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, March 17th, 2026 at 3:30 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 February 17, 2026, Meeting Minutes
4. Board Member Read Out – Mission, Vision, Core Values
5. Board Share-Outs (as needed)
6. Board Presentations and Actions

Item 6.1 : Advisory Committee Appointments

a) Presentation : Advisory Committee Appointment and Selection Process
b) Board Action 6.1.1- Establishment of an ad hoc committee and selection process

Item 6.2 : Website Development

a) Presentation : Website Development Framework
b) Board Action: N/A

Item 6.3 : Strategic Plan Development

Presentation : Strategic Plan Outline

a) Board Action: N/A

Other Items:

Item 6.4 : Board Calendar Updates

a) Board Action: Approve Updated Board Meeting Time and Location

Item 6.5 : Ratification of Contract Payments

a) Board Action: Ratify Invoices 1 and 2

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 Chancellor's Office at boardoffice@sdccd.edu and (619) 388-6957.

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 Chancellor's Office at boardoffice@sdccd.edu and (619) 388-6957.

SAN DIEGO REGIONAL HOUSING FINANCE AGENCY (SDRHFA)

March 17, 2026
Board Meeting

Agenda Item 3(a)
Consent Agenda

Meeting Minutes
February 17, 2026

San Diego Regional Housing Finance Authority (SD RHFA)

Meeting Minutes
February 17, 2026

The meeting of the San Diego Regional Housing Finance Authority (SD-RHFA) was held on February 17, 2026 at 3:00 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 (did not attend)
- SDCCD Ex-Officio Board Member, Chancellor Gregory Smith
- SDUSD Interim General Counsel Andra M. Greene

1. Call to Order at 3:32 PM
2. Non-agenda Public Comment (3 minutes per speaker)
    a. No public comments received.
3. Consent Agenda
    a. Approve February 17, 2026 Meeting Minutes
        i. Motion by Board Member Jameson, seconded by Vice Chair Milgrim to approve the minutes. Motion passed unanimously.
4. Board Member Read Out – Mission, Vision, Core Values
    a. Board members read out SD-RHFA's mission, vision, and core values.
5. Board Share-Outs
    a. Board members stated that they appreciated the level of detail in the Board package and for receiving it well in advance of the meeting.
6. Action Items
    a. Approve Fiscal Agent Agreement
        i. Motion by Board Member Barrera, seconded by Board Member Jameson to approve the Fiscal Agent Agreement. Motion passed unanimously.
    b. Approve 2026 GPLA Contract Amendment
        i. Motion by Board Member Barrera, seconded by Vice Chair Milgrim to approve the GPLA contract amendment. Motion passed unanimously.
7. Presentations and Discussion on Workplan Progress and Forecast
    a. GPLA presented the progress on the workplan and the anticipated work through June 2026.
8. Meeting Adjournment

a. Meeting adjourned at 4:13 PM
b. Next meeting scheduled for March 17, 2026 at 3:00 PM at the San Diego Unified School District

SAN DIEGO REGIONAL HOUSING FINANCE AGENCY (SDRHFA)

March 17, 2026

Board Meeting

Agenda Item 4

Board Member Read- Out Mission, Vision, Core Values

SAN DIEGO REGIONAL HOUSING FINANCE AGENCY (SDRHFA)

March 17, 2026

Board Meeting

Agenda Item 6.1
Advisory Committee Appointment

SAN DIEGO REGIONAL HOUSING FINANCE AGENCY (SDRHFA)

STAFF MEMORANDUM

Item Title	**Advisory Committee Appointment, Recruitment Process and Timeline**
Meeting Date	3/17/2026
Board Actions:	1) Receive Staff Presentation 2) Provide Feedback on Advisory Committee Governance Structure Eligibility, Role Definition, Meeting Structure, Performance and Accountability expectations for members 3) ***Board Action 6.1.1*** Board Action to Approve Establishing an Ad Hoc Committee for Recruitment and Selection of Advisory Committee Members

BACKGROUND:

Enacted in 2024, SB 440 (Skinner) authorizes cities and counties in California to form Regional Housing Finance Agencies (RHFAs) and requires each Authority's board to establish an advisory committee with specified expertise to guide RHFA funding and implementation decisions. The Advisory Committee must be composed of nine representatives in counties with populations over 200,000, each with knowledge and experience in affordable housing finance, development, and management, including both rental and owner-occupied affordable housing. The Advisory Committee is responsible for assisting in the development of funding guidelines and advising on the overall implementation of SB 440 and the RHFA's programs.

Because SB 440 does not specify requirements for the Advisory Committee—such as governance structure, eligibility, role definition, meeting structure, and performance and accountability expectations for members—the details of these elements are largely determined by the RHFA's bylaws.

RHFA Boards may establish recruitment processes and procedures for the Advisory Committee. Appendix B includes a draft application for candidates seeking appointments to the SDRHFA Advisory Committee.

PROJECT SCHEDULE/KEY MILESTONES,
RECRUITMENT, OUTREACH AND INTERVIEW PROCESS

Table A provides a recruitment, outreach, and interview selection process summary and timeline for formation of the SDRHFA Advisory Committee.

TABLE A: Recruitment, Outreach, and Interview Selection Process Summary and Timeline of Advisory Committee

Date	Event	Board Action
March 17, 2026, Board Meeting	Board Provides Feedback on Advisory Committee Governance Structure Eligibility, Residency, Minimum Qualifications, Role Definition, Meeting Structure, and Performance and Accountability Requirements; and Discusses the Formation of an Ad Hoc Committee for Recruitment and Selection of Advisory Committee Members	1) **Board Action 6.1.1**: Approve Establishing an Ad Hoc Committee for Recruitment and Selection of Advisory Committee Members
Outreach		
March 25 – April 8, 2026	Advisory Committee Outreach Period	N/A
Recruitment		
April 8, 2026	Advisory Committee Application Period	
April 21, 2026, Board Meeting	Board approves the Advisory Committee charter Board receives update on Applications	1) Board Action: Approve Advisory Committee Charter
April 30, 2026	Advisory Committee Applications due	N/A
(April 30, 2026) – May 11, 2026	Advisory Committee Applications Screening	
Interviews		
May 11 - May 29, 2026	Selection Process and Interviews	N/A
May 19, 2026 Board Meeting	Receives update on Application and Interviews	N/A

Appointment		
June 16, 2026 Board Meeting	Board appoints recommended candidates to the Advisory Committee	1) Board Action: Board approves Selection Committee
TBD	Onboarding of Advisory Committee	N/A

A detailed recruitment plan is provided below.

Advisory Committee Recruitment Plan

1. Outreach and Recruitment
Goal: Implement a multi-channel and targeted outreach strategy to attract qualified and diverse candidates.
Actions:

- Coordinate outreach and recruitment efforts through SDRHFA staff and board members.
- Conduct targeted outreach to professional associations, community networks, and stakeholder organizations.
- Utilize digital and social media platforms (e.g., website, LinkedIn, X/Twitter, newsletters) to promote open seats.
- Establish a Board-approved date for the selection and appointment of nine (9) Advisory Committee members.

2. (Screening and) Interview
Goal: Ensure a transparent and equitable review of candidates.
Actions:

- Develop and finalize a candidate screening process (criteria, scoring rubric, and application review workflow).
- Begin screening and scheduling interviews following application review.
- Conduct interviews with eligible candidates, ensuring consistent evaluation across applicants.
- Prepare Board materials and recommendations for appointment decisions.

3. Appointment and Onboarding
*Goal***:** Complete formal appointments and prepare for committee launch.
Actions:

- Board approves and appointments nine (9) members to the Advisory Committee.
- Board notifies appointees and initiate orientation and onboarding activities.

BUDGET UPDATE:

Per the adopted SDRHFA Budget by the Board on February 17, 2026 , Line Item 2 Allowance for Advisory Board Outreach Events, Assistance, the proposed budget is $8,500. The proposed budget is allocated for the purposes of a “lean” execution of consultant time and/or third-party expense.

RECOMMENDED BOARD ACTIONS:

Board Action 6.1.1: Approve Establishing an Ad Hoc Committee for Recruitment and Selection of Advisory Committee Members

APPENDIX:

a) *Resolution 26-3.1 :* Board Action to Approve Establishing an Ad Hoc Committee for Recruitment and Selection of Advisory Committee Members
b) DRAFT Application, SDRHFA Advisory Committee

REFERENCE:

a) SB 440 Advisory Committee Framework and Survey, January 2026

SAN DIEGO REGIONAL HOUSING FINANCE AUTHORITY
SAN DIEGO, CALIFORNIA

RESOLUTION OF THE GOVERNING BOARD OF THE SAN DIEGO REGIONAL HOUSING FINANCE AGENCY ESTABLISHING AN AD HOC COMMITTEE FOR RECRUITMENT AND SELECTION OF ADVISORY COMMITTEE MEMBERS	))))))	**BOARD RESOLUTION 26.3.1**

WHEREAS, the San Diego Regional Housing Finance Agency ("SDRHFA") was established pursuant to Government Code Section 62500 et seq.; and

WHEREAS, pursuant to Government Code Section 62510(a), the Board of a Regional Housing Finance Agency is required to form an Advisory Committee comprised of individuals with knowledge and experience in affordable housing finance, development, and management, including both rental and owner-occupied housing; and

WHEREAS, the Advisory Committee shall assist in developing funding guidelines, support implementation of this title, and provide consultation and recommendations to the Board; and

WHEREAS, the Governing Board of the SDRHFA desires to establish a Selection Committee to advise on candidate evaluation and provide recommendations to the Board and to specify the process to be used in the recruitment and selection of Advisory Committee members;

NOW, THEREFORE, BE IT RESOLVED by the Governing Board of the San Diego Regional Housing Finance Agency as follows:

SECTION 1. Establishment of Selection Committee.
The Governing Board hereby establishes an Ad Hoc committee ("Selection Committee") consisting of the following Board members, to participate in the selection process for appointment of Advisory Committee members.

SECTION 2. Selection Process.

The process to be implemented for selection of Advisory Committee members shall be as follows:

a. Implementation of a multi-channel and targeted outreach to attract eligible candidates;
b. Accepting and reviewing applications from prospective candidates;
c. Conducting an initial screening process to assess qualifications and eligibility;

d. Scheduling and conducting candidate interviews; and
e. Preparing materials summarizing findings and recommendations for Board consideration.

The Selection Committee shall sunset automatically upon completion of the interview and selection process and submission of its Final Recommendations Report to the Board. Appointments to the Advisory Committee shall be made at the discretion of the Board at a regularly scheduled meeting.

This Resolution shall take effect immediately upon its adoption**.**

PASSED, APPROVED, AND ADOPTED at an open and regular session of the San Diego Regional Housing Finance Agency the 17th day of March 2026.

AYES: _____ ABSTAIN: _____

NOES:_____ ABSENT: _____

_____
Cody Petterson, SDRHFA Chair

APPROVED AS TO FORM:

By: _____
Andra M. Greene
SDUSD Interim General Counsel

Advisory Commission Application:

The San Diego Regional Housing Finance Agency (SDRHFA) is a regional public entity formed to finance, support, and accelerate the production and preservation of affordable housing for low- and moderate-income households in the San Diego region, consistent with the authority granted under SB 440. SDRHFA is recruiting members for its Advisory Committee, which, pursuant to SB 440, will provide advice and recommendations to the SDRHFA Board on funding guidelines, program design, and implementation of SDRHFA's affordable housing activities, and help align SDRHFA's resources and programs with regional housing needs, community priorities, and statutory requirements, including strategies that promote economic equity and long-term housing stability.

The application period for Advisory Committee membership is April 8, 2026 – April 30, 2026, and completed applications are due by April 30, 2026, at 11:59 p.m. Pacific Time. Applicants should be prepared to attend regular meetings, review materials in advance, and collaborate with other members and SDRHFA staff in a transparent, ethical, and consensus-oriented manner, in accordance with applicable conflict-of-interest, ethics, and public meeting requirements.

Section 1: Contact Information

1a. First Name	
Last Name	
1b. Email	
Phone	
1c. Home Address	
City	
Zip Code	
1d. Mailing Address (if different)	
City (if different)	
Zip Code (if different)	
1e. Preferred Method of Contact	☐ Text ☐ Phone ☐ Email ☐ Mail

Section 2: Current Employment Information

2a. Are you:	
Currently Employed?	☐ Yes ☐ No
Retired?	☐ Yes ☐ No
Other	
2b. If you are currently employed, please complete the following. If you are not employed, enter N/A.	
Current Occupation	
Employer	
Start date (Month and Year) with Employer	

Section 3: Eligibility Information

3a. I confirm that I meet the following eligibility requirements to serve on the SDRHFA Advisory Committee

- ☐ I am an adult aged 18 or over.
- ☐ I reside in San Diego County.
- ☐ I am not currently serving as an elected or appointed city, county, special district, state, or federal public officeholder
- ☐ I am not currently employed by a city or county agency
- ☐ I am willing to divest of any investments from which participation on the committee may further personal or institutional financial interests within 60 days of appointment
- ☐ I am willing to comply with SDRHFA's conflict-of-interest polices, which require, among other requirements, that Committee Members file Form 700s (Statement of Economic Interests) upon taking office and annually thereafter
- ☐ I am not a party to any legal action pending against the Agency, or a consultant or employee of any party with any legal action involving the Agency
- ☐ I will not engage in commercial activity directly or indirectly involving the Agency
- ☐ I do not have direct commercial interest or employment with any public or private entity that receives funds from the Agency
- ☐ I am able to meet at least quarterly and as necessary to fulfill committee responsibilities
- ☐ If I am selected to serve on the SDRHFA Advisory Committee, I will continue to meet these eligibility requirements upon taking office or resign from my position if I cannot.

