan Update

7. Meeting Adjournment
    a. Meeting adjourned at 5:35 PM
    b. Next meeting scheduled for May 19, 2026

San Diego Regional Housing Finance Authority
(SD RHFA)

May 19, 2026
Board Meeting

Item 6.1
Ratification of Contract Payments,
Invoice 4

INVOICE

Global Policy Leadership Academy
845 15th St
Ste 103
San Diego, CA 92101-8098

ops@gpla.co
+1 (619) 821-5113
https://gpla.co/

San Diego Regional Housing Finance Authority (SD RHFA):[GPLA-20] San Diego Regional Housing Finance Authority (SD RHFA) 2026

Bill to

San Diego Regional Housing Finance Authority (SD RHFA)
San Diego Community College District Foundation on behalf of San Diego Regional Housing Finance Authority 3375 Camino del Rio South
Suite 210
San Diego, CA 92108

Invoice details

Invoice no.: GPLA20-04
Terms: Net 15
Invoice date: 04/30/2026
Due date: 05/15/2026

#	Date	Product or service	Description	Qty	Rate	Amount
1.		**Contract Work**	Project Work / Board and Organizational Support - 4/1/2026 - 4/30/2026 From Prebys 2026 Funding	1	$26,513.25	$26,513.25
2.		**Contract Work**	Advisory Committee/Board - 4/1/2026 - 4/30/2026 From Prebys 2026 Funding	1	$4,250.00	$4,250.00
3.		**Contract Work**	Website - 4/1/2026 - 4/30/2026 From Prebys 2026 Funding	1	$8,811.00	$8,811.00
4.		**Contract Work**	Contingency - 4/1/2026 - 4/30/2026 From Prebys 2026 Funding	1	$6,158.00	$6,158.00
5.		**Contract Work**	Re-Allocated Legal Retainer Fund - 4/1/2026 - 4/30/2026 From Prebys 2026 Funding	1	$10,000.00	$10,000.00

Ways to pay

BANK

Documentation available upon request.

Direct deposit Information:
Bank: US Bank
Routing: 122235821
Account: 157523668901

Total	**$55,729.25**

GLOBAL POLICY LEADERSHIP ACADEMY

Invoicing Executive Summary

				FORECAST					
Line Item	**Invoice # 1** *	**Invoice # 2**	**Invoice # 3**	**Invoice # 4**	**Invoice # 5**	**Invoice # 6**	**Invoice # 7**	**Budget Amount**	**Remaining to be allocated**
	Jan 1 - Feb 18, 2026	Jan 1 - Feb 28, 2026	Mar-26	Apr-26	May-26	Jun-26	Post-June 2026		
1 Board and Org Support	57,124	11,000	42,938	26,510	14,000	7,376	-	150,000	(8,948)
2 Advisory Board Allowance		-	-	4,250	4,250	-	-	$ 8,500	-
3 Website		13,000	11,990	8,811	11,303	11,428	-	60,000	3,468
4: Meeting Costs	-		-		344	344	-	$ 1,377	689
5 Contingency	-	-	-	6,158	4,915	4,915	-	$ 14,747	(1,241)
6 Travel & Training	-	-	-	-	20,000	-	10,000	$ 30,000	-
7. ReAllocated Legal Retainer Fund				10,000					
Invoice Amount	**57,124**	**24,000**	**54,928**	**55,729**	**54,812**	**24,063**	**10,000**	**264,624**	**(6,032)**
	Received	Received	Received	In Progress	Forecasted	Forecasted	Forecasted		

-

From:
Global Policy Leadership Academy
845 15th Street, Suite 103
San Diego, CA 92101
619-236-0612
ops@lesardevelopment.com
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To:
San Diego Community College District Foundation
San Diego Regional Housing Finance Authority
3375 Camino del Rio South
Suite 210
San Diego, CA 92108
gsmith@sdccd.edu

Invoicing Executive Summary

						FORECAST			
Line Item	**Invoice # 1 *** Jan 1 - Feb 18, 2026	**Invoice # 2** Jan 1 - Feb 28, 2026	**Invoice # 3** Mar-26	**Invoice # 4** Apr-26	**Invoice # 5** May-26	**Invoice # 6** Jun-26	**Invoice # 7** Post-June 2026	**Budget Amount**	**Remaining to be allocated**
1 Board and Org Support	57,124	11,000	42,938	26,510	14,000	7,376	-	150,000	(8,948)
2 Advisory Board Allowance		-	-	4,250	4,250	-	-	$ 8,500	-
3 Website		13,000	11,990	8,811	11,303	11,428	-	60,000	3,468
4: Meeting Costs	-		-		344	344	-	$ 1,377	689
5 Contingency	-	-	-	6,158	4,915	4,915	-	$ 14,747	(1,241)
6 Travel & Training	-	-	-	-	20,000	-	10,000	$ 30,000	-
7. ReAllocated Legal Retainer Fund				10,000					
Invoice Amount	**57,124**	**24,000**	**54,928**	**55,729**	**54,812**	**24,063**	**10,000**	**264,624**	**(6,032)**
	Received	Received	Received	In Progress	Forecasted	Forecasted	Forecasted		

