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:

Wednesday, November 19, 2025
1:00 p.m.
San Diego Community College District
3375 Camino del South, Board Room 235-255
San Diego, CA 92108

AGENDA:

1. Welcome and Call to Order
2. Non-agenda Public Comment
3. Consent Agenda
    a. Approve October 29, 2025, Meeting Minutes
4. Informational Items
    a. Report on Budget Spend-down (July-December 2025)
5. Action Items
    a. Approve Transitional Strategic Framework (4 votes)
        i. Core Values
        ii. Mission Statement
        iii. Vision Statement
        iv. Goal Statements
    b. Approve 2026 Organizational Budget (January-December 2026)
    c. Approve 2026 Board Meeting Calendar
6. Presentations
    a. Advisory Board Overview (per SB 440)
7. Meeting Adjournment
    a. TBD (San Diego Unified School District)

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 SDCCD Chancellor's Office at chancellor@sdccd.edu or (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 chancellor@sdccd.edu or 619-388-6957.

San Diego Regional Housing Finance Authority

Meeting Minutes
October 29, 2025

The meeting of the San Diego Regional Housing Finance Authority (SD-RHFA) was held on September 25, 2025, at 2:00 p.m. at the San Diego Unified School District, 4100 Normal Street, San Diego, CA 92103.

Participants:

- San Diego Unified School District (SDUSD) Trustee Cody Petterson
    - **Absent**: Richard Barrera
- San Diego Community College District (SDCCD) Trustees Craig Milgrim, Mariah Jameson
- San Diego Unified School District (SDUSD) Superintendent Fabiola Bagula
- San Diego Community College District (SDCCD) Chancellor Gregory Smith
- San Diego Unified School District (SDUSD) General Counsel Andra M. Greene
- Outside Council, Mark Young, KNN Public Finance

A. Call to Order at 2:04pm
B. Non-agenda Public Comment (3 minutes per speaker)
    a. None
C. Consent Agenda
    a. Approve September 25, 2025 Meeting Minutes
        i. Approval pending removal of "interim" title for Superintendent Fabiola Bagula
        ii. Motion by Trustee Mariah Jameson, seconded by Trustee Craig Milgrim, to approve the minutes with the noted correction. Motion passed unanimously.
D. Informational Items
    a. Report on October RHFA Exchange (10/27-10/29)
    b. Report on Budget Spend-down (July-December 2025)
    c. Report on SD-RHFA Workplan
E. Action Items
    a. None
F. Presentations (no vote)
    a. Learning Series: SB 440 Part 2
    b. Strategic Framework Update
        i. This item was postponed and will be agendized for the next meeting
G. Meeting Adjournment
    a. Meeting adjourned at 3:46pm.
    b. Next Meeting: Wednesday, November 19th from 1-3pm (SDCCD, 3375 Camino del South, Board Room 235-255, San Diego, CA 921084100 Normal Street)

SD Regional Housing Finance Authority Program Budget (July 1, 2025 - December 31, 2025)

Budget Summary (at a glance)

Category	Amount/Percentage	
Total Budget	$	250,000
Total Spent	**$**	**167,876**
Remaining	$	82,124
% of Budget Spent		**67%**

Income

#	Sources	In-kind	Contractual		Total
1	Prebys Grant for RHFA work		$ 250,000		$ 250,000
2	In-Kind Resources	$ 162,500			$ 162,500
	Total	**$ 162,500**	**$ 250,000**		**$ 412,500**

Expenditures

						INVOICE #1					No invoice	Invoice #2 Draft	Forecast			
#	Expense Items	In-kind	Contractual	November Reallocation Requests	Revised Budget	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Withhold by Fiscal Agent	Nov-25	Dec-25	Spent to Date	Remaining Balance	% Spent
1	**Contracted Board and Organizational Support**		$ 175,000		$ 175,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000		$ 25,000	$ 25,000	$ 150,000	$ 25,000	86%
2	**Legal Counsel and Meeting Support -** SD Unified	$ 105,000	n/a		$ -									$ -	$ -	
3	**Legal Counsel and Meeting Support -** Outside Municipal Counsel		$ 30,000		$ 30,000									$ -	$ 30,000	0%
4	**Formation and Incorporation Costs**	$ 40,000	n/a		$ -									$ -	$ -	
5	**Accounting/Fiscal Sponsorship (SDCCD)**	$ 17,500	$ 7,500		$ 7,500						$ 7,500			$ 7,500	$ -	100%
6	**Insurance**		TBD	$ 4,953	$ 4,953							$ 4,953		$ 4,953	$ -	100%
7	**IT Services**		TBD		$ -							GC will send invoice; GPLA will pay		$ -	$ -	
8	**Website Launch/Hosting/Graphic Design**		TBD	$ 11,000	$ 11,000									$ -	$ 11,000	0%
9	**Meeting costs**		$ 1,800	$ -	$ 1,800					$ 1,800		$ (1,377)		$ 423	$ 1,377	24%
10	**Travel & Training**		$ 5,000		$ 5,000				$ -	$ 5,000		Staff time inadvertently charged to this category		$ 5,000	$ -	100%
11	**Start-Up expenses**		$ 11,000	$ (11,000)	$ -									$ -	$ -	
12	**Contingency (for Misc. items, etc.)**		$ 19,700	$ (4,953)	$ 14,747									$ -	$ 14,747	0%
	Total	**$ 162,500**	**$ 250,000**	**$ -**	**$ 250,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 31,800**	**$ 7,500**	**$ 28,576**	**$ 25,000**	**$ 167,876**	**$ 82,124**	**67%**