Intentionally left blank. Please continue to the next page.

Section 4: Area(s) of Expertise

4a. The committee requires members with specific areas of expertise for a minimum of five years. Please indicate which of the following categories describes your experience (check all that apply):

☐ **(1) Affordable Housing Finance** (minimum of 5 years relevant experience)

☐ (**2**) **Affordable Housing Development** (minimum of 5 years relevant experience)

☐ (**3**) **Affordable Housing Management** (minimum of 5 years relevant experience)

4b. Please briefly describe your experience, interest, and qualifications with specific areas of expertise for any of the areas you selected above. Explain how you meet the minimum years of experience (if required) for the position(s).

4c. Please attach a copy of your resume and/or curriculum vittae

SECTION 5. REFERENCES

5a. Please provide three references (at least one professional and at least one personal/community reference) who can speak to your qualifications in the areas you have selected for your specific areas of expertise:

Reference 1:

Full Name:	
Reference Type:	☐ Professional ☐Personal / Community
Nature of Relationship:	
Length of Relationship:	
Phone:	
Email:	

Reference 2:

Full Name:	
Reference Type:	☐ Professional ☐Personal / Community
Nature of Relationship:	
Length of Relationship:	
Phone:	
Email:	

Reference 3:

Full Name:	
Reference Type:	☐ Professional ☐Personal / Community
Nature of Relationship:	
Length of Relationship:	
Phone:	
Email:	

SECTION 6. AVAILABILITY AND COMMITMENT

The Advisory Committee Members may be asked to serve a full three or five-year term. The SDRHFA Advisory Committee is expected to meet at least quarterly, with additional meetings as necessary. Can you commit to this level of participation? ☐ Yes ☐ No

Please explain:

6b. Are there any foreseeable circumstances that might prevent you from fulfilling a three year term? ☐ Yes ☐ No

If yes, please explain:

6c. Are you aware that missing three consecutive meetings without being excused by the Committee will be deemed a vacation of your seat? ☐ Yes ☐ No

SECTION 7. ADDITIONAL INFORMATION

7a.Please share your background information (optional)
Age:

☐ 18-24 ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐ 55-64 ☐ 65+

Race:_____

Gender:_____

7b. How did you learn about this opportunity?

☐ Social Media ☐ Community Organization Referral from: _____

☐ Other ☐ Personal Referral from:

7c. Is there anything else you would like to share about your interest or qualifications?

7d. If you require any special assistance or accommodation, please let us know so we can make the necessary arrangements.

SECTION 8. CERTIFICATION

☐ I certify that the information provided in this application is true and complete to the best of my knowledge. I understand that any misrepresentation or omission may result in my disqualification from consideration.

☐ I acknowledge that this application is a public record and may be subject to disclosure.

☐ I understand that I may be contacted for more information or for an interview.

☐ I have attached a copy of my resume and/or curriculum vitae.

Please sign your Full Name

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

ADVISORY COMMITTEE UPDATE



Wednesday, January 28, 2026
1:00 – 3:00pm

San Diego Unified School District
4100 Normal Street
San Diego, CA 92103

GLOBAL POLICY
LEADERSHIP ACADEMY



TODAY'S OBJECTIVES

- SD-RHFA Advisory Committee Survey
- Results & Discussion

SB 440 ADVISORY COMMITTEE FRAMEWORK



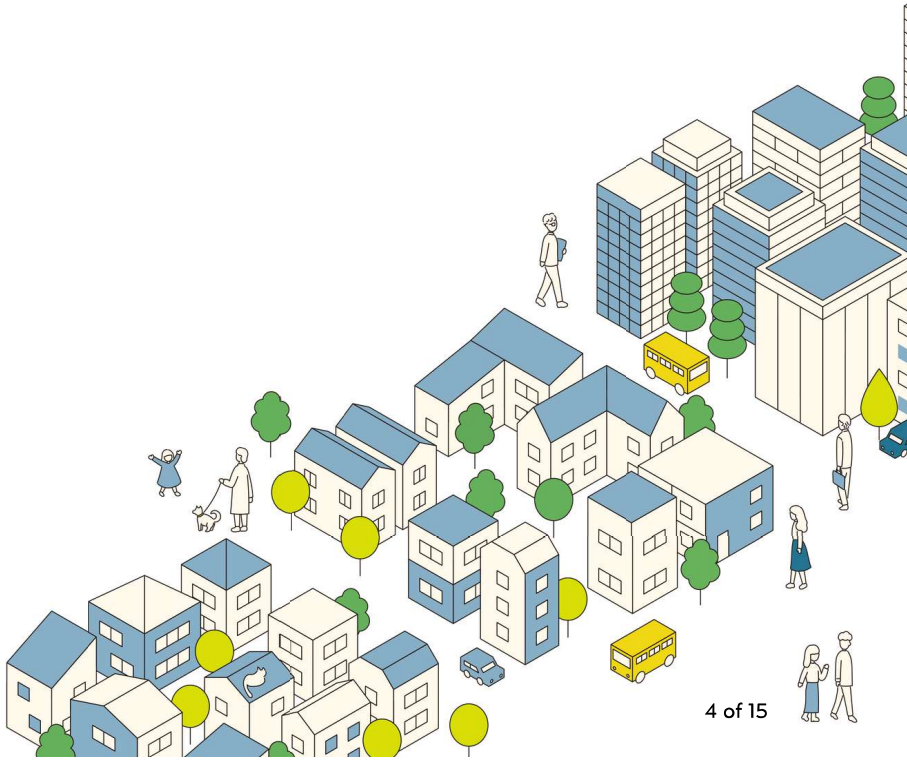
For the SD-RHFA Advisory Committee

SB 440 ADVISORY COMMITTEE COMPOSITION

The Board shall form an advisory committee composed of **nine** representatives with knowledge and experience in at least one of the following three areas below with respect to rental and/or owner-occupied affordable housing:

- Affordable housing finance
- Affordable housing development
- Affordable housing management

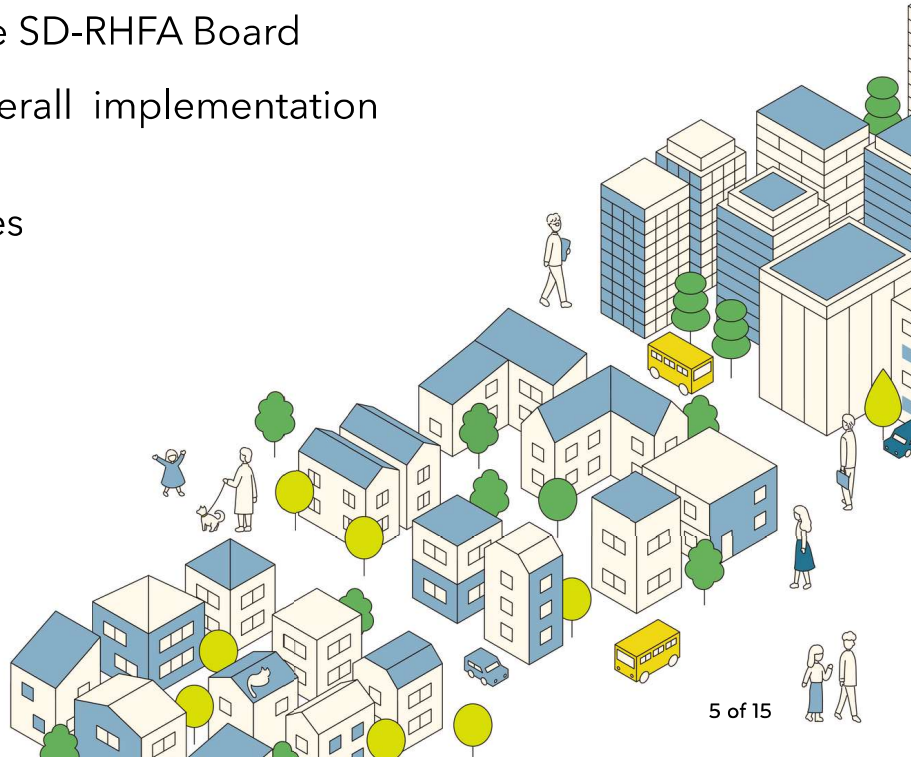
If there is a **'moving to work agency'** in the housing finance agency's jurisdiction, that agency shall have the right, but not the obligation, to be a representative on the advisory committee. As such, the **San Diego Housing Commission** is a moving to work agency, and therefore has the right (not obligation) to one of the nine seats on the SD-RHFA Advisory Committee.



SB 440 ADVISORY COMMITTEE RESPONSIBILITIES

The SD-RHFA Advisory Committee shall:

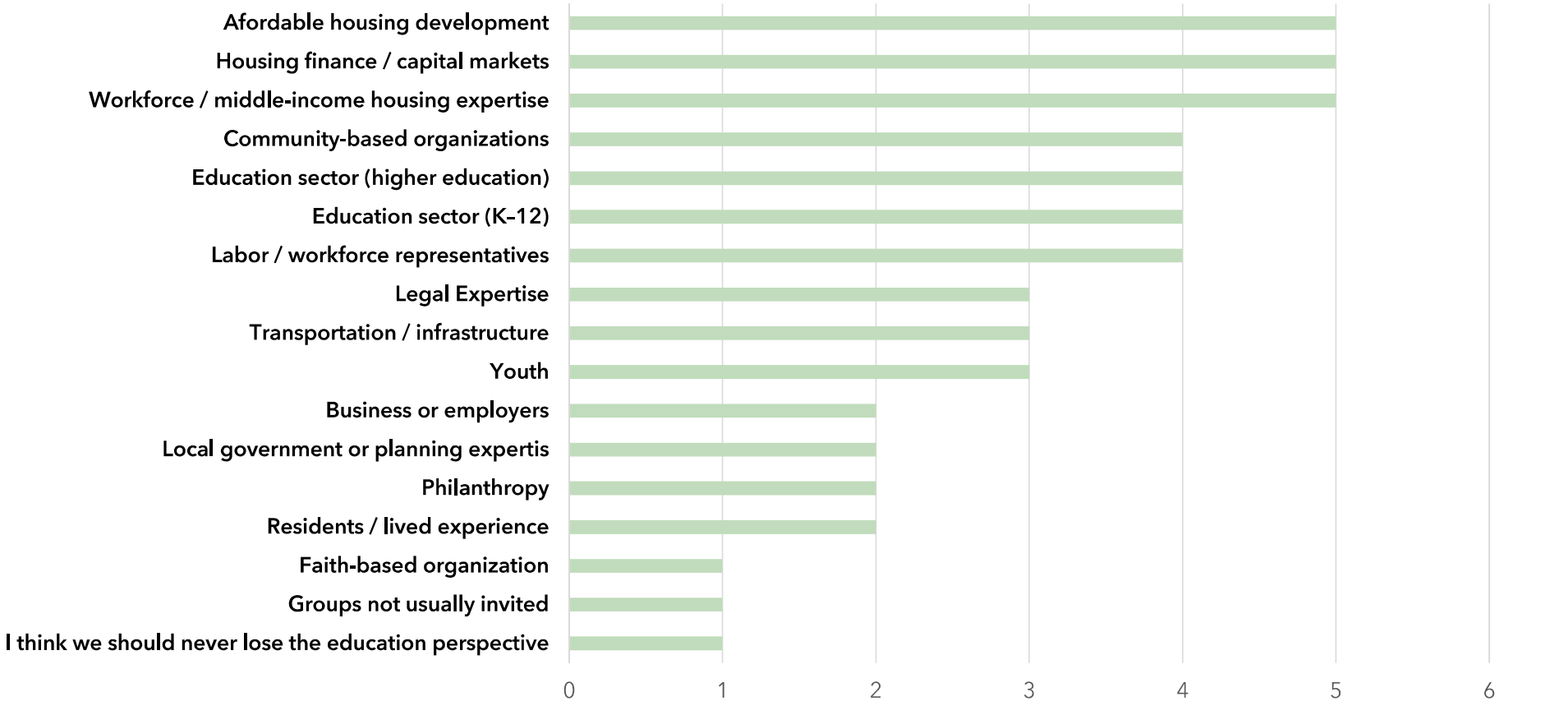
- Provide consultation and make recommendations to the SD-RHFA Board
- Assist in the development of funding guidelines and overall implementation of SD-RHFA
- Meet as necessary to fulfill their roles and responsibilities



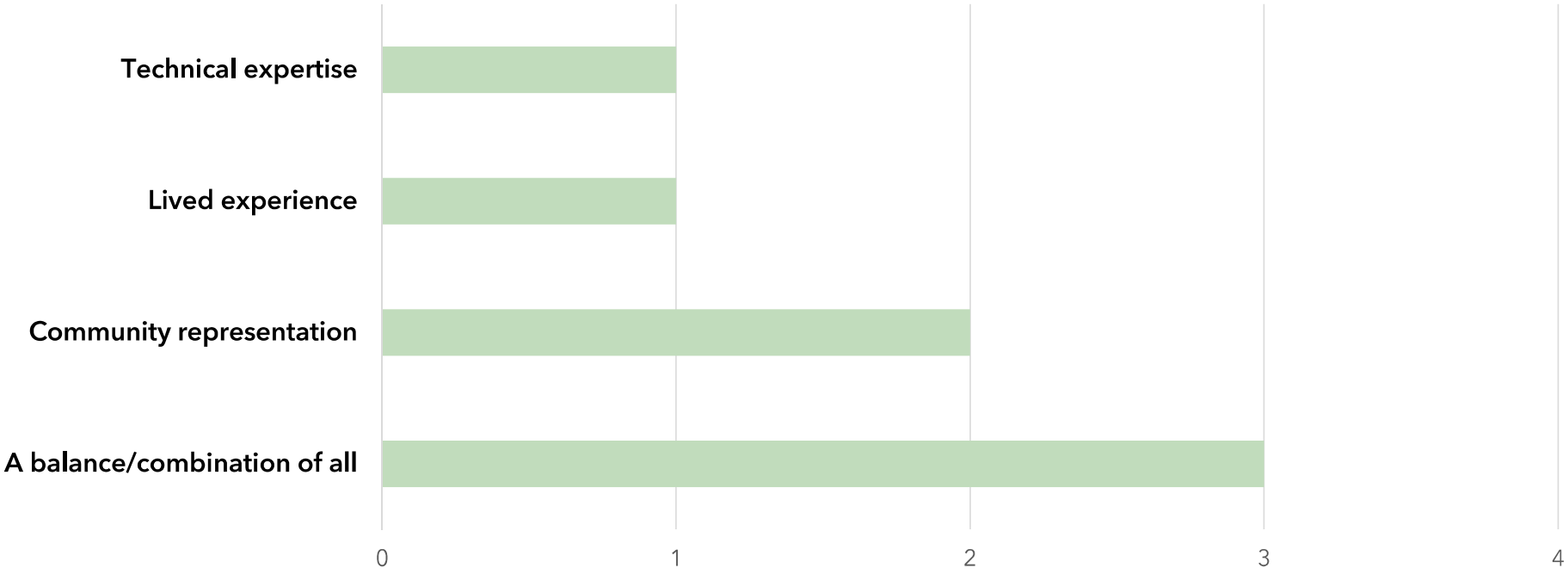
SD-RHFA ADVISORY COMMITTEE SURVEY RESULTS



Which perspectives are most important to include on the Advisory Committee?