-

From:
Global Policy Leadership Academy
845 15th Street, Suite 103
San Diego, CA 92101
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Tax ID: 83-3415616

To:
San Diego Community College District Foundation
San Diego Regional Housing Finance Authority
3375 Camino del Rio South
Suite 210
San Diego, CA 92108
gsmith@sdccd.edu

Line Item		*Progress method*	*Line Item Budget*	*OKR %*	*OKR budget ($)*	*Complete %*	*Invoice Actuals and Forecast*								*Totals*	*Prior Budget Remaining*
Line Item # 1. Contracted Board and Organizational Support - Q1, Q2 Only		**Work plan completion**	**$ 150,000**	Line Item %	OKR budget	Completion Status	31-Jan	18-Feb	28-Feb	31-Mar	30-Apr	30-May	30-Jun	Post-June 2026		
				100%	**150,000**	**Completion Status**	**40,624**	**16,500**	**11,000**	**42,938**	**26,510**	**14,000**	**7,376**	**-**	**158,948**	
Pillar 1 Obj 1. KR1	**a) The board approves a 2026 Q1 & Q1 Workplan (Workplan) consistent with the Strategic Framework; b) overall board coordination work included here.**			24%	36,500	In Process	15,624	7,500	3,000	8,438	3,000	3,000	1,376	-	41,938	$ (5,438)
	Approved in 2/17/26 board meeting.				-		10%	5%	2%	2%	2%	2%	1%		24%	$ (0)
Pillar 1 Obj 1. KR2	**Workplan progress is tracked and reported out monthly to the board**			6%	9,000	In Process		3,000		1,500	1,500	1,500	1,500		9,000	$ -
	Dec 2025 progress and January progress reported out in 2/17/26 board meeting.				-			2%		1%	1%	1%	1%		6%	$ (0)
Pillar 1 Obj 1. KR3	**Protocols for governance and admin work including board package development, and invoicing are documented and approved by SD-RHFA staff, or the board.**			2%	3,000	Completed		3,000	**completed**						3,000	$ -
	Approved in 2/17/26 board meeting				-			2%							2%	$ (0)
Pillar 1 Obj 1. KR4	**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.**			2%	3,000	Completed		3,000	**completed**						3,000	$ -
	Approved in 2/17/26 board meeting				-			2%							2%	$ (0)
Pillar 1 Obj 1. KR5	**A website, whose content and style is informed by and subsequently approved by the board, is up and running by end of Q2.**			See detail break-out below											-	#VALUE!
					-										0%	$ -
Pillar 1 Obj 2. KR1	**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.**			2%	3,000	In Process				-	3,000				3,000	$ -
					-					2%					2%	$ (0)