***N/A denotes an "in-kind" resource or a "placeholder" item**

INVOICE #1	**$ 131,800**

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

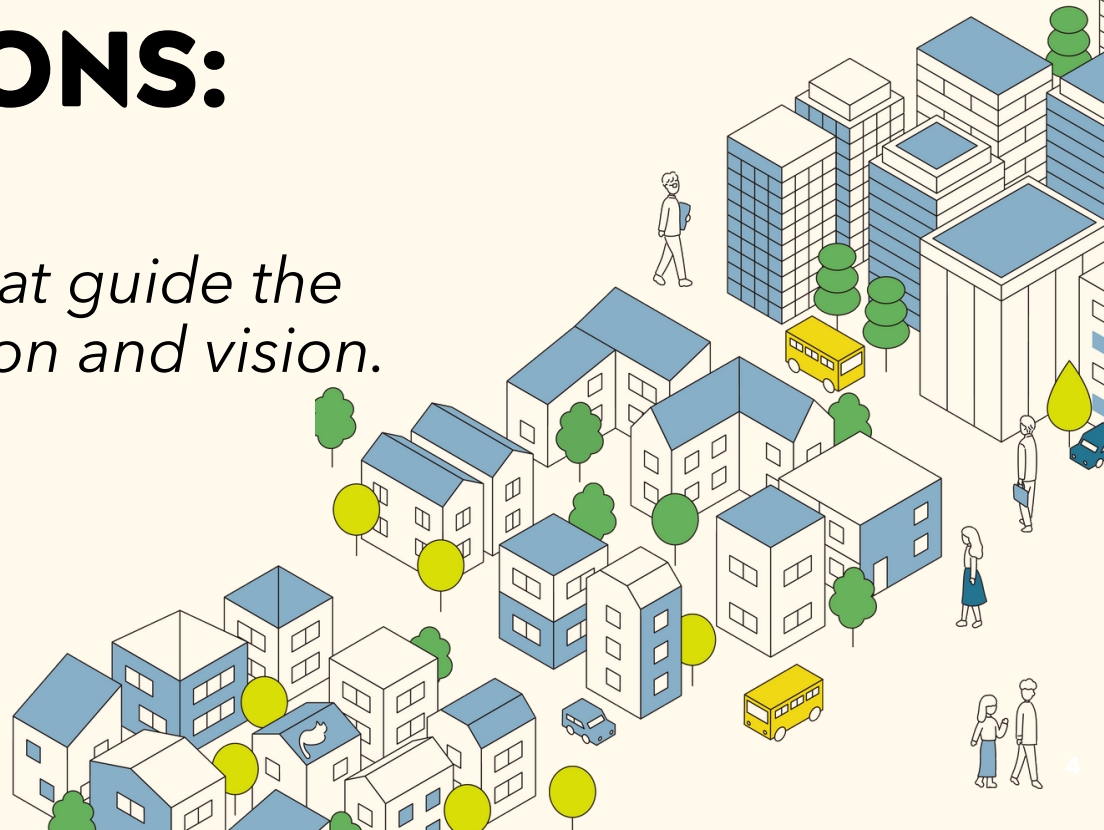


1. **Review recommended** Strategic Framework components based on board feedback:
    - Core Values + Descriptions (5)
    - Mission Statement (1)
    - Vision Statement (1)
    - Goals + Descriptions (3)

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

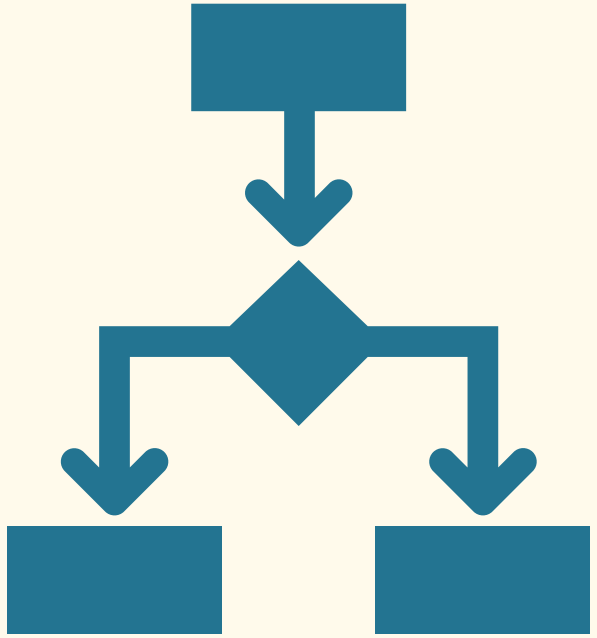
WRAP-UP & NEXT STEPS
STRATEGIC FRAMEWORK DRAFT

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?

Jennifer LeSar
jennifer@lesardevelopment.com

Debbie Ruane
San Diego Market Manager
debbie@lesardevelopment.com

Edwin Peart
edwin@gpla.co

THANK YOU!



SD RHFA Budget (January 1 - December , 2026) WORKING DRAFT

Income

#	Sources		2026 Budget
1	Prebys Grant for RHFA work	$	250,000
2	In-Kind Resources	$	10,000
3	2025 Remaining	$	44,747
4	Gap	$	126,753
	Total	**$**	**431,500**

Expenditures

#	Expense Items		2026 Budget	Less: In-kind	Less: 2025 Remaining	2026 Capital Needs
1	**Contracted Board and Organizational Support**	$	300,000			$ 300,000
2	~~**Legal Counsel and Meeting Support -** SD Unified~~		~~n/a~~	~~tbd~~		
3	**Legal Counsel and Meeting Support -** Outside Municipal Counsel	$	60,000		$ 30,000	$ 30,000
~~4~~	~~**Formation and Incorporation Costs**~~		~~n/a~~	~~$ -~~		
5	**Accounting/Fiscal Sponsorship (SDCCD @ 3%)**	$	17,500	$ 10,000		$ 7,500
6	**Insurance**	$	5,000			$ 5,000
7	**IT Services**	$	3,000			$ 3,000
8	**Website Launch/Hosting/Graphic Design**	$	4,800			$ 4,800
9	**Meeting costs**	$	1,200			$ 1,200
10	**Travel & Training (Annual RHFA Exchange)**	$	20,000			$ 20,000
11	~~**Start-Up expenses**~~		~~n/a~~	~~tbd~~		
12	**Contingency (for Misc. items, etc.)**	$	20,000		$ 14,747	$ 5,253
	Total	**$**	**431,500**	**$ 10,000**	**$ 44,747**	**$ 376,753**

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

Pending Board Approval

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 proposed meeting calendar for the San Diego Regional Housing Finance Authority (SD RHFA) Board for CY 2026 (every Third Thursday, 1-3 p.m.).

Month	Date (3rd Thursday)	Time	Location
January	January 15, 2026	1:00–3:00 p.m.	San Diego Unified
February	February 19, 2026	1:00–3:00 p.m.	San Diego Community College
March	March 19, 2026	1:00–3:00 p.m.	San Diego Unified
April	April 16, 2026	1:00–3:00 p.m.	San Diego Community College
May	May 21, 2026	1:00–3:00 p.m.	San Diego Unified
June	June 18, 2026	1:00–3:00 p.m.	San Diego Community College
July	July 16, 2026	1:00–3:00 p.m.	San Diego Unified
August	August 20, 2026	1:00–3:00 p.m.	San Diego Community College
September	September 17, 2026	1:00–3:00 p.m.	San Diego Unified
October	October 15, 2026	1:00–3:00 p.m.	San Diego Community College
November	November 19, 2026	1:00–3:00 p.m.	San Diego Unified
December	December 17, 2026	1:00–3:00 p.m.	San Diego Community College

San Diego Community College District (SDCCD) Location:
San Diego Community College District
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. Chancellor's Conference Room is located on the third floor in Suite 300.

DRAFT

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

San Diego Unified School District (SDUSD) Location:

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

Parking:

Visitor parking available on the front lawn (near the flagpole) on Normal Street.