What should Advisory Committee membership prioritize?



In your view, what role should the Advisory Committee play in preparing for a potential 2028 Citizen's initiative?

> The Advisory Committee should help shape the content of the initiative, including helping the board explore what options are available from a financial and legal perspective.

> They should be our best commercial for it.

> Community outreach
> Social media campaign
> Determining specifics of Bond's intended goals

> I would hope the housing finance and development experts would ensure we have a feasible housing plan and clear value proposition for voters; the labor, business, and resident representatives would lead efforts to gain signatures and support for the measure; and all would be active participants in encouraging people to vote for the measure. The LACAHSA story of community engagement is a good example of what a highly impactful advisory committee could look like in terms of getting an initiative on the ballot and approved.

> The advisory committee's role is to guide decision making, assisting in reviewing initiative structure, and advising on engagement with stakeholders.

What is one thing you believe is critical to get right in the design and seating of the Advisory Committee?

> We need the technical expertise to ensure we have a viable, actionable housing plan that would deliver on value we tell voters we can achieve.

> I think it's critically to prioritize representational balance for the design and seating of the advisory committee.

> legalities and real community understanding.

> A balance of technical expertise and community input.

> Voices of individuals directly impacted by lack of affordable housing. Recent grads, single parent households, so-called Gen Z groups with political and social justice intent & experience.

Please list any specific organizations that you feel would best fit the areas of expertise you indicated above.

> San Diego Youth Homelessness Consortium, Community Housing works, San Diego Inter-Faith Housing Foundation, San Diego Urban League

> Our Time to Act
> Youth Will
> Labor (trades)

> There are a couple of successful nonprofits that do housing- I would say Urban League and MAAC Project.

> San Diego Housing Federation
> Center on Policy Initiatives

> I do not have any specific recommendations at this time.

SD RHFA ADVISORY COMMITTEE DISCUSSION



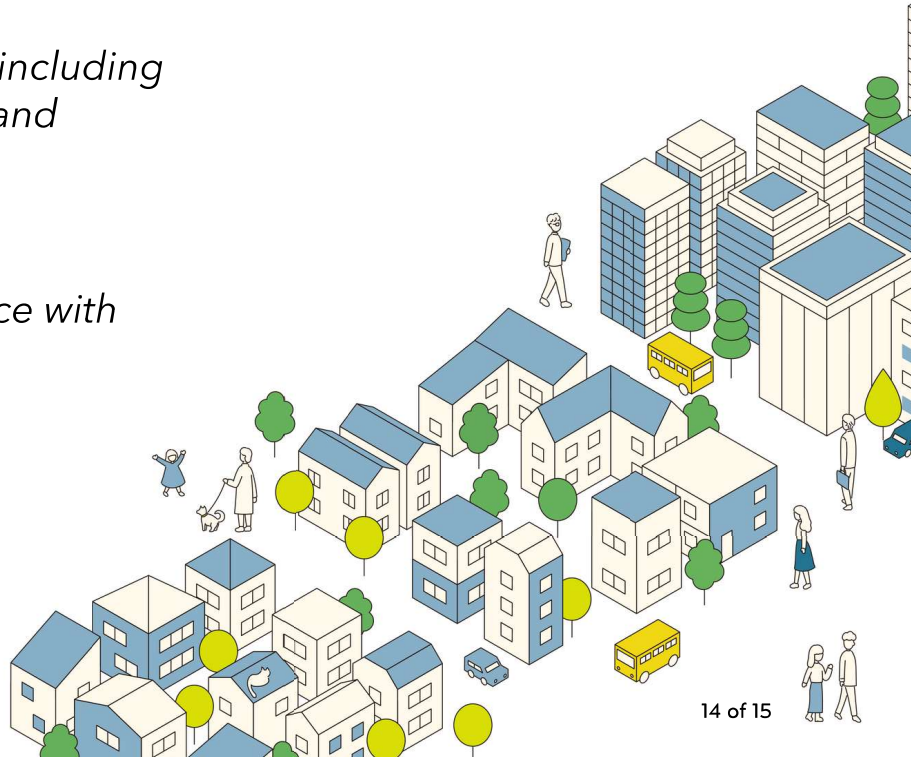
BRAINSTORMING EXERCISE – ADVISORY COMMITTEE SEATS

Categories of Seats	Total # Seats by Area of Expertise – (9 Seats Required)	Recommended Organization(s) – Not Exhaustive List
Affordable Housing Finance	Recommended minimum of one seat	Retired lenders/bankers, real estate professors, local governments housing representatives located outside of the SD-RHFA's jurisdiction
Affordable Housing Development	Recommended minimum of one seat	Retired affordable housing developers, real estate professors
Affordable Housing Management	Recommended minimum of one seat	Retired affordable housing management professionals, Fair Housing legal experts
Moving to Work Agency (San Diego Housing Commission)	Has the right, not the obligation to have one seat	The San Diego Housing Commission
Labor and Workforce	Optional	San Diego County Apartment Association, Building Industry Association of San Diego, American Planning Association, San Diego Housing Federation, Black Contractors Association, Urban Land Institute of San Diego, labor unions
Education Leaders	Optional	Other school districts, charter schools, higher education institutions etc.
Design Professionals	Optional	American Institute of Architects, New School of Architecture etc.
Community Organizations	Optional	Local community planning groups (e.g., San Diego Community Planning Groups), the Downtown San Diego Partnership, Our Time to Act, Center on Policy Initiatives, San Diego Urban League
Lived Experience	Optional	Individuals with lived experience (e.g., homeless SDCCD students etc.), San Diego Youth Homelessness Consortium
Workforce Middle Income Housing Expertise	Optional	Retired developers and/or related experts in the middle-income space
Others (e.g., Tenants rights, Affirmatively Further Fair Housing orgs., faith-based etc.)	Optional	Regional Task Force on Homelessness San Diego

ADVISORY COMMITTEE SELECTION PROCESS RECOMMENDED NEXT STEPS

Preparation of a draft Advisory Committee Charter for the Board's consideration that would help to:

- *Define how the Committee is appointed and operates—including meeting procedures, term limits, roles/responsibilities, and processes for vacancies, resignations, and removals etc.*
- *Specify how it reports to the Board and the public*
- *Set expectations for transparency, ethics, and compliance with conflict-of-interest requirements*



Questions?

Danny Serrano
Senior Associate
daniel@lesardevelopment.com

Debbie Ruane
San Diego Market Manager
debbie@lesardevelopment.com

THANK YOU!



SAN DIEGO REGIONAL HOUSING FINANCE AGENCY (SDRHFA)

March 17, 2026

Board Meeting

Agenda Item 6.2

Website Development

SAN DIEGO REGIONAL HOUSING FINANCE AGENCY (SDRHFA)

STAFF MEMORANDUM

Item Title	Website Development, Branding & Logo Development, Formation of a Website & Branding Development Subcommittee
Meeting Date	3/17/2026
Board Actions:	1) Receive Staff Presentation 2) Provide Feedback on Website Process, Timeline, and Logo Concepts

BACKGROUND:

The design and launch of SDRHFA's branding & website will provide clean, accessible, and user friendly digital access/services to residents, business, and community members to further goals of the Agency. Ongoing project management and coordination across stakeholders to support the launch of SDRHFA activities, including website design, is described as a deliverable under Pillar 3 (Execution Strategy and Program Planning) within the Global Policy Leadership Academy's Scope of Work for the SDRHFA for the period of January 1, 2026 – June 30, 2026. The Scope of Work also sets as a Key Result that a website is up and running by the end of Q2.

PROCESS SUMMARY AND TIMELINE

Table A provides a process summary and timeline for the development and launch of the SDRHFA website.

TABLE A: Process Summary and Timeline, Website Development

Date	Event	Board Action
March 17, 2026, Board Meeting	Board Provides Feedback on Website Development Process, Timeline and Logo Concepts	N/A
April 21, 2026 Board Meeting	Receives Updates and provides Feedback on Initial Draft Website,	

	Architecture and Final Approval on Logo	1) Board Action: Approve Final Logo
May 19, 2026 Board Meeting	Receives Update on Draft Website	N/A
June 16, 2026 Board Meeting	Board Reviews and Approves Website and Launch	1) Board Action: Approve Website & Launch
June 30, 2026	Website Launch	

GPLA is working with a consultant team on initial project scoping and timeline. Staff will provide updates to the Board with the final approval scheduled for the June 2026 Board Meeting.

BUDGET UPDATE:

Per the adopted SDRHFA Budget by the Board on February 17, 2026, Line Item 3 for Website Launch/Hosting/Graphic Design (to .gov standards), the proposed budget is $60,000. The proposed budget is allocated for ongoing project management and coordination across stakeholders and management, for website design.

RECOMMENDED BOARD ACTIONS:

***Board Actions**:* N/A

REFERENCE:

a) GPLA Scope of Work and Budget Document, for January 2026 – June 2026

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: 02/18/2026	Date: 02/18/2026
Andra M Greene Andra M Greene (Feb 18, 2026 10:48:29 PST)	Richard Valdez Richard Valdez (Feb 18, 2026 10:37:33 PST)
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

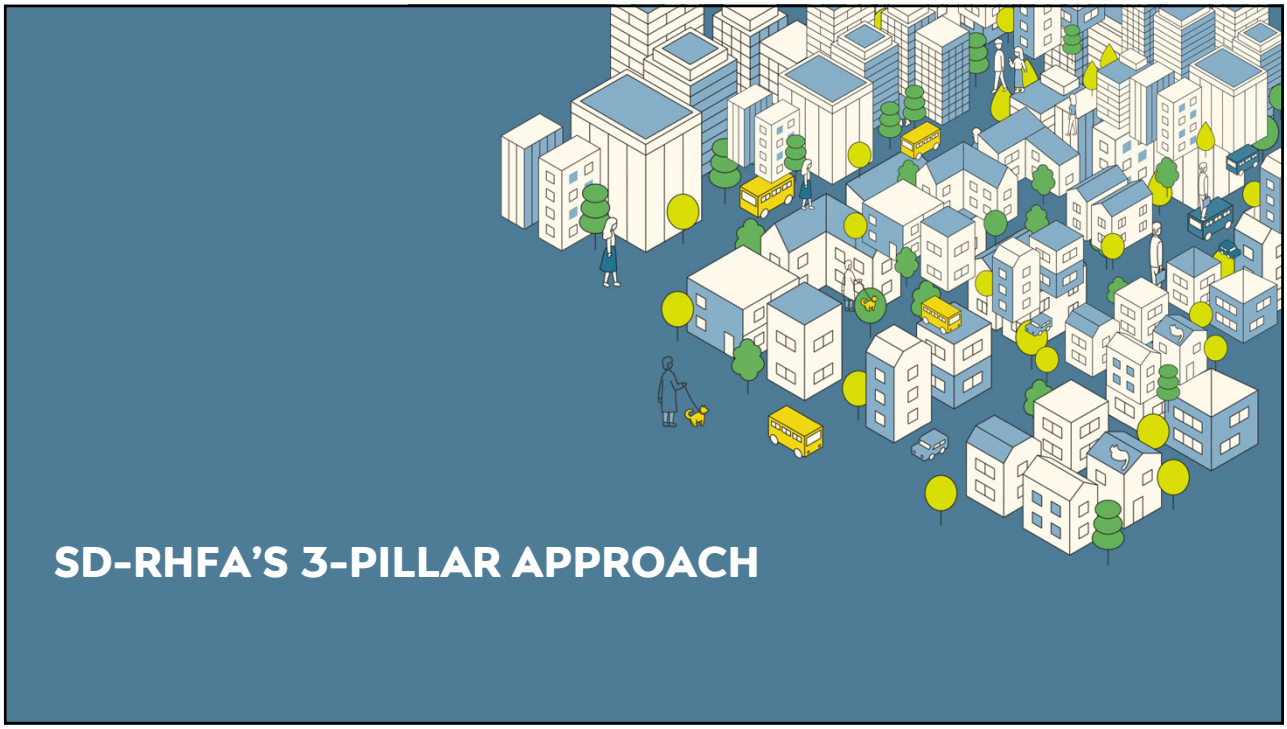
Measurement System

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

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Attachment B



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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