	Line Item	Progress method	Line Item Budget	OKR %	OKR budget ($)	Complete %	Invoice Actuals and Forecast								Totals	Prior Budget Remaining
Pillar 1 Obj 2. KR2	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. Prebys 2026 (Q1,2) funds are secured and funded.			10%	15,000	In Process	13,000	-	2,000	3,000	-	-	-	-	18,000	$ (3,000)
					-		9%		*1%*						10%	$ (0)
Pillar 1 Obj 2. KR3	A Q3 & Q4 workplan is approved by the Board.			2%	3,000	In Process					-	3,000			3,000	$ -
					-							2%			2%	$ (0)
Pillar 1 Obj 2. KR4	Resources are pursued for Q3 & Q4 sufficient to implement the Q3 & Q4 Workplan.			10%	15,000	In Process	9,000	-	3,000	3,000	510	-	-		15,510	$ (510)
					-		6%	0%	2%	2%			0%		10%	$ (0)
Pillar 1 Obj 2. KR5	Should resources be procured, contracts are implemented with parties needed to complete the Q3 & Q4 workplan.			0%	n/c						-	-	-		-	#VALUE!
					-										0%	$ -
Pillar 1 Obj 3. KR1	The process, workplan components, and timeline to seat an Advisory Board are approved			5%	7,500	In Process				6,000	1,500				7,500	$ -
					-					4%	1%				5%	$ (0)
Pillar 1 Obj 3. KR2	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)			6%	9,000	In Process				4,500	4,500	-			9,000	$ -
					-					3%	3%	0%			6%	$ (0)
Pillar 1 Obj 3. KR3	Components of the Advisory Board Infrastructure Package assigned to the Consultant and those within the Q1 & Q2 budget are completed.			9%	14,000	In Process				9,000	5,000				14,000	$ -
					-					6%	3%				9%	$ (0)
Pillar 1 Obj 3. KR4	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.			0%	n/c						-				-	#VALUE!
					-										0%	$ -
Pillar 1 Obj 3. KR5	The Advisory Board is seated			8%	12,000	In Process	3,000	-	3,000	1,500	1,500	1,500	1,500		12,000	$ -
					-		2%	0%	2%	1%	1%	1%	1%		8%	$ (0)
Pillar 3 Obj 1. KR1	A process and timeline for creating a Strategic Plan is approved.			2%	3,000	In Process				3,000	-				3,000	$ -
					-					2%					2%	$ (0)
Pillar 3 Obj 1. KR2	Learning sessions, as needed, for creating a Strategic Plan are completed			5%	7,000	In Process				3,000	3,000	1,000			7,000	$ -
					-					2%	2%	1%			5%	$ (0)
Pillar 3 Obj 1. KR3	Strategic Plan is drafted by May 2026.			5%	7,000	In Process					3,000	4,000			7,000	$ -
					-						2%	3%			5%	$ (0)
Pillar 3 Obj 1. KR4	Strategic Plan (potentially in transitional format) is approved by the board in June 2026.			2%	3,000	In Process					-		3,000		3,000	$ -
					-								2%		2%	$ (0)
Line Item #2. Allowance for Advisory Board outreach events; assistance			$ 8,500	Linte Item %		OKR budget	Completion Status	31-Jan	15-Feb	28-Feb	31-Mar	30-Apr	30-May	30-Jun	Post-June 2026		
Pillar 1 Obj. 3	Supports Pillar 1 Objective 3 for any costs beyond a "lean" execution – for consultant time and/or or 3rd party expense			100%	$ 8,500						-	4,250	4,250			8,500	$ -
											0%	*50%*	*50%*			100%	$ (1)
Line Item #3. Website Launch/Hosting/Graphic Design (to .gov standards)		Fixed fee scope; payments based on progress completion						31-Jan	15-Feb	28-Feb	31-Mar	30-Apr	30-May	30-Jun	Post-June 2026		#VALUE!
			$ 60,000	100%	*60,000*			**4,958**	**4,021**	**4,021**	**11,990**	**8,811**	**11,303**	**11,428**	**-**	**56,532**	

	Line Item	Progress method	Line Item Budget	OKR %	OKR budget ($)	Complete %	Invoice Actuals and Forecast							Totals	Prior Budget Remaining
1	**Branding & Logo**			7%	$ 3,900	In Process	975	488	488	697	975		288	3,910	
							25%	13%	13%	25%	25%	0%	0%	100%	
2	**Website Design/Build**			62%	$ 37,000	In Process	3,083	3,083	3,083	9,250	6,167	9,250	-	33,917	
							8%	8%	8%	25%	17%	25%	0%	92%	
3	**Project Management**			8%	$ 4,500	In Process	900	450	450	900	900	900	-	4,500	
							20%	10%	10%	20%	20%	20%	0%	100%	
4	**. Gov Registration & Configuration Support**			6%	$ 3,460	In Process	-	-	-	865	769	1,153	-	2,787	
							0%	0%	0%	25%	22%	33%	0%	81%	
5	**)n-Going Cost and Content Updates**			17%	$ 10,200	In Process	-	-	-	278	-	-	10,200	10,478	
							0%	0%	0%	0%	0%	0%	100%	100%	
9	**.GOV Email Addresses & Email Services (Optional)**			2%	$ 940	In Process	-	-	-	-	-	-	940	940	
													100%	100%	
	Line Item #4. Meeting costs (food, etc)	**Based on Receipts**	**$ 1,377**			In Process			$ -		$ -	$ -		$ -	$ 1,377
$	**1 Meeting food/beverages incurred by GPLA**														
	Line Item # 5. Contingency (for Misc. items, etc.) - to be allocated as needed including for consultant time for line item 1 if approved	**TBD as appropriate**	**$ 14,747**			In Process			$ -	$ 6,158	$ -	$ -		$ 6,158.00	$ 8,589
1										$ -	$ -	$ -		$ -	
	Line Item # 6. Travel & Training 15 people @ $1K each (includes advisory board) and event sponsorship	**$20,000 when sponsorship approved; venue booked** **$10,000 either to direct pay hotels or reimburse; remainder to reimburse mileage**	**$ 30,000**			In Process			$ -	$ -	$ 20,000	$ 10,000		$ -	$ 30,000
	Line Item #7 : Re Allocation of Legal Service Funds	**To be distributed between April 2026 - June 2026**	**$ 25,000**							$ 10,000.00					
Pillar 2 Obj 1. KR1	**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].**			67%	$ 20,000	Not Started					**20,000**			$ -	
											67%				
Pillar 2 Obj 1. KR2	**Board prioritizes the invitation list culminating in 15 attendees (allowance $667 per person for transportation and hotel costs)**			33%	$ 10,000	Not Started						**10,000**		$ -	
												33%			
Pillar 2 Obj 1. KR3	**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.**			n/c		Not Started						**n/a**		$ -	