DRAFT

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

Advisory Committee Overview



Wednesday, November 19, 2025

1:00 – 3:00pm

San Diego Community College District

Chancellor's Conference Room, Board Room 235-255

3375 Camino del Rio South

San Diego, CA 92108

GLOBAL POLICY LEADERSHIP ACADEMY

TODAY'S OBJECTIVES



1. Case Study Presentations

a. Measure ULA Oversight Committee

b. LACAHSA Citizens' Oversight Committee

2. SB 440 Advisory Committee Framework

3. SD-RHFA Advisory Committee Discussion

City of Los Angeles Measure ULA

An Overview of the United to House LA Initiative, Oversight Commmittee, and Appointment Process

United to House LA

LACITY.GOV

ULA COC
Citizen Oversight Committee

GLOBAL POLICY LEADERSHIP ACADEMY

United to House LA Measure ULA

The United to House LA (ULA) ballot measure was **drafted by a community-based coalition** to create a sustainable funding stream dedicated to affordable housing production and homelessness prevention in the City of Los Angeles.

Measure ULA went into effect January 1, 2023, and applicable property sale tax collections began April 1, 2023.

Official Purpose statement:

> "Increasing the Real Property Transfer Tax on the highest priced properties in the City will generate an ongoing revenue source which will allow the City to employ robust tenant stabilization policies and practices to proactively keep vulnerable households from losing their homes and instead build significant numbers of homes that are affordable to the City's Lower Income Households, thereby directly preventing and reducing homelessness across the City and lowering the City's housing costs."

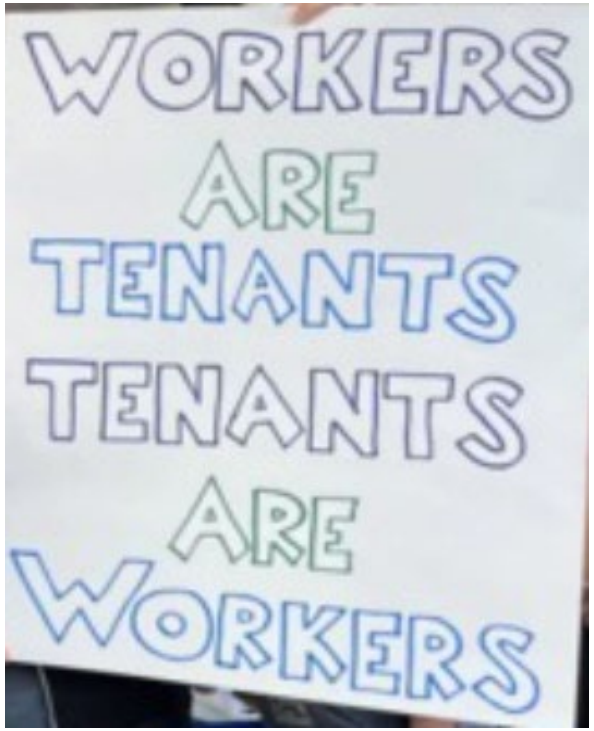
UNITED TO HOUSE LA (UHLA) COALITION

In 2019, on-the-ground experts in **affordable housing, tenant rights, homelessness prevention and service and labor and economic justice** came together around an idea to strengthen and transform our housing systems in order to address our communities' needs for housing justice.

Together they formed the United to House LA (UHLA) coalition.

More info: https://unitedtohousela.com/

United to House LA



MEASURE ULA CAMPAIGN

December 2021
UHLA filed the measure

April 2022
Qualified the measure for the November ballot

November 8, 2022
Measure ULA passed with over 57% of the vote



UNITED TO HOUSE LA

UHLA COALITION STEERING COMMITTEE

act·LA
Housing Jobs & Transit for All

AMERICAN FEDERATION OF LABOR & CONGRESS OF INDUSTRIAL ORGANIZATIONS
BUILDING · CONSTRUCTION TRADES DEPT.
AFL CIO
ORGD. FEB. 10 1969
LOS ANGELES & ORANGE COUNTIES, CALIFORNIA

LOCAL UNION 11
GREATER LOS ANGELES

LOS ANGELES COUNTY
FEDERATION OF LABOR
AFL-CIO

KIWA
WORKERS FOR JUSTICE

SCANPH
Southern California Association of NonProfit Housing

SAJE
STRATEGIC ACTIONS FOR A JUST ECONOMY

seiu 2015
California's Long Term Caregivers

MOVELA

T.R.U.S.T. SOUTH LA

UNITEHERE!
LOCAL 11

United Way
GREATER LOS ANGELES

LA FAMILY
HOUSING

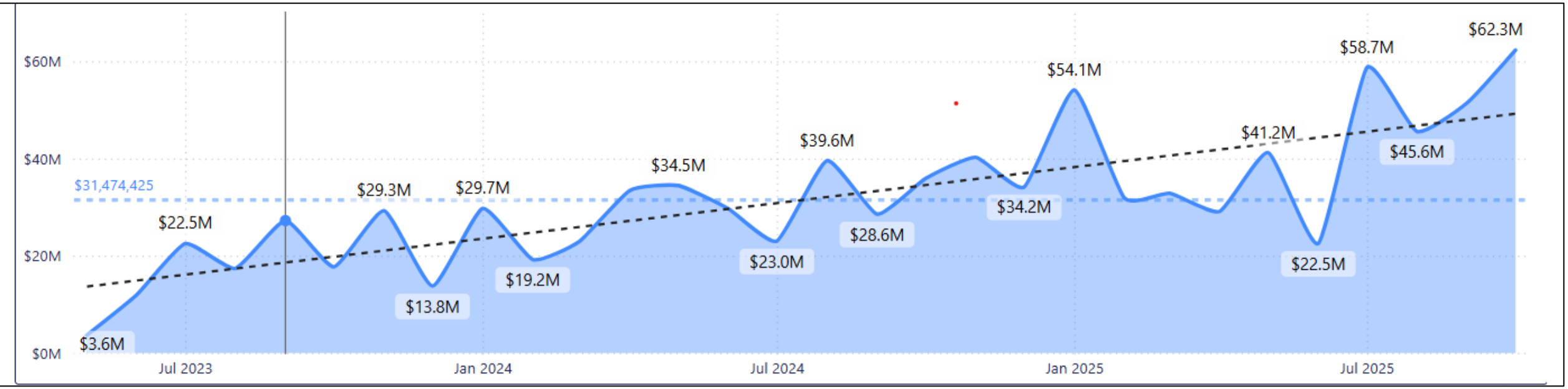
ACCE
INSTITUTE

UTLA
UNITED TEACHERS LOS ANGELES

LACAN

ULA REVENUE OVER TIME

United to House LA (ULA) is a sustainable funding stream dedicated to affordable housing production and homelessness prevention in the City of Los Angeles.