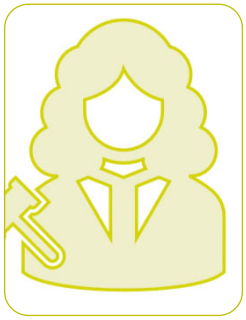


Execution Strategy & Program Planning

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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

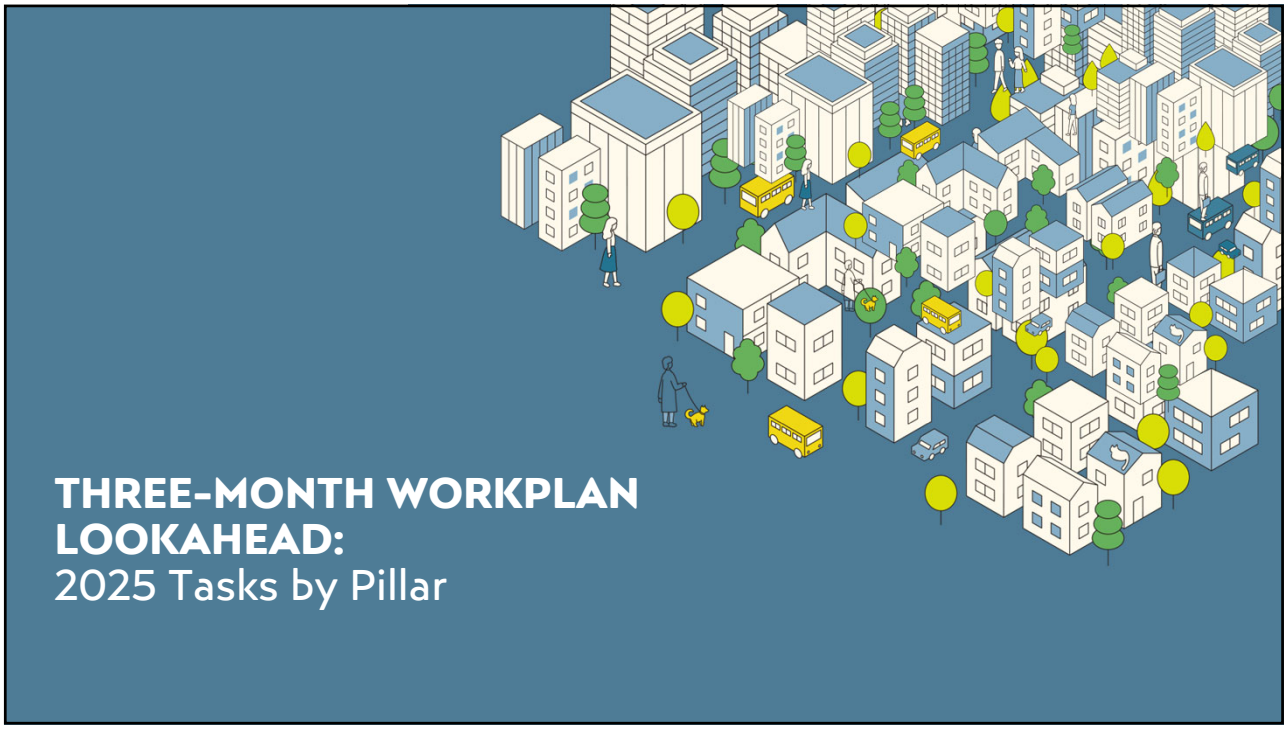
Pillar 1: Governance & Administration	Pillar 2: Housing Learning & Capacity Building	Pillar 3: Execution Strategy & Program Planning
• Board & Advisory Committee support • Website, branding, communications infrastructure • Contingency for administrative flexibility (insurance, audits, misc. costs)	• 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**		

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Final Audit Report 2026-02-18

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2026-02-18 - 6:48:27 PM GMT

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SAN DIEGO REGIONAL HOUSING FINANCE AGENCY (SDRHFA)

March 17, 2026

Board Meeting

Agenda Item 6.3

Strategic Plan Outline

SAN DIEGO REGIONAL HOUSING
FINANCE AGENCY (SDRHFA)

STAFF MEMORANDUM

Item Title	Strategic Plan Development and Outline
Meeting Date	3/17/2026
Board Actions:	1) Receive Staff Presentation 2) Provide Feedback on Strategic Plan Development and Components

BACKGROUND:

At its November 2025 meeting, the Board adopted a Strategic Framework, which included the organization's core values, mission and vision and goal statements as the foundation for the development of a Strategic Plan.

STRATEGIC PLAN OUTLINE

A strategic plan outlines the outcomes an organization aims to achieve, the priorities that guide its work, and how progress will be measured. It serves as the foundation for programs, investments, and accountability. The strategic plan will build on the three adopted goal statements and add:

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.

Key Results:

The concrete performance indicators used to determine whether an objective has been achieved. Key Results are specific, time-bound, and quantifiable measures that demonstrate progress and accountability.

PROCESS SUMMARY AND TIMELINE:

Table A provides a process summary and timeline for the adoption of the Strategic Plan.

TABLE A: Process Summary and Timeline, Strategic Plan

Date	Event	Board Action
March 17, 2026, Board Meeting	Receive Presentation on Strategic Plan Development and Components	N/A
April 21, 2026 Board Meeting	Receive Presentation on Strategic Plan Development	N/A
May 19, 2026 Board Meeting	Receives Presentation on Draft Strategic Plan	N/A
June 16, 2026 Board Meeting	Board Reviews and Approves Strategic Plan	1) Board Action: Approve Strategic Plan

DISCUSSION

As a first step in the creation of a Strategic Plan, the Board will provide feedback on the five areas outlined below:

- Definition of SDRHFA Jurisdiction
- Priority Development Areas and Types for production and preservation of housing
- Priority Development Sites with a focus on public lands and mission driven non-profit lands to help reduce upfront development costs and to expand housing production capacity
- Priority Populations focused on middle income and workforce housing, families with children, and socially and economically vulnerable populations
- Priority Innovations that help expand asset building and wealth-generation opportunities for low- and middle-income households, and identify opportunities to lower cost of production

RECOMMENDED BOARD ACTIONS:

Board Actions*:* N/A

REFERENCE:

a) Strategic Framework Presentation, November 2025

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



Strategic Framework Update
Values, Mission, Vision, & Goals

Wednesday, November 19, 2025

1:00 – 3:00pm

San Diego County Community College District

3375 Camino del Rio South

San Diego, CA 92108

GLOBAL POLICY LEADERSHIP ACADEMY

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

Phase 1: 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
- Shapes Advisory Committee and guides Expenditure Plan decisions

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.

Statutory requirements per SB 440 (deeper dive on SB 440 at 9/25 and 10/29 Board Meetings)

TODAY'S OBJECTIVES

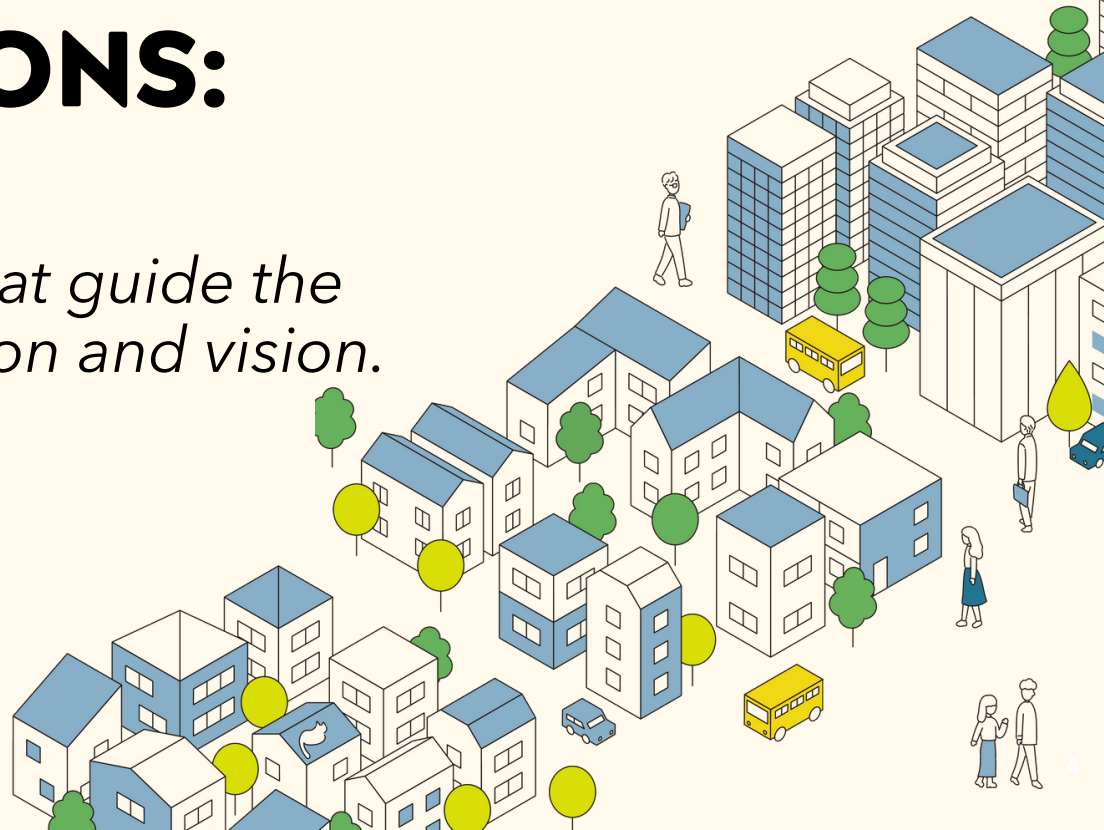


1. **Review recommended** Strategic Framework components based on board feedback:
    - Core Values + Descriptions (5)
    - Mission Statement (1)
    - Vision Statement (1)
    - Goals + Descriptions (3)

2. **Approve** Strategic Framework components with **four separate votes**, one for each component (shown above)

A. VALUES + DESCRIPTIONS:

Definition: beliefs, standards, or principles that guide the organization/team in accomplishing its mission and vision.



A. TURNING INPUT INTO IMPACT:

SD-RHFA CORE VALUES

*APPROVED AT 7/30 BOARD MEETING

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

B. MISSION STATEMENTS



B. TURNING INPUT INTO IMPACT:
DRAFT MISSION STATEMENTS

Mission statement: the organization/team's core purpose and focus to aid in prioritizing work and intended direction. It is something to be accomplished based on the organization's vision.

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

5/6 votes – Recommended Mission Statement

Strengthen San Diego's housing system by financing and preserving homes that serve our local workforce.

0/6 votes

Expand housing choices that keep San Diegans rooted in their communities and connected to opportunity.

1/6 votes

C. VISION STATEMENTS



C. TURNING INPUT INTO IMPACT:
DRAFT VISION STATEMENTS

Vision statement: a vivid and compelling description of the organization/team and its clients/customers in the future.

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

3/6 votes – Recommended Vision Statement

A thriving region where housing, education, and transportation work together to sustain vibrant communities.

2/6 votes

A more affordable, connected, and resilient San Diego built for current and future generations.

1/6 votes

D. GOALS & STATEMENTS



D. GOALS + STATEMENTS

DRAFT GOALS

Goal statement: outcomes SD-RHFA is committed to achieving.

Housing Production & Preservation: Increase affordable homes near jobs, schools, and services while preserving affordability.

5/6 votes – Recommended Goal Statement

Sustainability & Generational Impact: Create lasting housing solutions that protect today's residents and future generations.

4/6 votes – Recommended Goal Statement

Community & Systems Impact: Align housing, education, and transportation investments to strengthen neighborhoods and reduce displacement.

3/6 votes – Recommended Goal Statement

Regional Leadership & Partnership: Lead collaborative efforts across sectors to grow San Diego's housing capacity.

0/6 votes



WRAP-UP & NEXT STEPS

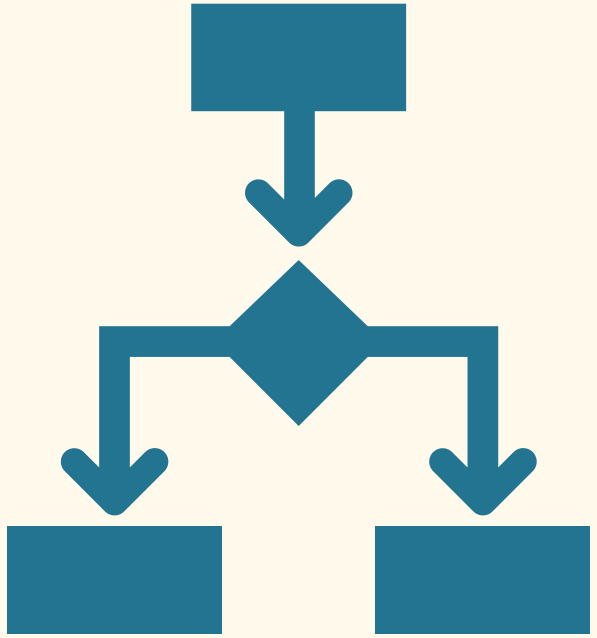
WRAP-UP & NEXT STEPS
STRATEGIC FRAMEWORK DRAFT

Before 11/19 Board Meeting

- Compile final draft based on any additional feedback

11/19 Board Meeting

- Approve Strategic Framework (4 action items, one at a time)



WRAP-UP & NEXT STEPS

APPROVE STRATEGIC FRAMEWORK DRAFT

TODAY'S RECOMMENDATION: 4 SEPARATE VOTES FOR APPROVAL

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 maintain housing near jobs, schools, and transit so San Diegans can live where they work and thrive.