Six (6) Prong Revenue Strategy Tracker

#	Revenue Strategy / Type	Funding Horizon				Funding Partner / Source	Request Amount ($)	2026 Status Updates					
		Q1,2 2026	Q3,4 2026	7/1/26-71/29	2029+			January 1 - Feb 18, 2026	Feb 18-Feb 28, 2026	March	April	May	June
1	2026 (Q1,2) Operating Support					Prebys Foundation	250,000	Approved & Funded	$250,000				
2	Positioning and Visibility - Feb 2026 Philanthrophy Event					Targeting CA Foundations	indirect	Event Completed					
3	2026 (Q3,4) Operating Support					GPLA relationship with line item for SD-RHFA included	240,000	Submission in final review; April decision anticipated					
4	Operating Support FY2026-FY 2029 (July 1, 2026 start)					State of CA	9,000,000	CA senate and asmbly champions identified	1/2 champions confirmed	Asm Ward & Sen Weber confirmed as champions. Budget letters submitted.	Meetings with Budget Committee Staff and Senate and Assembly Leadership Offices underway.		
5	Operating or Program Support					State 10B Bond (Nov 2026) Proceeds	tbd						
6	Operating and Program Support					Cititizen's Initiative = Campaign team and fundraising req. 1/2 cent sales tax could raise $200-$300 mm a year	tbd	contractor scope and budget rec'd					
						Totals	**9,490,000**	**-**	**250,000**	**-**	**-**	**-**	**-**

		Timeline							Total Cost by Task	Revenue Breakdown								
		Jan	Feb	March	April	May	June	July		Jan	14-Feb	28-Feb	March	April	May	June	Subtotal	Total
Task 1: Brand / Logo Package										25%	13%	13%	25%	25%	0%	0%	100%	$ 60,000
1.1	Discovery Meeting																	
1.2	Two (2) initial logo concepts (horizontal + square)																	
1.3	One (1) round of revisions:																	
1.4	Final primary logo								$ 3,900	$ 975	$ 488	$ 488	$ 975	$ 975			$ 3,900	
1.5	Color palette																	
1.6	Typography selection																	
1.7	Short-form usage guidelines	** Advisory board line items includi			0													
1.8																		
Task 2: .GOV Website Design & Build + Supplemental Staff Time										8%	8%	8%	25%	17%	25%	0%	92%	7%
2.1	Kickoff meeting																	
2.2	Sitemap																	
2.3	Wireframes (homepage + one interior page)																	
2.4	Full visual design																	
2.5	WordPress build (up to 8 pages)																	
2.6	Responsive/mobile optimization																	
2.7	Accessibility accommodations (WCAG 2.1 AA)								$ 37,000	$ 3,083	$ 3,083	$ 3,083	$ 9,250	$ 6,167	$ 9,250		$ 33,917	
2.8	Security and .gov-aligned configuration																	
2.9	Google Analytics setup (if requested)																	
2.10.	Up to two (2) rounds of revisions																	
2.11	QA testing + bug fixes																	
2.12	Deployment & launch support																	
2.13	Admin training session																	
Task 3: Project Management										20%	10%	10%	20%	20%	20%	0%	100%	57%
3.1	Weekly or biweekly check-ins																	
3.2	Timeline tracking & milesonte coordination								$ 4,500	$ 900	$ 450	$ 450	$ 900	$ 900	$ 900		$ 4,500	
3.3	Centralized documentation and communication																	
Task 4: .GOV Domain Registration & Confirguration Support										0%	0%	0%	25%	22%	33%	0%	81%	8%
4.1	Eligibility and documentation support																	
4.2	.gov application submission support																	
4.3	DNS configuration and security setup								$ 3,460				$ 865	$ 769	$ 1,153		$ 2,787	
4.4	Administrator access and MFA setup																	
4.5	Testing and verification																	
4.6	Documentation and handoff																	
Task 5: Ongoing Costs & Content Updates										0%	0%	0%	0%	0%	0%	100%	100%	5%
5.1	Hosting																	
5.2	Techincal Maintenance								$ 10,200							$ 10,200	$ 10,200	
5.3	Content Updates																	17%
																Optional Task	$ 940	$ 940 2%