The ULA measure and ordinance includes robust data collection and reporting mandates, to promote transparency and accountability regarding the implementation of ULA.

https://housing.lacity.gov/ula-dashboard

LACITY.GOV

ULA COC
Citizen Oversight Committee

ROLE + OPERATIONS

The Adopted Measure ULA Ordinance is available at:
https://static1.squarespace.com/static/65b2ac892ffc384e4b632aab/t/65b93283164efb061ddd8e2f/1706635908181/ula+ordinance+adopted.pdf

GLOBAL POLICY LEADERSHIP ACADEMY

ULA COC
Citizen Oversight Committee

The Oversight Committee is a Statutory Requirement

PURPOSE: Ensure consistent implementation of Measure language in a transparent and accountable way to LA City residents

Core Functions

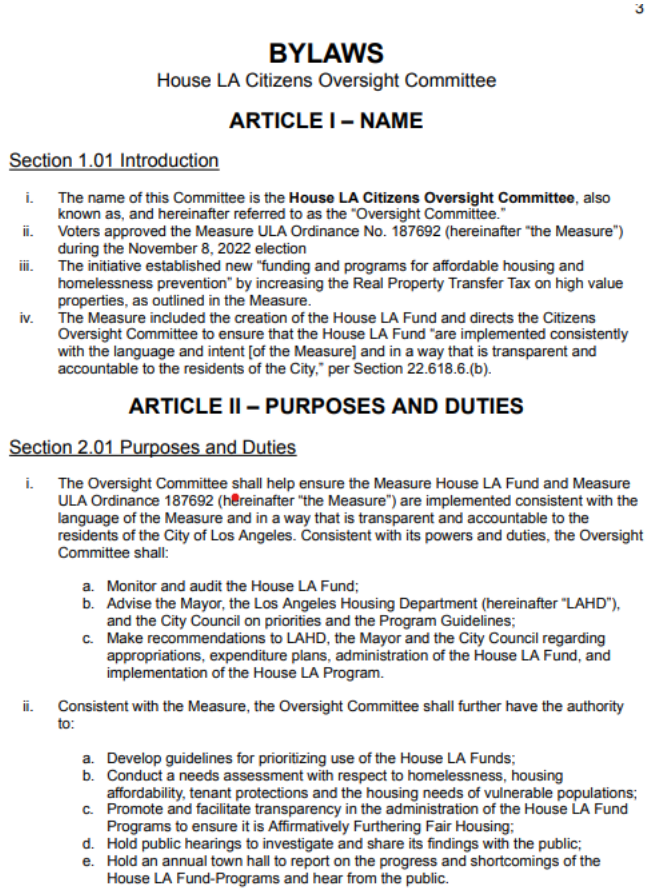
- Monitor and audit the Fund
- Advise the City on ULA priorities and program guidelines
- Make recommendations on appropriations, expenditure plans, administration, and implementation of House LA Program

Guiding Principles:

- Ensure the City produces and preserves enough housing (new + existing models)
- Protect residents from displacement
- Focus on permanent affordability, ownership, innovative strategies
- Foster long-term goal setting and racial equity

GLOBAL POLICY LEADERSHIP ACADEMY

ULA's Oversight Committee BYLAWS



BYLAWS

House LA Citizens Oversight Committee

ARTICLE I – NAME

Section 1.01 Introduction

i. The name of this Committee is the **House LA Citizens Oversight Committee**, also known as, and hereinafter referred to as the "Oversight Committee."
ii. Voters approved the Measure ULA Ordinance No. 187692 (hereinafter "the Measure") during the November 8, 2022 election
iii. The initiative established new "funding and programs for affordable housing and homelessness prevention" by increasing the Real Property Transfer Tax on high value properties, as outlined in the Measure.
iv. The Measure included the creation of the House LA Fund and directs the Citizens Oversight Committee to ensure that the House LA Fund "are implemented consistently with the language and intent [of the Measure] and in a way that is transparent and accountable to the residents of the City," per Section 22.618.6.(b).

ARTICLE II – PURPOSES AND DUTIES

Section 2.01 Purposes and Duties

i. The Oversight Committee shall help ensure the Measure House LA Fund and Measure ULA Ordinance 187692 (hereinafter "the Measure") are implemented consistent with the language of the Measure and in a way that is transparent and accountable to the residents of the City of Los Angeles. Consistent with its powers and duties, the Oversight Committee shall:
    a. Monitor and audit the House LA Fund;
    b. Advise the Mayor, the Los Angeles Housing Department (hereinafter "LAHD"), and the City Council on priorities and the Program Guidelines;
    c. Make recommendations to LAHD, the Mayor and the City Council regarding appropriations, expenditure plans, administration of the House LA Fund, and implementation of the House LA Program.
ii. Consistent with the Measure, the Oversight Committee shall further have the authority to:
    a. Develop guidelines for prioritizing use of the House LA Funds;
    b. Conduct a needs assessment with respect to homelessness, housing affordability, tenant protections and the housing needs of vulnerable populations;
    c. Promote and facilitate transparency in the administration of the House LA Fund Programs to ensure it is Affirmatively Furthering Fair Housing;
    d. Hold public hearings to investigate and share its findings with the public;
    e. Hold an annual town hall to report on the progress and shortcomings of the House LA Fund-Programs and hear from the public.

ByLaws:

Establishes operational provisions where the Measure is either *silent, subject to interpretation, or where necessary to ensure continuity of Oversight Committee's operations*.

The Oversight Committee Bylaws are available at: https://static1.squarespace.com/static/65b2ac892ffc384e4b632aab/t/688a56cdb9c5d4705e8a2759/1753896653193/250730__ULA+COC+Bylaws.pdf

GLOBAL POLICY LEADERSHIP ACADEMY

Additional Oversight Committee Responsibilities

- Develop House LA funding guidelines
- Conduct Needs Assessments
- Promote and facilitate transparency
  - Annual Town Hall
  - Holding Public Hearings
- Every ten years, recommend changes to expenditure categories
- Recommend re-allocations prior to City Council vote

ULA COC
Citizen Oversight Committee

GLOBAL POLICY
LEADERSHIP ACADEMY

ULA OVERSIGHT COMMITTEE MEMBERS

HOUSING DEVELOPMENT, PRESERVATION, & FINANCE	**Seats 1-6**	#1: Senior-level decision making in nonprofit affordable housing development and preservation #2: Nonprofit asset and property management and operations* #3: Housing finance (tax-exempt bonds, taxes, funding-agency work etc.). #4: member of a construction labor union involved in workforce development, apprenticeship programs and negotiating Project Labor Agreements for largescale housing projects. #5: Non-profit Community Land Trusts or community development corporations #6: Transit-oriented development
RENTER PROTECTION & SUPPORT	**Seats 7-9**	#7: Tenant rights organizer or advocate working at a community-based organization on behalf of tenants in Lower Income Households #8: Organizer or advocate working at a community-based organization to address the housing needs of seniors and/or people with disabilities #9: Tenant rights or fair housing legal expert representing or advocating for tenants.
LIVED EXPERIENCE & EXPERTISE	**Seats 10-13**	#10: Tenant in a Lower Income Household and/or at least one year experiencing homelessness #11: Tenant of a Lower Income Household and/or at least one year experiencing homelessness #12: Representative of a public sector labor or service union, the members of which struggle with housing costs. #13: Community leader or an organizer advocating for high-quality transit near affordable housing and job centers and for identifying mobility options associated with the production of affordable housing.
YOUTH SEATS (Advisory)	**Seats 14-15**	Two advisory, non-voting members of the Oversight Committee shall be individuals between the ages of 16 and 21.