Vision Statement

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

Goals

- **Housing Production & Preservation:** Increase affordable homes near jobs, schools, and services while preserving affordability.
- **Sustainability & Generational Impact:** Create lasting 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.

Questions?

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Debbie Ruane
San Diego Market Manager
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Edwin Peart
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THANK YOU!



SAN DIEGO REGIONAL HOUSING FINANCE AGENCY (SDRHFA)

March 17, 2026
Board Meeting

Agenda Item 6.4
Other Items

Board Calendar Updates

San Diego Regional Housing Finance Authority (SD-RHFA)
2026 Board Meeting Schedule

Board Members: Cody Petterson (SD Unified), Richard Barrera (SD Unified), Fabi Bagula (SD Unified, Ex-officio), Craig Milgrim (SDCCD), Mariah Jameson (SDCCD), Greg Smith (SDCCD, Ex-officio)

The table below is the approved meeting calendar for the San Diego Regional Housing Finance Authority (SD RHFA) Board for CY 2026.

Month	Day	Date	Time	Location
January	Wednesday	January 28, 2026	1:00–3:00 p.m.	San Diego Unified
February	Tuesday	February 17, 2026	3:00-5:00 p.m.	San Diego Community College
March	Tuesday	March 17, 2026	3:30-5:1500 p.m.	San Diego Community College~~San Diego Unified~~
April	Tuesday	April 21, 2026	3:~~03~~0-5:~~00~~ 15p.m.	San Diego Community College
May	Tuesday	May 19, 2026	3:30-5:1500 p.m.	San Diego Unified
June	Tuesday	June 16, 2026	3:30-5:1500 p.m.	San Diego Community College
July	Tuesday	July 21, 2026	3:30-5:1500 p.m.	San Diego Unified
August	Tuesday	August 18, 2026	3:30-5:1500 p.m.	San Diego Community College
September	Tuesday	September 22, 2026	3:30-5:1500 p.m.	San Diego Unified
October	Monday	October 12, 2026	3:30-5:1500 p.m.	San Diego Community College
November	Tuesday	November 10, 2026	3:30-5:~~00~~ 15 p.m.	San Diego Unified
December	No meeting	No meeting	N/A	N/A

San Diego Community College District (SDCCD) Location:
San Diego Community College District

San Diego Regional Housing Finance Authority (SD-RHFA)
2026 Board Meeting Schedule

Board Room 245-255
3375 Camino del Rio South
San Diego, CA 92108

Parking:
Please feel free to park in any unassigned space, either in front of the building or in one of the parking lots directly behind the building. To access the back lot, turn South on Scheidler Way, (immediately east of the building), then turn right into the first lot behind the building (there will be a disabled sign at the entrance). You may also park in the lot further up the hill if there are no available spaces. A parking permit is not required.

San Diego Unified School District (SDUSD) Location:
San Diego Unified School District
EOC, Situation Room
4100 Normal Street
San Diego, CA 92103

Parking:
Visitor preferred parking is located near the Main Lobby entrance across from the EOC (see green checkmark). For additional visitor parking spaces, please refer to the Visitor Parking Map.

San Diego Regional Housing Finance Authority (SD-RHFA)
2026 Board Meeting Schedule

Board Members: Cody Petterson (SD Unified), Richard Barrera (SD Unified), Fabi Bagula (SD Unified, Ex-officio), Craig Milgrim (SDCCD), Mariah Jameson (SDCCD), Greg Smith (SDCCD, Ex-officio)

The table below is the approved meeting calendar for the San Diego Regional Housing Finance Authority (SD RHFA) Board for CY 2026.

Month	Day	Date	Time	Location
January	Wednesday	January 28, 2026	1:00–3:00 p.m.	San Diego Unified
February	Tuesday	February 17, 2026	3:00-5:00 p.m.	San Diego Community College
March	Tuesday	March 17, 2026	3:30-5:15 p.m.	San Diego Community College
April	Tuesday	April 21, 2026	3:30-5:15p.m.	San Diego Community College
May	Tuesday	May 19, 2026	3:30-5:15 p.m.	San Diego Unified
June	Tuesday	June 16, 2026	3:30-5:15 p.m.	San Diego Community College
July	Tuesday	July 21, 2026	3:30-5:15 p.m.	San Diego Unified
August	Tuesday	August 18, 2026	3:30-5:15 p.m.	San Diego Community College
September	Tuesday	September 22, 2026	3:30-5:15 p.m.	San Diego Unified
October	Monday	October 12, 2026	3:30-5:15 p.m.	San Diego Community College
November	Tuesday	November 10, 2026	3:30-5:15 p.m.	San Diego Unified
December	No meeting	No meeting	N/A	N/A

San Diego Community College District (SDCCD) Location:
San Diego Community College District
Board Room 245-255
3375 Camino del Rio South
San Diego, CA 92108

Parking:
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San Diego Regional Housing Finance Authority (SD-RHFA)
2026 Board Meeting Schedule

San Diego Unified School District (SDUSD) Location:

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

Parking:

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SAN DIEGO REGIONAL HOUSING FINANCE AGENCY (SDRHFA)

March 17, 2026

Board Meeting

Agenda Item 6.5

Other Items

Ratification of Contract Payments

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.: GPLA20-01
Terms: Net 15
Invoice date: 02/19/2026
Due date: 03/06/2026

#	Date	Product or service	Description	Qty	Rate	Amount
1.		**Contract Work**	Contract work - 1/1/2026 - 2/18/2026 Closeout 2025 Prebys Funding	1	$57,124.00	$57,124.00

Total **$57,124.00**

Ways to pay

BANK

Documentation available upon request.

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

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.: GPLA20-02
Terms: Net 15
Invoice date: 02/28/2026
Due date: 03/15/2026

#	Date	Product or service	Description	Qty	Rate	Amount
1.		**Contract Work**	Contract work - 1/1/2026 - 2/28/2026 From Prebys 2026 Funding	1	$24,000.00	$24,000.00

Total **$24,000.00**

Ways to pay

BANK

Documentation available upon request.

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

GLOBAL POLICY LEADERSHIP ACADEMY

From

Global Policy Leadership Academy
845 15th Street, Suite 103
San Diego, CA 92101
619-236-0612
ops@lesardevelopment.com
daniel@lesardevelopment.com
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

Invoicing Executive Summary

			Forecast						
Line Item	**Invoice # 1 ***	**Invoice # 2**	**Invoice # 3**	**Invoice # 4**	**Invoice # 5**	**Invoice # 6**	**Invoice # 7**	**Budget Amount**	**Remaining**
	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	37,500	23,000	14,000	7,376	-	150,000	-
2 Advisory Board Allowance		-	2,975	2,975	2,550	-	-	$ 8,500	-
3 Website		13,000	12,278	12,278	11,303	11,140	-	60,000	-
4 Meeting Costs	-	-		344	344	344	344	$ 1,377	-
5 Contingency	-	-	-	3,687	3,687	3,687	3,687	$ 14,747	-
6 Travel & Training	-	-	-	-	20,000	-	10,000	$ 30,000	-
Invoice Amount	**57,124**	**24,000**	**52,753**	**42,284**	**51,884**	**22,547**	**14,031**	**264,624**	**-**

* Remaining 2025 Balance of $57,124 needs discreet invoice to close out contract year

-

Line Item				*OKR %*	*OKR budget ($)*	*Complete %*	*Invoice Actuals and Forecast*									
Line Item # 1. Contracted Board and Organizational Support - Q1, Q2 Only	**Work plan completion**	**$**	**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		
							INVOICE #1 (01.01.26-02.18.26) = $57,124 (Line Item #1 only)		**Invoice #2 (02.19.26-02.28.26)**	**FORECAST**					***Totals***	***Prior Budget Remaining***
				100%	**150,000**	**Completion Status**	**40,624**	**16,500**	**11,000**	**37,500**	**23,000**	**14,000**	**7,376**	**-**	**150,000**	**-**
Pillar 1 Obj 1. KR1	**The board approves a 2026 Q1 & Q1 Workplan (Workplan) consistent with the Strategic Framework**			24%	36,500		15,624	7,500	3,000	3,000	3,000	3,000	1,376	-	36,500	$ -
	[Monthly detail here] *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			3,000		1,500	1,500	1,500	1,500		9,000	$ -
	[Monthly detail here] *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	$ -
	[Monthly detail here] *Approved in 2/17/26 board meeting as part of the GPLA contract*				-			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	$ -
	[Monthly detail here] *Sequencing plan 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											-	
	[Monthly detail here]				-										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					3,000					3,000	$ -
	[Monthly detail here]				-					2%					2%	$ (0)
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.**			10%	15,000		13,000	-	2,000	-	-	-	-	-	15,000	$ -
	[Monthly detail here] *6 prong revenue strategy and progress report attached*				-		9%		*1%*						10%	$ (0)
Pillar 1 Obj 2. KR3	**A Q3 & Q4 workplan is approved by the Board.**			2%	3,000							3,000			3,000	$ -
	[Monthly detail here]				-							2%			2%	$ (0)
Pillar 1 Obj 2. KR4	**Resources are pursued for Q3 & Q4 sufficient to implement the Q3 & Q4 Workplan.**			10%	15,000		9,000	-	3,000	3,000	-	-	-		15,000	$ -
	[Monthly detail here] *6 prong revenue strategy and progress report attached*				-		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							-	-		-	n/c
	[Monthly detail here]				-										0%	$ -

Line Item # 1. Contracted Board and Organizational Support - Q1, Q2 Only (continued)		**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			
Pillar 1 Obj 3. KR1	**The process, workplan components, and timeline to seat an Advisory Board are approved**			5%	7,500					6,000	1,500				7,500	$	-
	[Monthly detail here]				-					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					4,500	4,500	-			9,000	$	-
	[Monthly detail here]				-					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					9,000	5,000				14,000	$	-
	[Monthly detail here]				-					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										-		n/c
	[Monthly detail here]				-										0%	$	-
Pillar 1 Obj 3. KR5	**The Advisory Board is seated**			8%	12,000		3,000	-	3,000	1,500	1,500	1,500	1,500		12,000	$	-
	[Monthly detail here] *Advisory Board matrix of skill sets and types of organizations presented in January board meeting*				-		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					3,000					3,000	$	-
	[Monthly detail here]				-					2%					2%	$	(0)
Pillar 3 Obj 1. KR2	**Learning sessions, as needed, for creating a Strategic Plan are completed**			5%	7,000					3,000	3,000	1,000			7,000	$	-
	[Monthly detail here]				-					2%	2%	1%			5%	$	(0)
Pillar 3 Obj 1. KR3	**Strategic Plan is drafted by May 2026.**			5%	7,000						3,000	4,000			7,000	$	-
	[Monthly detail here]				-						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								3,000		3,000	$	-
	[Monthly detail here]				-								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					2,975	2,975	2,550			8,500	$ -
	[Monthly detail here]								*35%*	*35%*	*30%*			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		
		$ 60,000	100%	*60,000*	**-**	**4,958**	**4,021**	**4,021**	**12,278**	**12,278**	**11,303**	**11,140**	**-**	**60,000**	
1	**Branding & Logo**		7%	$ 3,900		975	488	488	975	975	-	-		3,900	
	[Monthly detail here] Drafted initial concepts for Board review.					25%	13%	13%	25%	25%	0%	0%		100%	
2	**Website Design/Build**		62%	$ 37,000		3,083	3,083	3,083	9,250	9,250	9,250	-		37,000	
	[Monthly detail here] Reviewed, vetted and selected website developer vendor. Created initial draft of website architecture.					8%	8%	8%	25%	25%	25%	0%		100%	
3	**Project Management**		8%	$ 4,500		900	450	450	900	900	900	-		4,500	
	[Monthly detail here] Internal project scoping, kick-off, project and workplan developed.					20%	10%	10%	20%	20%	20%	0%		100%	
4	**. Gov Registration & Configuration Support**		6%	$ 3,460		-	-	-	1,153	1,153	1,153	-		3,460	
	[Monthly detail here]					0%	0%	0%	33%	33%	33%	0%		100%	
5	**On-Going Cost and Content Updates**		17%	$ 10,200		-	-	-	-	-	-	10,200		10,200	
	[Monthly detail here]					0%	0%	0%	0%	0%	0%	100%		100%	
9	**.GOV Email Addresses & Email Services (Optional)**		2%	$ 940		-	-	-	-	-	-	940		940	
	[Monthly detail here]											100%		100%	
Line Item #4. Meeting costs (food, etc)		**Based on Receipts** **$ 1,377**							$ 344	$ 344	$ 344	$ 344		**$ 1,377**	$ -
1	**Meeting food/beverages incurred by GPLA [receipts provided]**													$ -	
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**							$ 3,687	$ 3,687	$ 3,687	$ 3,687		**$ 14,747**	$ -
1	*[Monthly detail here]*													$ -	
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**								$ 20,000		$ 10,000		**$ 30,000**	$ -
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						20,000				$ -	
	[Monthly detail here]									*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									10,000	$ -	
	[Monthly detail here]												*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										**n/a**	$ -	
	[Monthly detail here]														

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				
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																	
1.5	Color palette								$ 3,900	$ 975	$ 488	$ 488	$ 975	$ 975			$ 3,900	
1.6	Typography selection																	
1.7	Short-form usage guidelines																	
1.8	Final file package (EPS, PNG, JPG, SVG)																	
Task 2: .GOV Website Design & Build + Supplemental Staff Time										8%	8%	8%	25%	25%	25%	0%	100%	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	$ 9,250	$ 9,250		$ 37,000	
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%	62%
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%	33%	33%	33%	0%	100%	8%
4.1	Eligibility and documentation support																	
4.2	.gov application submission support																	
4.3	DNS configuration and security setup								$ 3,460				$ 1,153	$ 1,153	$ 1,153		$ 3,460	
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%	6%
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	$ 12,278	$ 12,278	$ 11,303	$ 10,200	$ 60,000	100%

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



Board Package

Board Meeting: Tuesday, March 17, 2026
3:30 – 5:15 pm

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 105 Min)	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		
45 minutes	**Pillar 1** Governance & Administration	**Item 6.1 Advisory Committee Appointment and Selection Process** a) Presentation : Advisory Committee Discussion b) Board Action 6.1.1: Establishment of an ad hoc committee and selection process
0 minutes	**Pillar 2** Learning & Capacity Building	a) Presentations - NA b) Board Action - NA
45 minutes	**Pillar 3** Execution Strategy & Program Planning	**Item 6.2 Website Development** a) Presentation – Website Development Framework b) Board Action – N/A **Item 6.3 Strategic Plan Development** a) Presentation – Strategic Plan Outline b) Board Action – N/A
5 minutes	**Other Items**	**Item 6.4 Board Calendar Updates** a) Board Action – Approve Updated Board Meeting Time and Location **Item 6.5 Ratification of Contract Payments** a) Board Action – Ratify Invoices 1 and 2

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.