	Jan	14-Feb	28-Feb	March	April	May	June	Project Total	
Invoice Total by Month	$ 4,958	$ 4,021	$ 4,021	$ 11,990	$ 8,811	$ 11,303	$ 10,200	$ 56,244	94%

San Diego Regional Housing Finance Authority
(SD RHFA)

May 19, 2026
Board Meeting

Item 6.2
Budget Amendment for Use of Contingency Fund + Re-Allocation of Legal Funds

Staff Memorandum

SAN DIEGO REGIONAL HOUSING FINANCE AGENCY (SDRHFA)

STAFF MEMORANDUM

May 19, 2026

Item Title	Budget Amendment for Use of Contingency Fund and Reallocation of Legal Funds
Work Plan Pillar	Pillar 1: Governance and Administration
Meeting Date	5/19/2026
Board Actions:	1) ***Item 6.2 Board Action:*** *Approve May 2026 Budget Amendment*

EXECUTIVE SUMMARY:

The SDRHFA board adopted a budget of $264,624 for the work plan period of January 1 through June 2026. The proposed amended budget increases this amount to $289,624, reflecting a total adjustment of $25,000. This increase includes:

- $25,000: Addition of legal funds that are not anticipated to be utilized during this period to Board and Organization Support.

In addition, the proposed amended budget reallocates funds as described below:

  - Reallocation of contingency funds: $14,747
  - Reallocation previously budgeted meeting costs: $1,377

- Total: $16,124

The budget amendment is necessary to support additional staff capacity for the Board and Organizational Support as well as Advisory Committee outreach, screening, interview, and selection process. Advisory Committee outreach, screening, interview, and selection process were initially planned to be managed by San Diego Unified School District (SDUSD) and San Diego Community College District (SDCCD) staff. However, both entities have indicated that they are unable to provide this support due to competing priorities associated with graduation and end-of-school-year responsibilities.

As a result, GPLA staff will assume responsibility for these critical functions to ensure timely implementation of the Advisory Committee formation process. Funds will support Board and organizational staffing needs associated with outreach coordination, applicant screening, interview facilitation, and final selection processes.

This adjustment ensures continuity of project timelines and maintains momentum in 2026 Q1 and Q2 work plan objectives and activities without disruption, while remaining budget-neutral through the strategic reassignment of existing funds.

Table A provides a summary of the budget amendment

Table A: Budget Amendment Summary, May 2026 (See Invoice 4 – May Amendment)

	Current Budget January 1 – Post June 2026	**Proposed Budget Amendment Amount**		**Revised Budget to Approve**
		Add $25,000 from Legal	**Re-Allocations**	
Board and Organizational Support	**$150,000**	**$25,000**	**$16,124**	$191,124
Advisory Board	$8,500	-		$8,500
Website	$60,000	-		$60,00
Meeting Costs		-	($1,377)	-
Contingency	$14,747	-	($14,747)	-
Travel and Training	$30,000	-	-	$30,000
TOTAL BUDGET	**$264,624**	**$25,000**		**$289,624**

RECOMMENDATION

Approve May 2026 Budget Amendment.

Attachments

- **See Item 6.1, Invoice 4 – May Amendment Document**

San Diego Regional Housing Finance Authority
(SD RHFA)

May 19, 2026
Board Meeting

Item 6.2
Budget Amendment for Use of Contingency Fund + Re-Allocation of Legal Funds

Budget Amendment

Line Item	Budget Amount	May Board Meeting: Proposed Budget Amendment		Revised Budget for Approval	Notes
		Add $25,000 from Legal	Re-Allocations		
1 Board and Org Support *(includes*	150000	**25000**	**16124**	191124	
2 Advisory Board A	8500			8500	Previously Allocated at April 2026 Meeting
3 Website	60000			60000	
4 Meeting Costs	1377		-1377		
5 Contingency	14747		-14747		
6 Travel & Training	30000			30000	
Invoice Amount	**264624**	**25000**		**289624**	

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ops@lesardevelopment.com
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To:
San Diego Community College District Foundation
San Diego Regional Housing Finance Authority
3375 Camino del Rio South
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San Diego, CA 92108
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San Diego Regional Housing Finance Authority
(SD RHFA)

May 19, 2026
Board Meeting

Item 6.4
SD RHFA Domain and Logo

Staff Memorandum with Appendix A

SAN DIEGO REGIONAL HOUSING FINANCE AGENCY (SDRHFA)

STAFF MEMORANDUM

May 19, 2026

Item Title	SD RHFA Logo and Domain Name
Work Plan Pillar	Pillar 3: Execution Strategy and Program Planning
Meeting Date	5/19/2026
Board Actions:	1) ***Item 6.4(A) and (B) Board Actions:*** *Approve Logo and Domain*

BACKGROUND

As SD-RHFA has evolved, there is a need for a refreshed visual identity that better communicates its role and enhances public recognition.