*preference for individuals with experience in tenant-engaged management practices or resident ownership

ULA OVERSIGHT COMMITTEE ELIGIBILITY

- Must reside in City of Los Angeles
- Cannot currently serve as an elected City, County, special district, State or Federal public official
- Must comply with Conflict of Interest and Ethics provisions of the City and Measure ULA
- Must file annual statement of economic interests

ULA COC
Citizen Oversight Committee

GLOBAL POLICY LEADERSHIP ACADEMY

OVERSIGHT COMMITTEE APPOINTMENT PROCESS

United to House LA

LAHD
LOS ANGELES HOUSING DEPARTMENT

Mayor Karen Bass

COALITION ROLE:

- Defined Committee composition in ULA Measure Language
- Identified & organized candidates
- Submitted list with at least 3 names for each seat to LAHD and Mayor's Office

LAHD PROPOSES CANDIDATES TO MAYOR

The LA Housing Department staff shall submit at least 3 candidates for each category of membership for the ULA Oversight Committee.

MAYOR MAKES APPOINTMENTS, CITY COUNCIL APPROVES

Utilized Mayor's Portal for Commission Appointments.

Commissions Team coordinated logistical with appointments

GLOBAL POLICY LEADERSHIP ACADEMY



LACAHSA CITIZENS' OVERSIGHT COMMITTEE CASE STUDY

LACAHSA
THE AFFORDABLE SOLUTIONS AGENCY

November 2025

GLOBAL POLICY LEADERSHIP ACADEMY

LACAHSA
THE AFFORDABLE
SOLUTIONS AGENCY

CITIZENS' OVERSIGHT COMMITTEE

ROLE + OPERATIONS

The COC Charter is available at: https://lacahsa.gov/wp-content/uploads/2025/05/201170-1.pdf

GLOBAL POLICY
LEADERSHIP ACADEMY

CITIZENS' OVERSIGHT COMMITTEE

Purpose + Mission:

- **Statutory Requirement**
- **Strategic Importance** to LACAHSA Operations
- **Core Functions**
  - Development of funding guidelines;
  - Overall implementation of Agency programs;

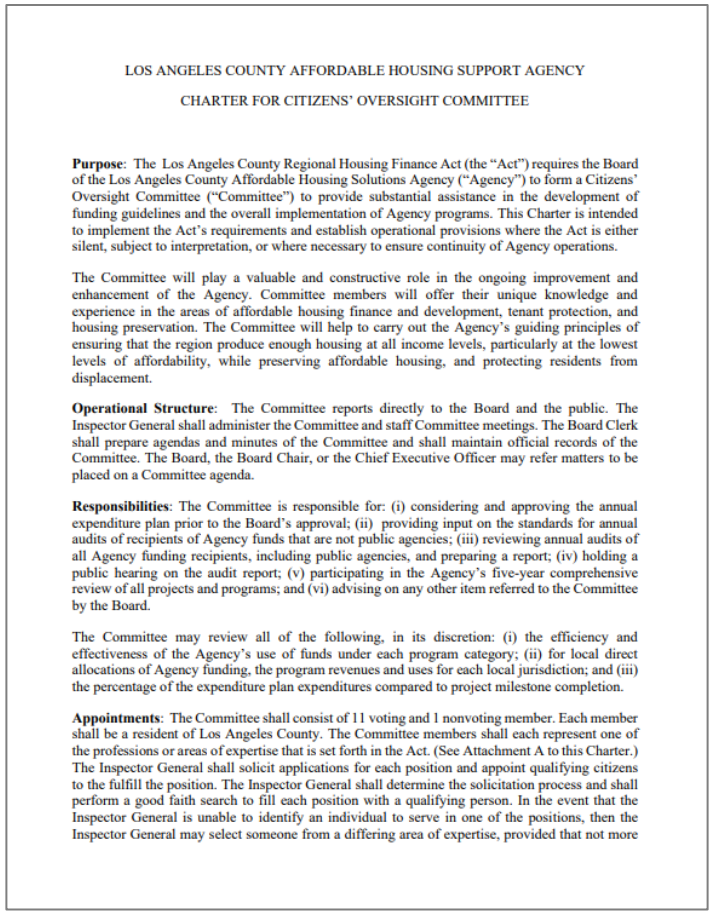
Guiding Principles:

- Ensure **region produces enough housing**
- Focus on **lowest affordability** levels
- **Preserve** affordable housing
- **Protect** residents from displacement

The COC Charter is available at: https://lacahsa.gov/wp-content/uploads/2025/05/201170-1.pdf

GLOBAL POLICY LEADERSHIP ACADEMY

CITIZENS' OVERSIGHT COMMITTEE CHARTER



LOS ANGELES COUNTY AFFORDABLE HOUSING SUPPORT AGENCY

CHARTER FOR CITIZENS' OVERSIGHT COMMITTEE

Purpose: The Los Angeles County Regional Housing Finance Act (the "Act") requires the Board of the Los Angeles County Affordable Housing Solutions Agency ("Agency") to form a Citizens' Oversight Committee ("Committee") to provide substantial assistance in the development of funding guidelines and the overall implementation of Agency programs. This Charter is intended to implement the Act's requirements and establish operational provisions where the Act is either silent, subject to interpretation, or where necessary to ensure continuity of Agency operations.

The Committee will play a valuable and constructive role in the ongoing improvement and enhancement of the Agency. Committee members will offer their unique knowledge and experience in the areas of affordable housing finance and development, tenant protection, and housing preservation. The Committee will help to carry out the Agency's guiding principles of ensuring that the region produce enough housing at all income levels, particularly at the lowest levels of affordability, while preserving affordable housing, and protecting residents from displacement.

Operational Structure: The Committee reports directly to the Board and the public. The Inspector General shall administer the Committee and staff Committee meetings. The Board Clerk shall prepare agendas and minutes of the Committee and shall maintain official records of the Committee. The Board, the Board Chair, or the Chief Executive Officer may refer matters to be placed on a Committee agenda.