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.

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.

BOARD SHARE-OUTS



Impact Voices | February 19, 2026

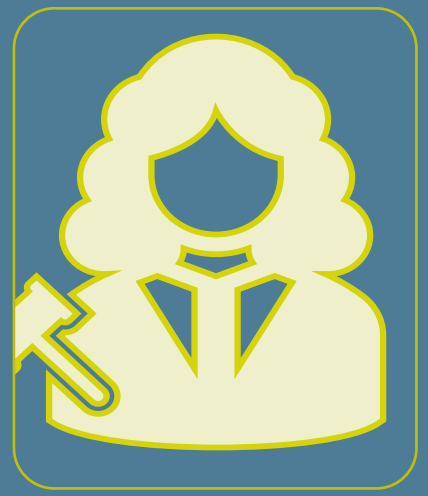
Building regional engines for affordable housing in California

Andrew Fremier, Ryan Johnson and Cody Petterson

Photo by Gabriel Tovar on Unsplash

https://impactalpha.com/building-regional-engines-for-affordable-housing-in-california/?utm_campaign=PNIhtdL1wt3gouc&utm_source=shared_article

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





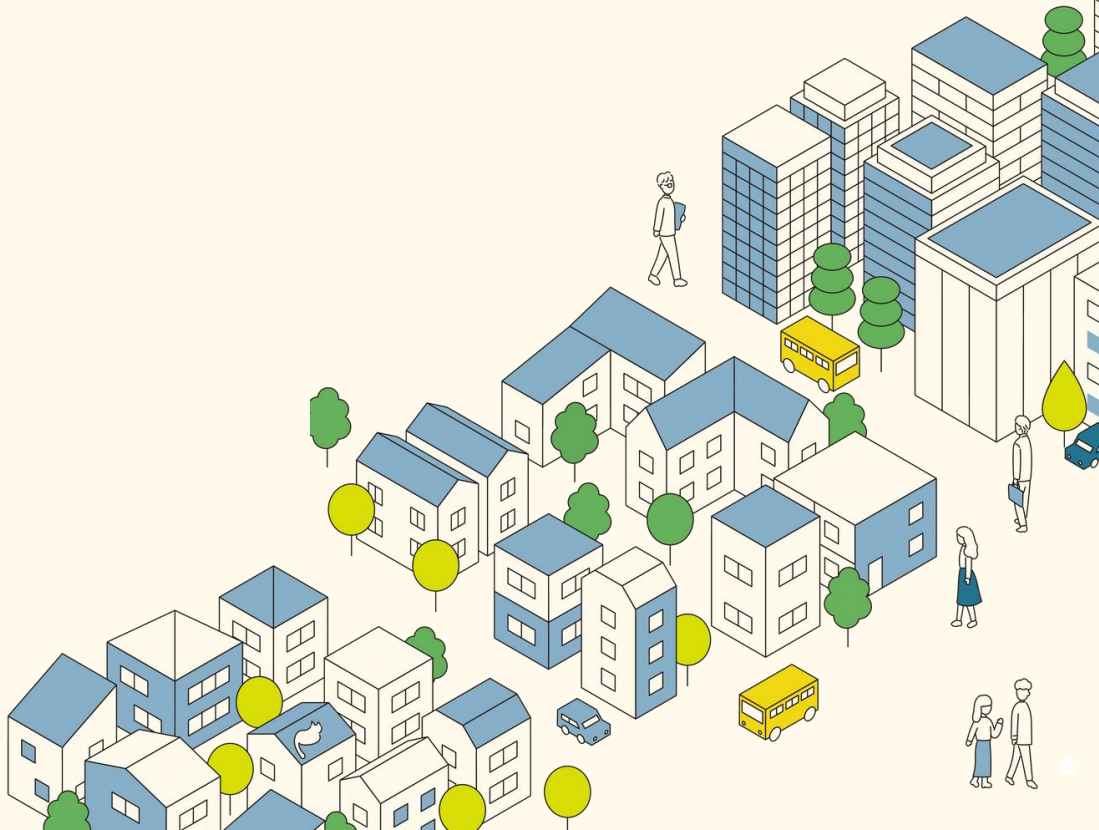
PILLAR 1

GOVERNANCE & ADMINISTRATION

PILLAR 1 - GOV & ADMIN

ITEM 6.1(A) PRESENTATION

ADVISORY COMMITTEE APPOINTMENT



SB 440 ADVISORY COMMITTEE

The Board shall form an advisory committee composed of **nine (9)** representatives (Government Code § 62510(b)(1) with knowledge and experience in at least one of the following three areas below with respect to rental and/or owner-occupied affordable housing (Government Code § 62510(a)(1):

- **Affordable housing finance**
- **Affordable housing development**
- **Affordable housing management**
- **1 "moving to work" agency**

The advisory committee shall assist in the development of funding guidelines and the overall implementation of this title.

SB 440 ADVISORY COMMITTEE

Under SB 440 (Government Code § 62510(c):

- **Residency** is **not specified**
- **Public Officials' participation** *is* **not specified**
- **Lived Experience** is **not mandated**
- **Does not specify requirements** related to governance structure, eligibility, role definition, meeting structure, and performance and accountability expectations for members

PILLAR 1 - GOV & ADMIN

BOARD DISCUSSION

ADVISORY COMMITTEE



ADVISORY COMMITTEE SPECIFICATIONS

Discussion Points

1. Eligibility –
    a. Elected Officials
    b. Public Sector Employees
2. Residency
3. Minimum Qualifications
4. Role Definition
5. Meeting Structure
6. Performance and Accountability

ADVISORY COMMITTEE SPECIFICATIONS

1(a): Eligibility

Should elected officials be eligible?

- **Option A**
  – Yes (No restrictions beyond FPPC rules)

- **Option B**
  – No

ADVISORY COMMITTEE SPECIFICATIONS

1(b): Eligibility

Should public employees be eligible?

- **Option A**
  – Yes, with recusal

- **Option B**
  – No

ADVISORY COMMITTEE SPECIFICATIONS

2: Residency

Should members required to reside in San Diego County?

- **Option A**
  – Yes, all members
- **Option B**
  – Majority must reside in county
- **Option C**
  – No residency requirement

ADVISORY COMMITTEE SPECIFICATIONS

3: Minimum Qualifications

Should SDRHFA establish minimum qualification standards beyond SB 440's "knowledge and experience" language?

- **Option A**
  – Statutory Language Only, rely solely on SB 440 requirement ("knowledge and experience in affordable housing finance, development, and management")

- **Option B**
  – Require 5–7 years of relevant professional experience for technical seats.

ADVISORY COMMITTEE SPECIFICATIONS

4: Role Definition

What level of advisory role should SDRHFA adopt?

- **Option A**
  – Advisory only (Informal input before board decisions)

- **Option B**
  – Enhanced Advisory (Formal written recommendations before major actions and clear recusal rules)

Government Code § 62510(c) Consistent with the provisions of this title, the advisory committee shall provide consultation and make recommendations to the board.

ADVISORY COMMITTEE SPECIFICATIONS

5: Meeting Structure (Recommendations for consideration)

Meeting Structure

- Quarterly minimum + As needed + Annual Retreat

Meeting Mode

- Hybrid - In person + Online

Term Length

- 3-consecutive 2-year terms
- Initial staggered appointment

ADVISORY COMMITTEE SPECIFICATIONS

6: Performance and Accountability

(Recommendations for consideration)

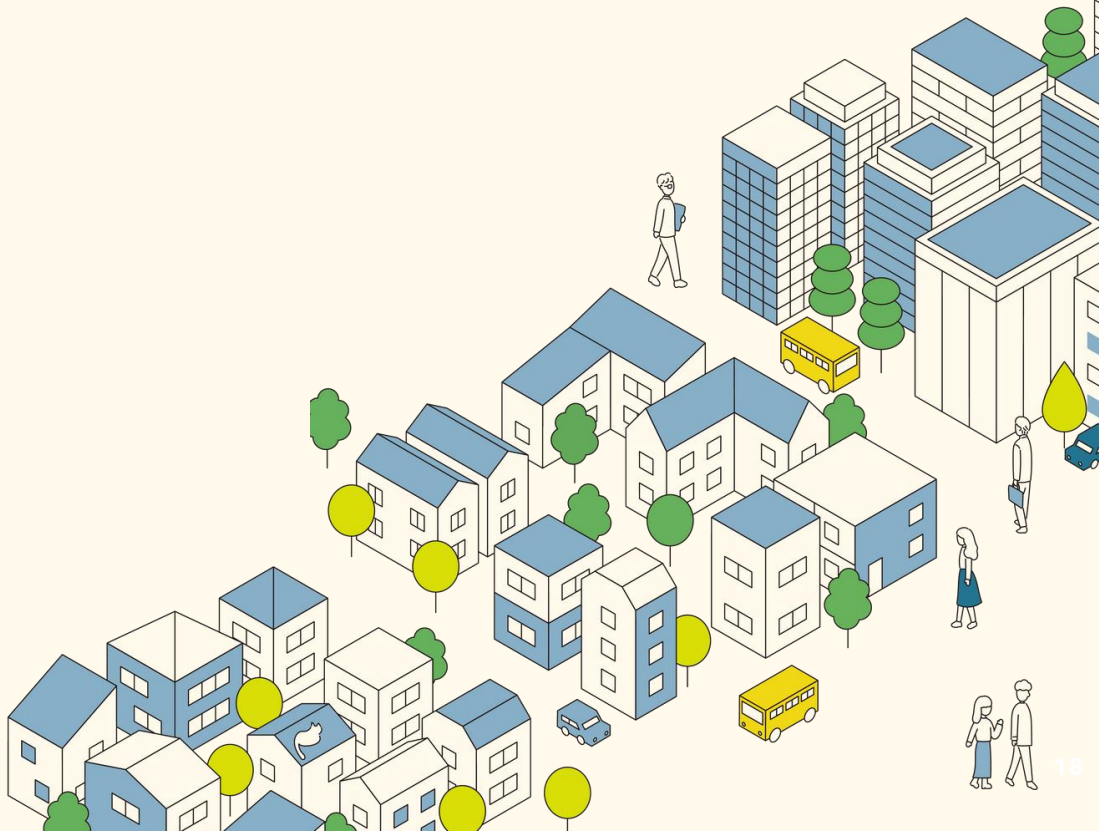
Should advisory committee members have a minimum attendance requirement?