In January 2026, staff initiated a branding update process to develop a modern, inclusive, and accessible logo that aligns with the agency's strategic priorities. This process included board engagement, design exploration, and iterative feedback. Final logo and domain concepts are provided for the Board's review to be approved.

DISCUSSION

The updated logo concepts are designed to:

- Reflect the agency's mission, core values, and goals including community, innovation and resilience, housing production and preservation, sustainability and generational impact, and community and systems impact.
- Integrate multifamily housing forms with the regional landscape, creating a visual metaphor for housing that is connected to place, community, and infrastructure.
- Improve visual clarity and accessibility across digital and print platforms.
- Provide a cohesive and professional identity for public-facing materials.

The design process included:

- Stakeholder input from staff and board members from March – May 2026.
- Review of multiple design concepts developed by (GPLA).
- Refinement based on feedback from board members to ensure alignment with organizational goals.

The final logo reflects San Diego's diverse landscape through a cohesive color palette of blue, green, sand, and ocean tones, symbolizing the region's natural environment. Interconnected forms convey a sense of community and growth, while graphic elements—including a modern multifamily structure and the iconic San Diego trolley—represent housing and transit. Together, these elements visually reinforce the organization's mission to build and preserve housing near jobs, schools, and transit, supporting communities where San Diegans can live, work, and thrive.

BRANDING and DOMAIN NAME CONSIDERATIONS

The official name of the organization is the San Diego Regional Housing Finance Authority (SDRHFA), as established in its founding documents. The organization has considered the potential for a name change to better align with its current scope of work and public-facing identity. Alternatives explored include "San Diego Regional Housing" and "Housing Affordability for a Unified San Diego" and "Housing Alliance to Uplift San Diego," each intended to reflect a broader and more accessible representation of the agency's role in advancing regional housing initiatives.

A formal name change would require amendments to the Authority's establishing charter documents and any associated agreements to ensure consistency across all governing records. In addition, the organization would need to be approved in compliance with .gov domain requirements, which includes a federal verification process and coordination to transition existing digital assets. Implementation would also involve updates to branding, legal and financial documents, contracts, and public communications, as well as coordination with partner agencies and stakeholders to maintain continuity and recognition.

These considerations present administrative, legal, and operational implications that would need to be evaluated with the potential benefits of adopting a revised organizational name.

NEXT STEPS

Upon approval, staff will:

- Finalize and publish the branding guidelines.
- Phase in new branding across signage, materials, and communications.
- Begin work on domain name registration.

RECOMMENDATION

Approve Logo and Domain

Attachments

- **Appendix A: Consolidated Logo Packet**

Logo Development, Updated for May 2026

***Option 1**: San Diego Regional Housing*









***Option 2**: HAUSD - Housing Alliance to Uplift San Diego*









***Option 3**: HAUSD - Housing Affordability for a Unified San Diego*



Logo Development, from March 2026



Logo Development, from April 2026







San Diego Regional Housing Finance Authority
(SD RHFA)

May 19, 2026
Board Meeting

Item 6.5
Draft Strategic Plan

Staff Memorandum

SAN DIEGO REGIONAL HOUSING FINANCE AGENCY (SDRHFA)

STAFF MEMORANDUM

May 19, 2026

Item Title	Draft Strategic Plan
Work Plan Pillar	Pillar 3 : Execution Strategy and Program Planning
Meeting Date	5/19/2026
Board Actions:	1) ***Item 6.5 Discussion:*** *Receive the draft SDRHFA Strategic Plan, provide feedback, and provide feedback on updated objectives, strategic actions, metrics and impacts.*

EXECUTIVE SUMMARY:

Staff is presenting a draft SDRHFA Strategic Plan that builds on the strategic framework adopted by the Board last year and translates it into a more detailed, action-oriented direction for the agency's next phase of work.

This plan is designed as a nimble transition document, providing clarity and alignment while maintaining flexibility as SDRHFA continues to define its programs, partnerships, and funding strategies.