Responsibilities: The Committee is responsible for: (i) considering and approving the annual expenditure plan prior to the Board's approval; (ii) providing input on the standards for annual audits of recipients of Agency funds that are not public agencies; (iii) reviewing annual audits of all Agency funding recipients, including public agencies, and preparing a report; (iv) holding a public hearing on the audit report; (v) participating in the Agency's five-year comprehensive review of all projects and programs; and (vi) advising on any other item referred to the Committee by the Board.

The Committee may review all of the following, in its discretion: (i) the efficiency and effectiveness of the Agency's use of funds under each program category; (ii) for local direct allocations of Agency funding, the program revenues and uses for each local jurisdiction; and (iii) the percentage of the expenditure plan expenditures compared to project milestone completion.

Appointments: The Committee shall consist of 11 voting and 1 nonvoting member. Each member shall be a resident of Los Angeles County. The Committee members shall each represent one of the professions or areas of expertise that is set forth in the Act. (See Attachment A to this Charter.) The Inspector General shall solicit applications for each position and appoint qualifying citizens to the fulfill the position. The Inspector General shall determine the solicitation process and shall perform a good faith search to fill each position with a qualifying person. In the event that the Inspector General is unable to identify an individual to serve in one of the positions, then the Inspector General may select someone from a differing area of expertise, provided that not more

Charter:

Establishes operational provisions where the Act is either *silent, subject to interpretation, or where necessary to ensure continuity of Agency operations*.

Passed by the Board on March 12, 2025.

The COC Charter is available at: https://lacahsa.gov/wp-content/uploads/2025/05/201170-1.pdf

GLOBAL POLICY LEADERSHIP ACADEMY

COMMITTEE RESPONSIBILITIES

Primary Duties:

- Annual Expenditure Plan Approval
- Input on audit standards for fund recipients
- Review of annual audits of all funding recipients
  - Preparing public report
  - Holding Public Hearing
- Participating in five-year comprehensive review of projects + programs
- Advising Board on other referred matters

Discretionary Reviews:

- Agency funding efficiency and effectiveness
- Program revenues and uses for each local jurisdiction
- % of Expenditure plan expenditures vs. Project milestone completion

The COC Charter is available at: https://lacahsa.gov/wp-content/uploads/2025/05/201170-1.pdf

GLOBAL POLICY LEADERSHIP ACADEMY

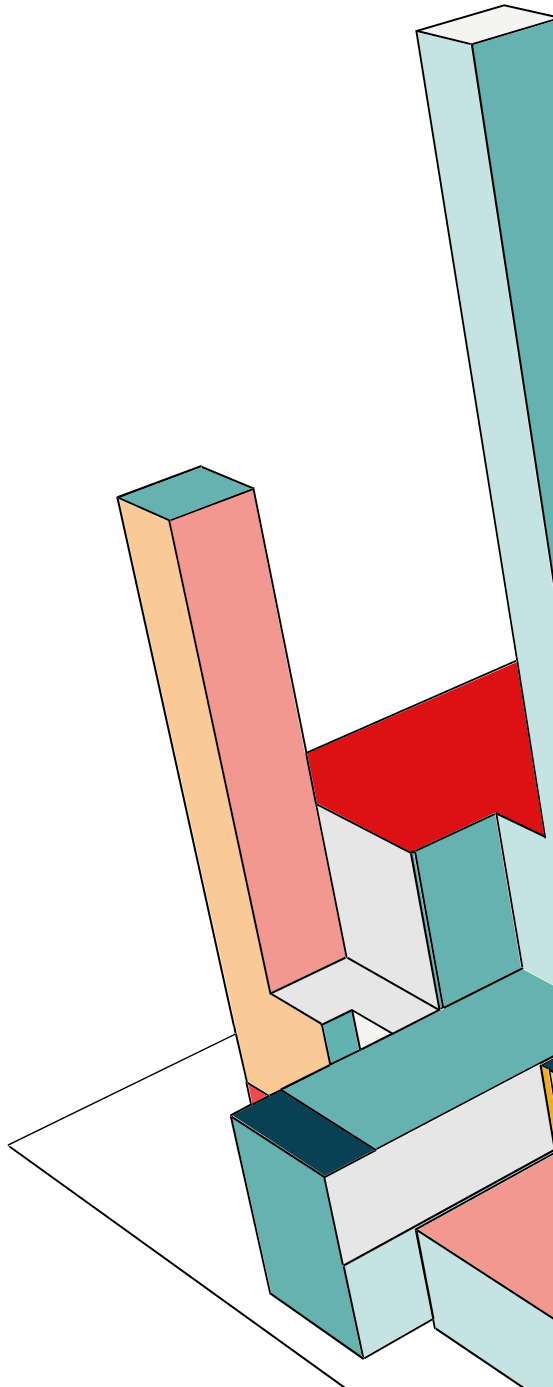
LACAHSA CITIZENS' OVERSIGHT COMMITTEE MEMBERS

HOUSING DEVELOPMENT, PRESERVATION, & FINANCE	**Seats 1-3, 7,** and **11**	#1: Municipal/public finance and budgeting expert #2: Senior-level decision making in nonprofit affordable housing development, preservation, and operations #3: Housing finance expert #7: Management of large-scale housing construction projects and associated labor practices #11: managing, forming, serving, or operating community land trusts or community development corporations
RENTER PROTECTION & SUPPORT	**Seats 4-6**	#4: Tenant rights organizer or advocate working at a community-based organization on behalf of tenants in Lower Income Households #5: Expert in housing seniors or people with disabilities #6: Legal expert advancing or enforcing fair housing policies on behalf of a community-based organization
LIVED EXPERIENCE & EXPERTISE	**Seats 8-10**	#8: Low- or moderate-income tenant who has experienced being homeless for a minimum of one year. #9: Low- or moderate-income tenant **or** who has experienced being homeless for a minimum of one year #10: Recognized representative of employees at the Los Angeles Homeless Services Authority
YOUTH SEATS (Advisory)	**Seat 12**	A young person between 18 and 24 years of age with demonstrated lived experience of homelessness, experience as a low- or moderate-income tenant, or demonstrated experience as an organizer or advocate for tenant rights with community-based organizations (Non-Voting)