- Expectation of regular attendance
- 3 consecutive absence trigger
- 75% annual attendance benchmark
- Removal at Board discretion

PILLAR 1 - GOV & ADMIN

BOARD DISCUSSION

ADVISORY COMMITTEE
SELECTION PROCESS



ADVISORY COMMITTEE SELECTION

Discussion Points

1. Recruitment Timeline
2. Selection Process
3. Outreach
4. Application (Appendix B)

ADVISORY COMMITTEE SELECTION

1. Recruitment Timeline

ADVISORY COMMITTEE PROCESS

January	February	March	April	May	June
		Outreach 13 DAYS ***MARCH 12 - APRIL 8***			
			Recruitment 21 DAYS ***APRIL 8 - APRIL 30***		
				Screening 11 DAYS ***(APRIL 30) - MAY 11***	
					Interview / Selection 17 DAYS ***MAY 11, MAY 29***

ADVISORY COMMITTEE SELECTION

2. Selection

Option A:

Board creates an Ad Hoc Selection Committee

Option B:

Board delegates outreach and screening to staff, who will provide a recommendation to Board for appointment

ADVISORY COMMITTEE SELECTION

3. Outreach

(Recommendations for consideration)

- Implement a multi-channel and **targeted outreach strategy** to attract qualified candidates
- Conduct targeted outreach to professional associations, community networks, and stakeholder organizations
- Utilize **digital and social media platforms** to promote open seats

ADVISORY COMMITTEE SELECTION

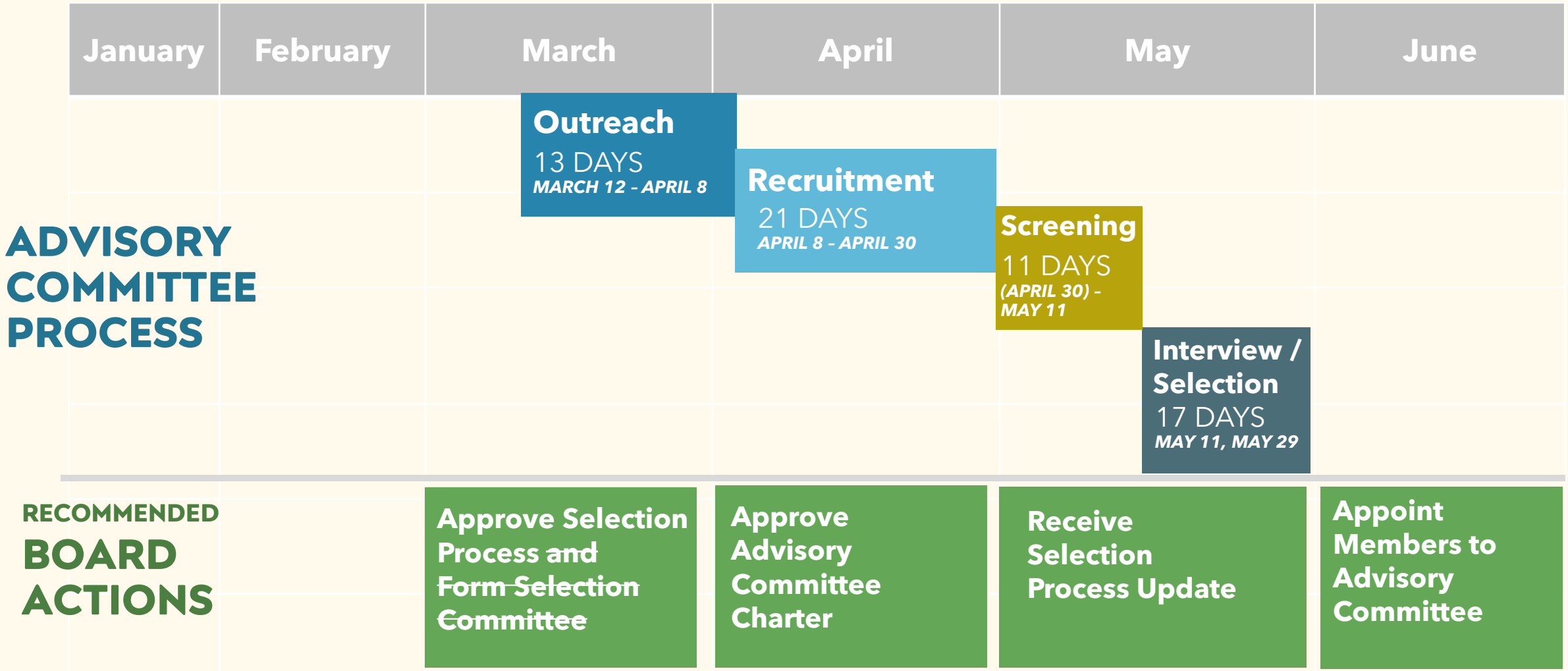
4. Application

(Recommendations for consideration)

- Contact Information
- Employment Information
- Eligibility Information
- Area of Expertise
- References
- Availability and Commitment
- Additional Information
- Certification

ADVISORY COMMITTEE PROCESS

Timeline (March – June 2026)



BUDGET UPDATE

Adopted SDRHFA Budget by the Board on February 17, 2026

- Line Item 2 Allowance for Advisory Board Outreach Events, Assistance : **$8,500.**

  Allocation for the “lean” execution of consultant time and/or third-party expense.

BOARD ACTIONS

Item 6.1(B)

Approve the establishment of an ad hoc committee and process for recruitment and selection of advisory committee members.



PILLAR 2

HOUSING LEARNING & CAPACITY BUILDING

PILLAR 2 – LEARNING & CAPACITY BUILDING

BOARD PRESENTATIONS AND ACTIONS

NONE FOR MARCH 2026 BOARD MEETING





PILLAR 3

EXECUTION STRATEGY & PROGRAM PLANNING

PILLAR 3– EXECUTION STRATEGY AND PROGRAM PLANNING

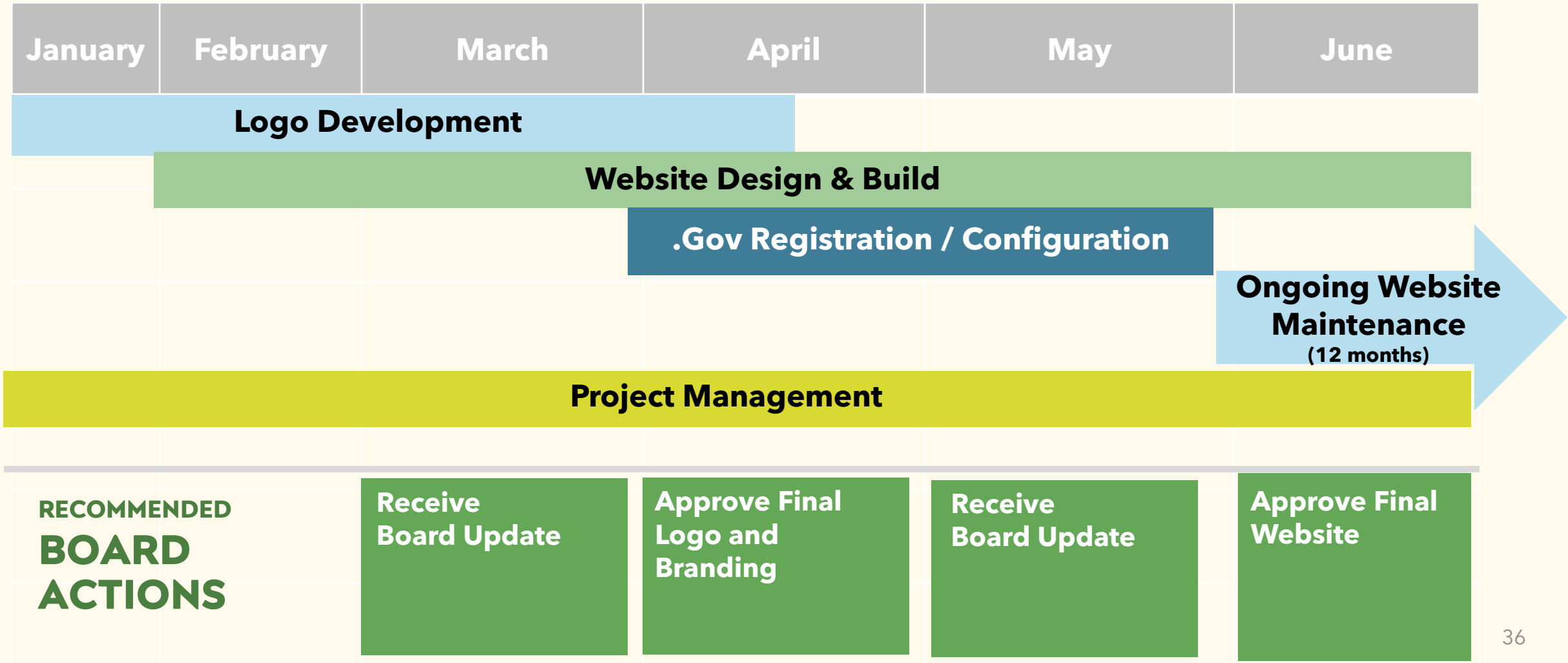
ITEM 6.2 (A) BOARD PRESENTATIONS

WEBSITE DEVELOPMENT



WEBSITE DEVELOPMENT PROCESS

Timeline (January – June 2026)



WEBSITE DEVELOPMENT

Progress Update

Website

- Internal project scoping and planning completed
- Review and selection of website development subconsultants
- Development of website requirements

Logo Development

- Development of initial concepts & designs

WEBSITE DEVELOPMENT

Domain Name (Recommendation for Consideration)

SanDiegoRegionalHousing.gov

LOGO DEVELOPMENT
Design Approach

- Reflect SDRHFA's role as a regional, systems-level housing organization working across institutions, communities, and sectors to address housing affordability at scale.

- Emphasize **multifamily housing, urban form, and regional landscape cues**.

- Reference **multifamily housing, regional geography, and shared infrastructure**, reinforcing the idea that housing solutions require coordinated systems and partnerships.

LOGO DEVELOPMENT

Concept 1: Regional Housing in Context

1a



1b



1c



1d



This concept set integrates **multifamily housing forms with the regional landscape**, creating a visual metaphor for housing that is connected to place, community, and infrastructure.

LOGO DEVELOPMENT

Concept 2: Structural Stability and Institutional Strength

2a



2b



2c



The second concept set emphasizes **architectural form and structural clarity**, using simplified building geometry to create a strong, vertical symbol of housing infrastructure.

LOGO DEVELOPMENT

Concept 3: Access, Opportunity, and Community

3a



3b



3c



3d



The third concept set explores the theme of **housing as a gateway to opportunity**, using open architectural elements such as doors, windows, or entryways as symbolic references.

PILLAR 3– EXECUTION STRATEGY AND PROGRAM PLANNING

ITEM 6.3 (A) PRESENTATION

STRATEGIC PLAN OUTLINE



ADOPTED STRATEGIC FRAMEWORK

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

- **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.

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.

STRATEGIC PLAN COMPONENTS

GOAL STATEMENTS

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.

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.

KEY RESULTS

The concrete performance indicators used to determine whether an objective has been achieved. Key Results are specific, time-bound, and quantifiable measures that demonstrate progress and accountability.

SD-RHFA PLANS

STRATEGIC FRAMEWORK

- **Core Values**
- **Vision**
- **Mission** and **Goal Statements**

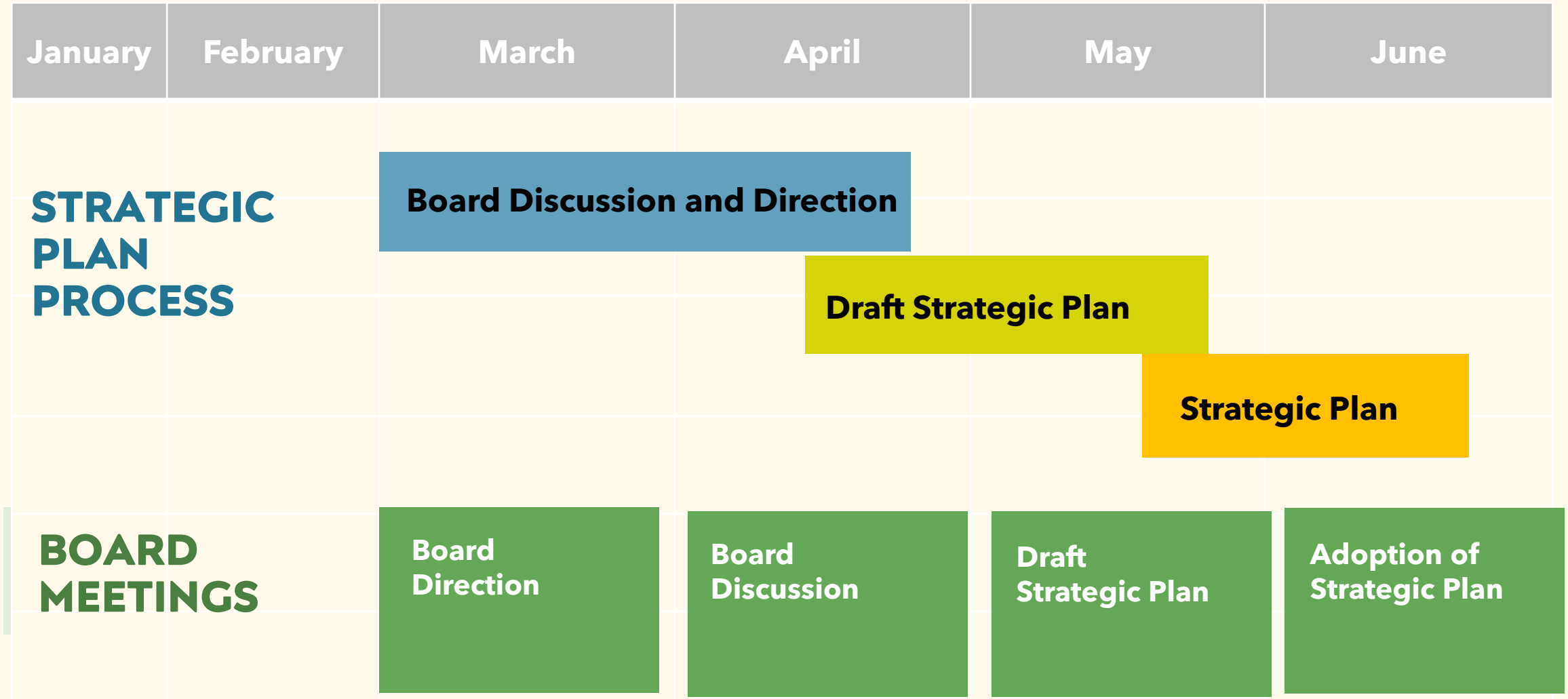
STRATEGIC PLAN

- **Goal Statement**
- **Objective**
- **Key Results**

EXPENDITURE PLAN

- **Funding Categories**
- **Program Design**
- **Allocation Structure**
- **Annual Reports**