This item reflects an ongoing, iterative process with the Board. At the April Board meeting, the Board reviewed and provided feedback on the proposed objectives. Those updates have been incorporated into this draft, and changes to the objectives are shown using strikeouts and green text for ease of review.

The purpose of this item is to engage the Board in discussion and gather feedback on strategic actions, metrics, and impact statements prior to finalization. The Strategic Plan will be reviewed by the Board at its June meeting for adoption.

BACKGROUND:

The Board adopted a strategic framework in 2025 that established SDRHFA's vision, mission, core values, and goals as a regional housing entity. At the April 2026 Board meeting, staff presented a draft set of objectives for review. The Board provided input, which has been incorporated into the current draft of the Strategic Plan.

DISCUSSION:

The Strategic Plan represents the next step in SDRHFA's evolution, moving from a framework-level document to a more structured and actionable roadmap.

The plan is organized around three core goals:

- **Housing Production & Preservation**
- **Sustainability & Generational Impact**
- **Community & Systems Impact**

Each goal is supported by:

- Objectives that define direction and success *(*refined based on Board input*)*
- Strategic actions that guide decision-making and implementation
- Metrics and impact statements that identify how progress and outcomes will be tracked

Strategic actions define what we will do, metrics track progress, and impact statements describe what changes because of the work. This structure provides a clear connection between strategy, action, and outcomes, while maintaining flexibility at this stage of the agency's development.

PURPOSE OF THE PLAN:

This Strategic Plan is intentionally designed as a transition document, bridging the agency from initial framework development into early implementation. The plan:

- Provides clarity of direction and shared priorities
- Supports near-term decision-making and resource alignment
- Maintains flexibility as programs and funding opportunities evolve
- Establishes a foundation for future, more detailed implementation planning

APPROACH TO METRICS:

Key metrics are the measurable indicators used to track progress and assess performance over time. Key metrics help evaluate whether objectives are being achieved and support accountability and informed decision-making. At its meeting on April 21, 2026, the Board indicated a desire to include impact statements. Impact statements are a description of the meaningful changes expected as a result of the work. Impact statements explain how residents, communities, and systems will benefit when the strategy is successfully implemented.

At this stage, metrics are intentionally not quantified. This reflects a deliberate decision to:

- Avoid setting targets before programs and funding are fully defined
- Ensure future metrics are grounded in implementation experience and data
- Maintain flexibility during this early phase

The plan identifies key areas of measurement and impact, which will be further refined into specific, trackable metrics as SDRHFA moves into implementation and develops its Expenditure Plan.

BOARD INPUT:

At this meeting, staff is seeking input on:

1. Strategic Actions

- Do the actions clearly describe how SDRHFA will operate and make decisions?
- Are there gaps in tools, partnerships, or approaches?

2. Metrics and Impact Statements

- Do the proposed metrics capture the most meaningful indicators of progress?
- Do the impact statements clearly reflect intended outcomes for communities?

3. Implementation Readiness

- Does the plan provide sufficient clarity to begin implementation?
- What additional detail would strengthen execution in the next phase?

NEXT STEPS

Following Board discussion, staff will incorporate Board feedback and suggested refinements into an updated Strategic Plan, which will be brought to the Board at its June meeting for approval.

RECOMMENDATION

Receive the draft **SDRHFA Strategic Plan**, provide feedback on the overall direction of the strategic plan, the strategic actions, metrics and impact statements.

Attachments

- **Attachment A:** Draft SDRHFA Strategic Plan

San Diego Regional Housing Finance Authority
(SD RHFA)

May 19, 2026
Board Meeting

Item 6.5
Draft Strategic Plan

Appendix A
Draft Strategic Plan

SDRHFA STRATEGIC PLAN

VISION

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

MISSION

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

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.

GOALS

GOAL 1: PRODUCTION AND PRESERVATION

Preserve and increase affordable homes near jobs, schools, and services.

Objective 1.1: Accelerate housing production to ~~advance~~ support inclusive, mixed-income communities.

Objective 1.2: Preserve affordability and community stability through long-term stewardship of housing ~~assets~~ and land.

Objective 1.3: ~~Activate~~ Leverage Public and Mission-Driven Land for Innovative, Community-Oriented Housing.

GOAL 2: SUSTAINABILITY & GENERATIONAL IMPACT

Create sustainable housing solutions that protect today's residents and future generations.

Objective 2.1: Improve cost efficiency and project delivery through scalable systems and innovative finance.

Objective 2.2: Ensure long-term/permanent affordability and create a ladder of opportunity.

Objective 2.3: Promote well-designed, sustainable, and connected communities.

GOAL 3: COMMUNITY & SYSTEMS IMPACT

Align housing, education, and transportation investments to strengthen neighborhoods and reduce displacement.