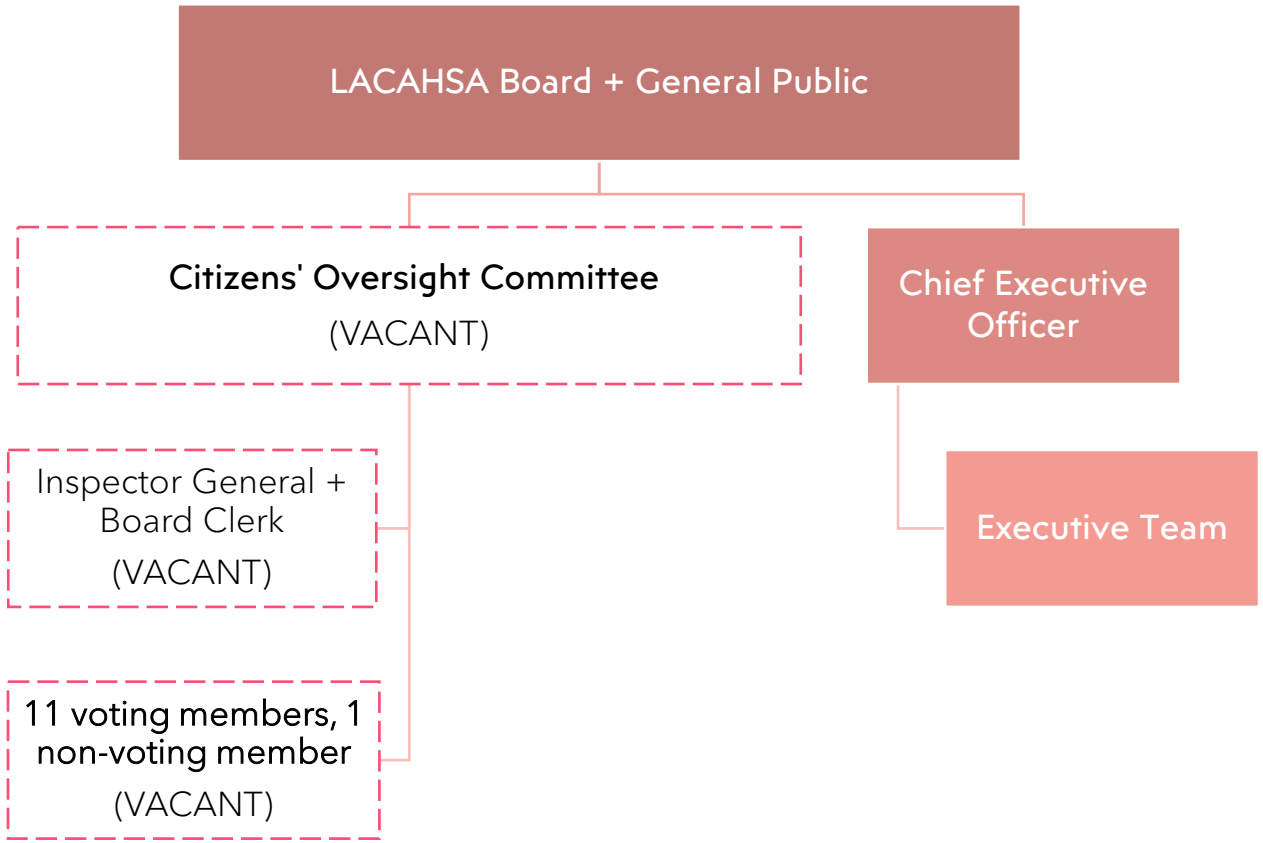
11 voting members, 1 non-voting member

LACAHSA CITIZENS' OVERSIGHT COMMITTEE MEMBER ELIGIBILITY

- Must reside in County of Los Angeles
- Must be 18 years of age or older
- Cannot currently serve as an elected city, county, special district, state or federal public official
- Not currently employed by a city or county agency
- Willing to divest of any investments from which participation on the committee may further personal or institutional financial interests within 60 days of appointment
- Willing to comply with LACAHSA's conflict-of-interest policies, including annual filing of Form 700s (Statement of Economic Interests) upon taking office
- Not party to any legal action pending against the Agency, or a consultant, or employee of any party with any legal action involving the Agency
- Willing to not engage in commercial activity directly or indirectly involving the Agency
- Does not have direct commercial interest or employment with any public or private entity that receives funds from the Agency
- Able to meet at least quarterly and as necessary to fulfill committee responsibilities



COC WITHIN AGENCY'S STRUCTURE



Reporting Relationship:

- Direct to LACAHSA Board and the public

Administration:

- Office of Inspector General
- Inspector General Role
- Board Clerk

Agenda Management:

- Board, Chair, + CEO Referral Process

GLOBAL POLICY LEADERSHIP ACADEMY

LACAHSA
THE AFFORDABLE
SOLUTIONS AGENCY

RECRUITMENT + SELECTION PROCESS

CITIZENS' OVERSIGHT COMMITTEE

CITIZENS' OVERSIGHT COMMITTEE

BOARD SPECIAL APPOINTMENTS

- Activated by a vacancy in the Office of Inspector General
- Board to make special appointment of COC Members (led by the CEO on behalf of the Board)
- Within 60 days of taking office, the Inspector General shall decide to make the appointment(s) permanent or to issue a special solicitation.



GLOBAL POLICY LEADERSHIP ACADEMY

TIMELINE

Feb – March → March - April → April - May →

Initial Planning

DELIVERABLES:

- Candidate profiles for 12 COC seats aligned with Gov. Code Title 6.9
- Conflict of Interest protocols, committee structure, and approval processes
- Board Approval of COC Charter
- Recruitment strategy
- Implementation timeline
- Draft Application

Preparation

DELIVERABLES:

- Finalized Application with CEO/GC input
- Clear application screening criteria
- Publish COC Charter and Application on LACAHSA Website
- COC initial meetings scheduled
  - May 22 Inaugural Meeting
  - June 6 Expenditure Plan
- Recruitment Plan
- Social Media Recruitment Toolkit

Outreach + Recruitment

DELIVERABLES:

- Multi-channel recruitment strategy
  - Professional / Community Associations
  - LACAHSA Staff, Board, and Partner networks
- Draft agendas for inaugural meetings focused on orientation, role appointments, training, expenditure plan review

Screening + Interviews

DELIVERABLES:

- Concurrent screening / interview / recruitment process
- 36 Applications Received

GLOBAL POLICY LEADERSHIP ACADEMY

RECRUITMENT + APPLICATION PROCESS

Comprehensive Application

- Feedback on Measure G Governance Reform Task Force Application
- Application Form (Online, Hard Copy) + Reference Form, reviewed and approved by General Counsel.
- Clear Eligibility Guidelines + COC Overview

Recruitment

- Social Media + Marketing Toolkit
- Industry + Community Partners, Coalition Leaders
- LACAHSA Board Members + Staff
- Targeted Outreach



GLOBAL POLICY LEADERSHIP ACADEMY

LACAHSA

GLOBAL POLICY LEADERSHIP ACADEMY

INTERVIEW PROCESS

01 Standardized Selection Criteria

- Developed clear, relevant criteria based on COC responsibilities
- Focused on necessary skills and experience
- Created scoring rubric that all interviewers used consistently
- In-depth panel interviews

02 Interview Panel

- 6 Members in COC Interview Panel, 3 to 5 members in each panel
- Consistent core interviewers (LeSar)
- Rotation of 2 consistent agency representatives
  - Interim COC Chair
  - Managing Director of Strategic Investments