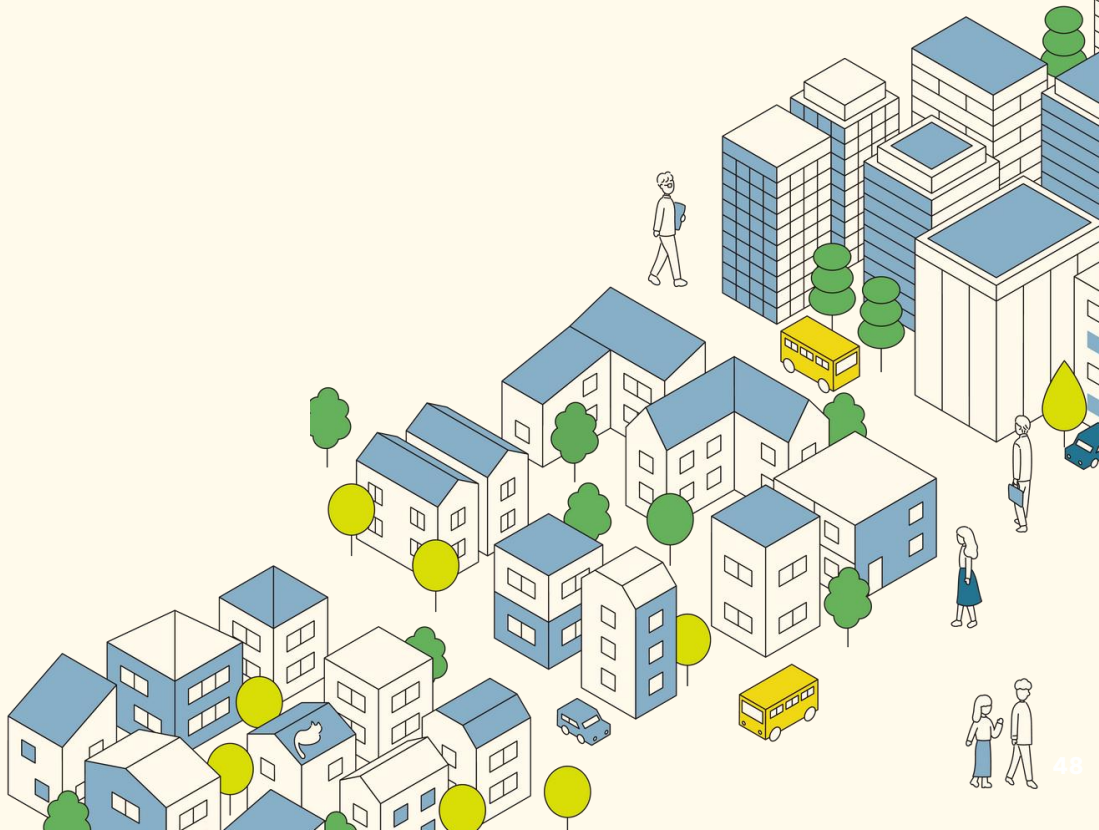
STRATEGIC PLAN
Timeline (MARCH – JUNE 2026)



PILLAR 3– EXECUTION STRATEGY AND PROGRAM PLANNING

BOARD DISCUSSION

STRATEGIC PLAN OUTLINE DISCUSSION



STRATEGIC PLAN: DISCUSSION

1. SD-RHFA JURISDICTION
2. PRIORITY DEVELOPMENT AREAS
3. PRIORITY DEVELOPMENT SITES
4. PRIORITY POPULATIONS
5. PRIORITY INNOVATIONS

SD-RHFA JURISDICTION

Discussion

Option A:
Boundaries of the Two Districts

Option B:
City of San Diego

Option C:
County of San Diego

PRIORITY DEVELOPMENT AREAS AND TYPES

Discussion (Recommendations for Consideration)

Production	**SD-RHFA will prioritize expanding overall housing supply and focus new construction investments in transit-oriented development areas that provide access to needed amenities and educational and job centers.**
Preservation	**SD-RHFA will preserve housing strategically to prevent place-based displacement, support stable homeownership opportunities, and selectively leverage Opportunity Zones when they strengthen affordability and community benefit.**

PRIORITY DEVELOPMENT SITES

Discussion (Recommendations for Consideration)

SD-RHFA will prioritize publicly owned and mission-driven nonprofit land that can be secured through long-term ground leases to reduce upfront development costs and expand housing production capacity.

PRIORITY POPULATIONS

Discussion (Recommendations for Consideration)

1. **Lead with housing that serves moderate- and middle-income workforce households, consistent with SB 440 authority and state-defined moderate-income thresholds** (California Health & Safety Code §50093 – **up to 120% of Area Median Income).**

2. **Elevate housing investments that support families with children, particularly in proximity to schools and essential services.**

3. **Center housing solutions that serve socially and economically vulnerable populations, including at-risk Transition-Age Youth.**

PRIORITY INNOVATIONS

Discussion (Recommendations for Consideration)

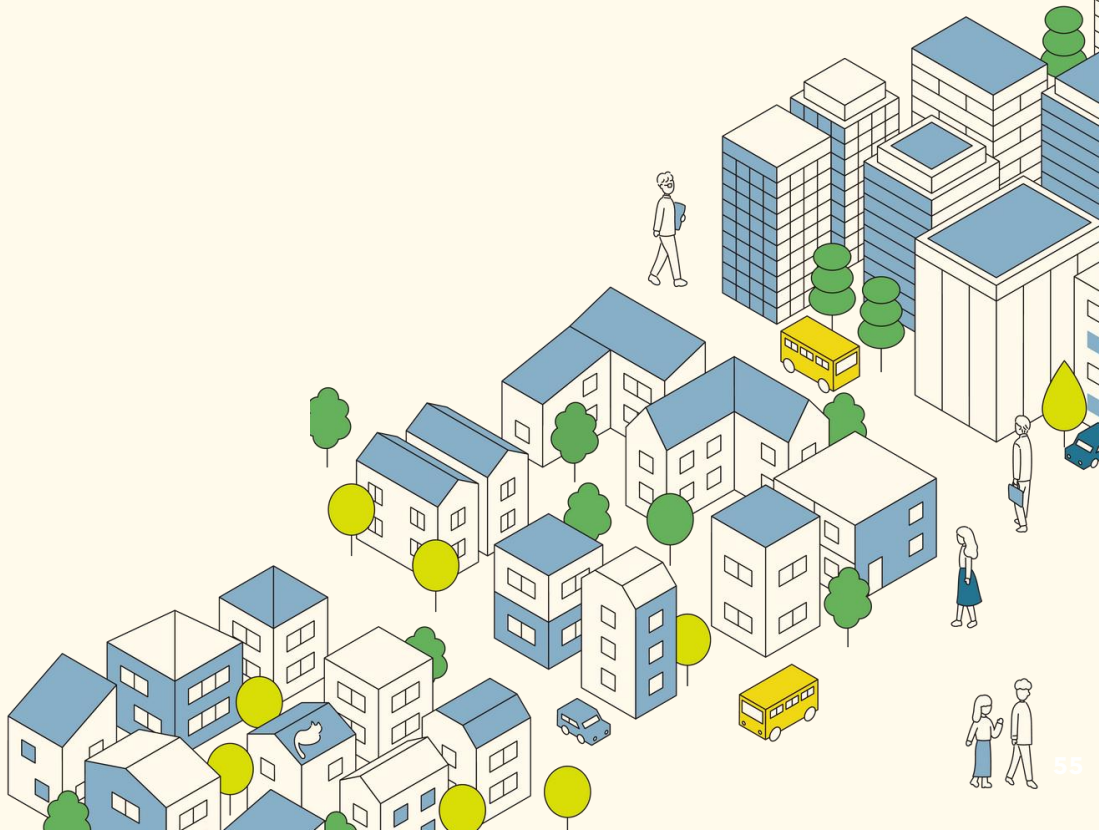
Promote housing models that expand asset-building and wealth-generation opportunities for low- and middle-income households.

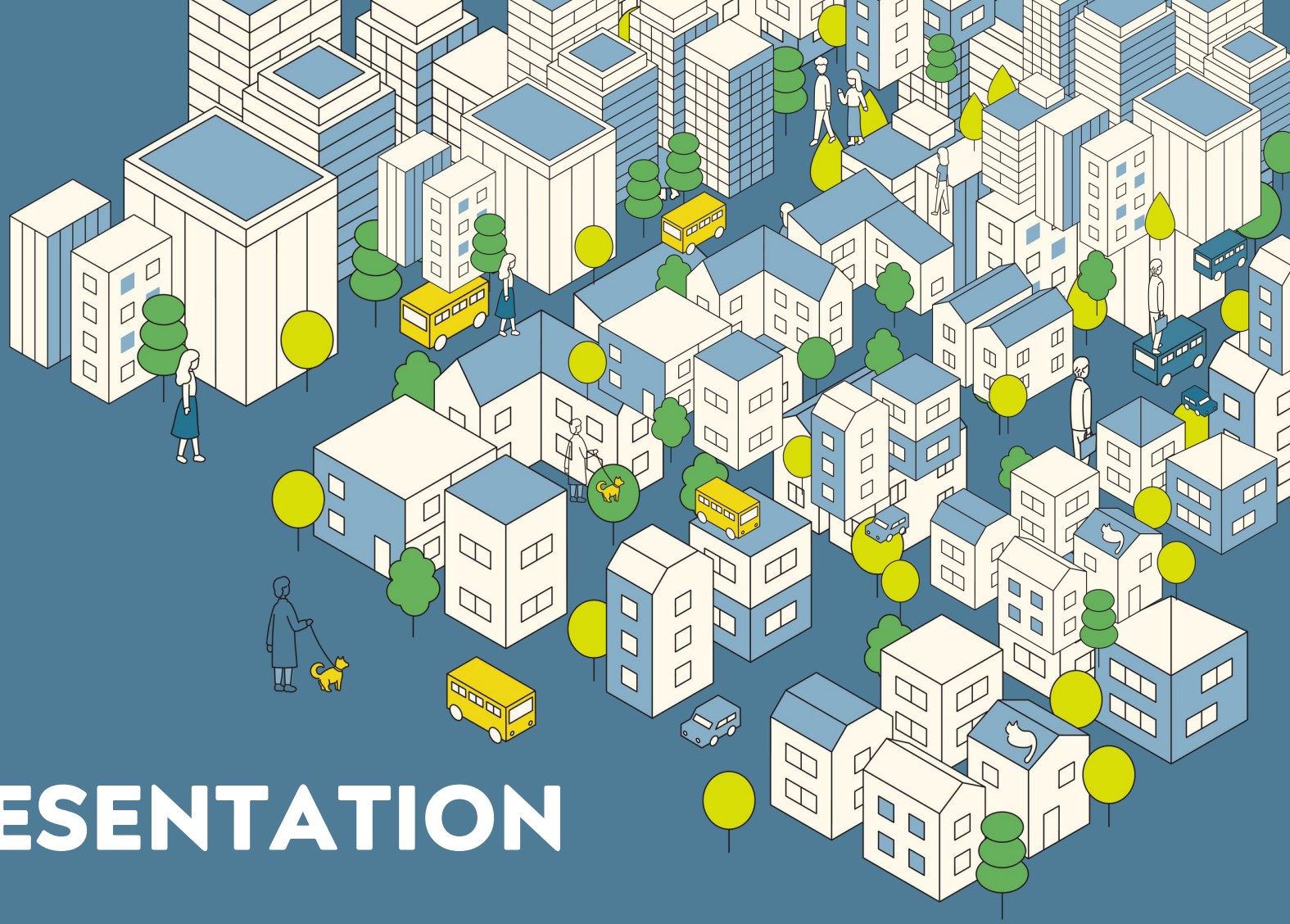
Drive efficiencies that lower total development and operating costs to expand housing production capacity.

PILLAR 3– EXECUTION STRATEGY AND PROGRAM PLANNING

BOARD DISCUSSION

STRATEGIC PLAN OUTLINE





OTHER ITEMS

ITEM 6.4 (A) PRESENTATION

BOARD MEETING CALENDAR UPDATES

BOARD CALENDAR UPDATES

Month	Day	Date	Time	Location
January	Wednesday	January 28, 2026	1:00–3:00 p.m.	San Diego Unified
February	Tuesday	February 17, 2026	3:00-5:00 p.m.	San Diego Community College
March	Tuesday	March 17, 2026	3:30-5:15 p.m.	San Diego Community College
April	Tuesday	April 21, 2026	3:30-5:15p.m.	San Diego Community College
May	Tuesday	May 19, 2026	3:30-5:15 p.m.	San Diego Unified
June	Tuesday	June 16, 2026	3:30-5:15 p.m.	San Diego Community College
July	Tuesday	July 21, 2026	3:30-5:15 p.m.	San Diego Unified
August	Tuesday	August 18, 2026	3:30-5:15 p.m.	San Diego Community College
September	Tuesday	September 22, 2026	3:30-5:15 p.m.	San Diego Unified
October	Monday	October 12, 2026	3:30-5:15 p.m.	San Diego Community College
November	Tuesday	November 10, 2026	3:30-5:15 p.m.	San Diego Unified
December	No meeting	No meeting	N/A	N/A

BOARD ACTION

Item 6.4(A)

Approve updated Board Meeting Time and Location



OTHER ITEMS

ITEM 6.5 (A) PRESENTATION

RATIFICATION OF CONTRACT PAYMENTS

BOARD ACTION

Item 6.5(A)

Ratify Invoices 1 and 2

Questions?

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THANK YOU!