Objective 3.1: ~~Catalyze systems change through coordinated cross-sector housing strategies.~~ Strengthen communities through coordinated housing partnerships and shared solutions.

Objective 3.2: ~~Advance~~ Elevate community voice, narrative change, and inclusive ~~planning~~ engagement.

Objective 3.3: Strengthen regional leadership through collaboration and shared responsibility.

STRATEGIC ACTIONS

GOAL 1: PRODUCTION AND PRESERVATION

Preserve and increase affordable homes near jobs, schools, and services.

Objective 1.1: Accelerate housing production to support inclusive, mixed-income communities.

- Advance housing that serves a range of income levels, including workforce households
- Focus development in areas near transit, jobs, schools, and services
- Enable projects to move forward more quickly and at scale
- Align funding to support mixed-income housing that supports community life

Objective 1.2: Preserve affordability and community stability through long-term stewardship of housing and land.

- Establish requirements to ensure housing remains permanently affordable
- Focus preservation efforts in communities at risk of displacement
- Partner with mission-driven owners committed to long-term community benefit
- Monitor housing performance to maintain affordability and quality over time

Objective 1.3: Leverage public and mission-driven land for innovative, community-oriented housing.

- Identify and advance public and community-owned land for housing
- Use long-term ground leases or reduced-cost land to lower development costs
- Support projects that demonstrate scalable housing approaches
- Create housing that strengthens neighborhoods and reflects local needs

Metrics

- Total number of new homes built across income levels
- Total number of homes preserved and kept permanently affordable
- Share of housing located near transit, jobs, and schools
- Amount of public or community-owned land used for housing
- Reduction in average development costs

Impact

- More residents can find housing they can afford near where they work
- Residents are able to remain in their communities over time
- Communities become more inclusive and stable
- Housing is delivered at greater scale and lower cost

GOAL 2: SUSTAINABILITY & GENERATIONAL IMPACT

Create sustainable housing solutions that protect today's residents and future generations.

Objective 2.1: Improve cost and delivery through scalable systems and innovative finance.

- Set targets to reduce the cost of building housing
- Promote standardized designs and efficient construction methods
- Provide financing tools that help projects move faster and reduce risk
- **Pilot innovative financing approaches, including cost-based rental models**

Objective 2.2: Ensure long-term affordability and create a ladder of opportunity.

- Support housing that remains affordable over the long term
- Expand opportunities for residents to build financial stability over time
- Connect housing with workforce and economic opportunities
- Support housing that serves residents across life stages and supports long-term community stability

Objective 2.3: Promote well-designed, sustainable, and connected communities.

- Support housing that is durable, efficient, and built to last
- Promote design that fosters connection, safety, and belonging
- Align housing with parks, schools, healthcare, and services
- Incorporate approaches that reduce waste and improve long-term performance

Metrics

- Reduction in development and operating costs

- Average project delivery timelines
- Share of housing that remains affordable over time
- Number of households supported through stability or wealth-building pathways
- Number of projects using innovative or standardized approaches

Impact

- Housing becomes more affordable to build and deliver
- Residents experience greater stability and opportunity
- More efficient use of public and private resources
- Housing performs better over time

GOAL 3: COMMUNITY & SYSTEMS IMPACT

Align housing, education, and transportation investments to strengthen neighborhoods and reduce displacement.

Objective 3.1: ~~Catalyze systems change through coordinated cross-sector housing strategies.~~ Drive systems change through coordinated housing and cross-sector partnerships.

- Align housing investments with transportation, education, and infrastructure
- Build partnerships with public, private, philanthropic, and community partners
- Coordinate funding across sectors to increase impact and efficiency
- Support projects that integrate housing with services and community resources

Objective 3.2: ~~Advance~~ Elevate community voice, narrative change, and inclusive ~~planning~~ engagement.

- Engage residents and communities early and throughout project development
- Create opportunities for community input to shape decisions
- Elevate stories that highlight the value of inclusive, mixed-income housing
- Partner with local organizations to build trust and expand participation

Objective 3.3: Strengthen regional leadership through collaboration and shared responsibility.

- Convene regional partners to align priorities and coordinate action
- Support collaboration across jurisdictions and sectors
- Share data, tools, and best practices to improve outcomes

- Promote shared accountability for regional housing goals

Metrics

- Number of cross-sector partnerships
- Amount of funding aligned across sectors
- Number of integrated housing and service projects
- Level and diversity of community participation
- Progress toward regional housing goals

Impact

- Stronger coordination across systems
- Better access to services and opportunity
- Greater community voice and trust
- More aligned regional leadership and accountability