03 Structured Interview Design

- Standardized questions reviewed and approved by Chief of Human Resources
- Competency-based Questions
- Behavioral Questions related to Committee duties

04 Accessibility + Efficiency

- Offered interviews at various times to accommodate schedules
- Provided individual assistance for technical challenges
- Provided individual follow-up as needed

EVALUATION + SELECTION

GLOBAL POLICY LEADERSHIP ACADEMY

01 Initial Screen

- Initial application screening based on minimum qualifications
- Consultation with LACAHSA General Counsel, CEO, COS, and Board Chair

02 Objective + Independent Scoring

- Detailed record of candidate responses shared with full panel
- Same Scoring Rubric used consistently
- Independent scoring by each interviewer before discussion + deliberation

03 Post-Interview Analysis

- Collected individual scores and calculated Total Overall Score + Avg Score of each Candidate
- Identified major discrepancies between individual scores from panel
- Analyzed overall committee composition for panel

04 Deliberation Process

- Full Panel Participation in review of Post-Interview and Post-Scoring Analysis
- Deliberation considered overall committee composition
- Prioritized unique characteristics of Candidates

SB 440 ADVISORY COMMITTEE FRAMEWORK

For the SD-RHFA Advisory Committee



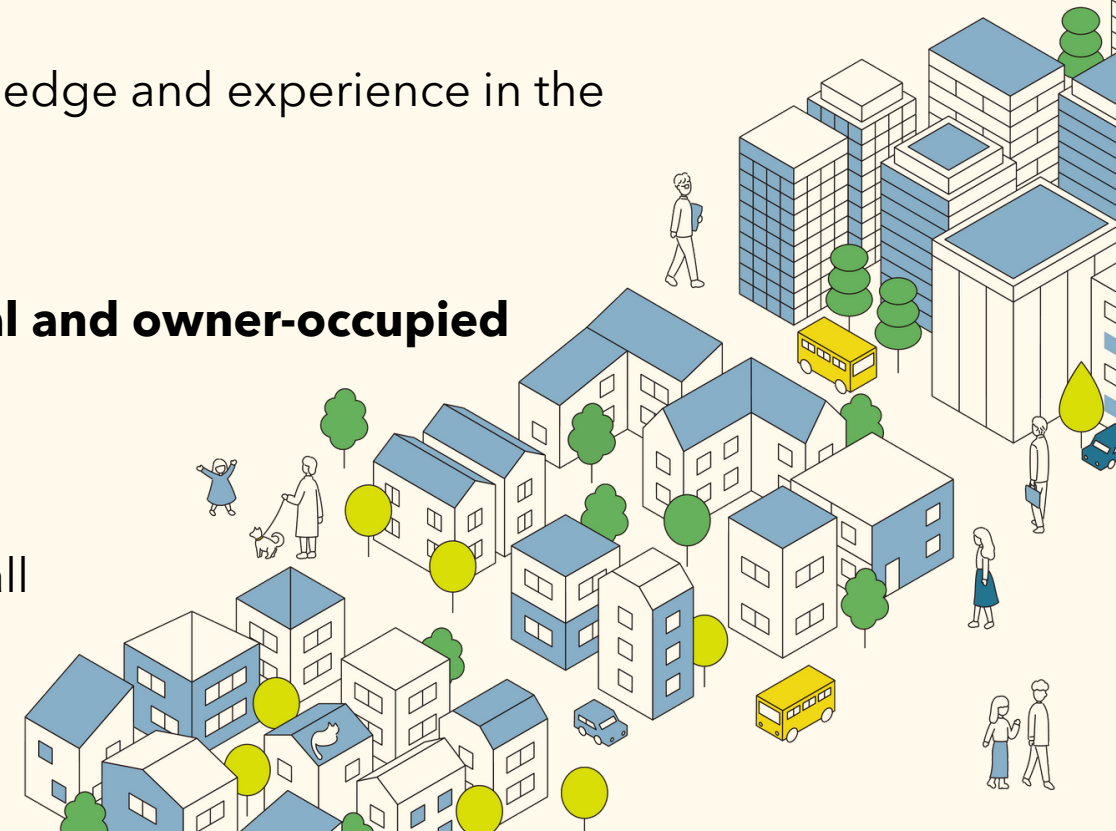
SB 440 ADVISORY COMMITTEE COMPOSITION

- **For an authority located in a county with a population that exceeds 200,000, the advisory committee shall be composed of nine representatives.**
- For an authority located in a county with a population of 200,000 or less, the advisory committee shall be composed of five representatives.

The board shall form an advisory committee with knowledge and experience in the areas of:

- **Affordable housing finance**
- **Affordable housing development**
- **Affordable housing management, including rental and owner-occupied affordable housing.**

If there is an initial **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.



HOW RHFAs WORK: Governance[1]

Board of Directors
elected officials; represents 2 or more jurisdictions



establishes

consults + recommends



Advisory Committee
Subject Matter Experts

Governed by a **RHFA Board of Directors**

- Min 3 directors
- All elected officials representing RHFA member jurisdictions in proportion to jurisdiction population
- Members serve 2-year terms
- Elect 1 chairperson and 1 vice chairperson at first meeting of each calendar year

Advisory Committee provides recommendations to the Board

- Assists in development of funding guidelines and overall implementation
- **Consists of experts "with knowledge and experience in affordable housing finance, development, management"**
- *Moving-to-work agencies in the RHFA's jurisdiction have the right (but not the obligation) to be a representative on the committee*
- RHFAs in large counties: **9 representatives**
- RHFAs in smaller counties: 5 representatives

Note[1]: California Government Code, Sec 62505, 62506, 62510. (Part 1, Chapter 2. Governing Structure)

SD RHFA ADVISORY COMMITTEE DISCUSSION



BRAINSTORMING EXERCISE

The board shall form an advisory committee with knowledge and experience in the areas of **affordable housing finance, development, and management**, including **rental and owner-occupied** affordable housing

Categories *Other examples: Renter Protections Lived Experience Youth*	**# of Seats (9 needed)**	**Areas of Specific Expertise –** *Examples:* *Lived Experience, Youth, Tenant rights organizers/Advocates* *Experts in Education-Based Development, Faith-Based Development, housing seniors or people with disabilities* *Transit-Oriented Development, Fair Housing Legal experts*				
HOUSING FINANCE, DEVELOPMENT, MANAGEMENT	**Seats**					
GOVERNANCE	**Seats**					
ORGANIZATIONAL	**Seats**					
HOUSING POLICY + PLANNING	**Seats**					
REPRESENTATIVE	**Seats**	Moving to work agency				

Questions?

Jennifer LeSar
jennifer@lesardevelopment.com

Debbie Ruane
San Diego Market Manager
debbie@lesardevelopment.com

Edwin Peart
edwin@gpla.co

THANK YOU!

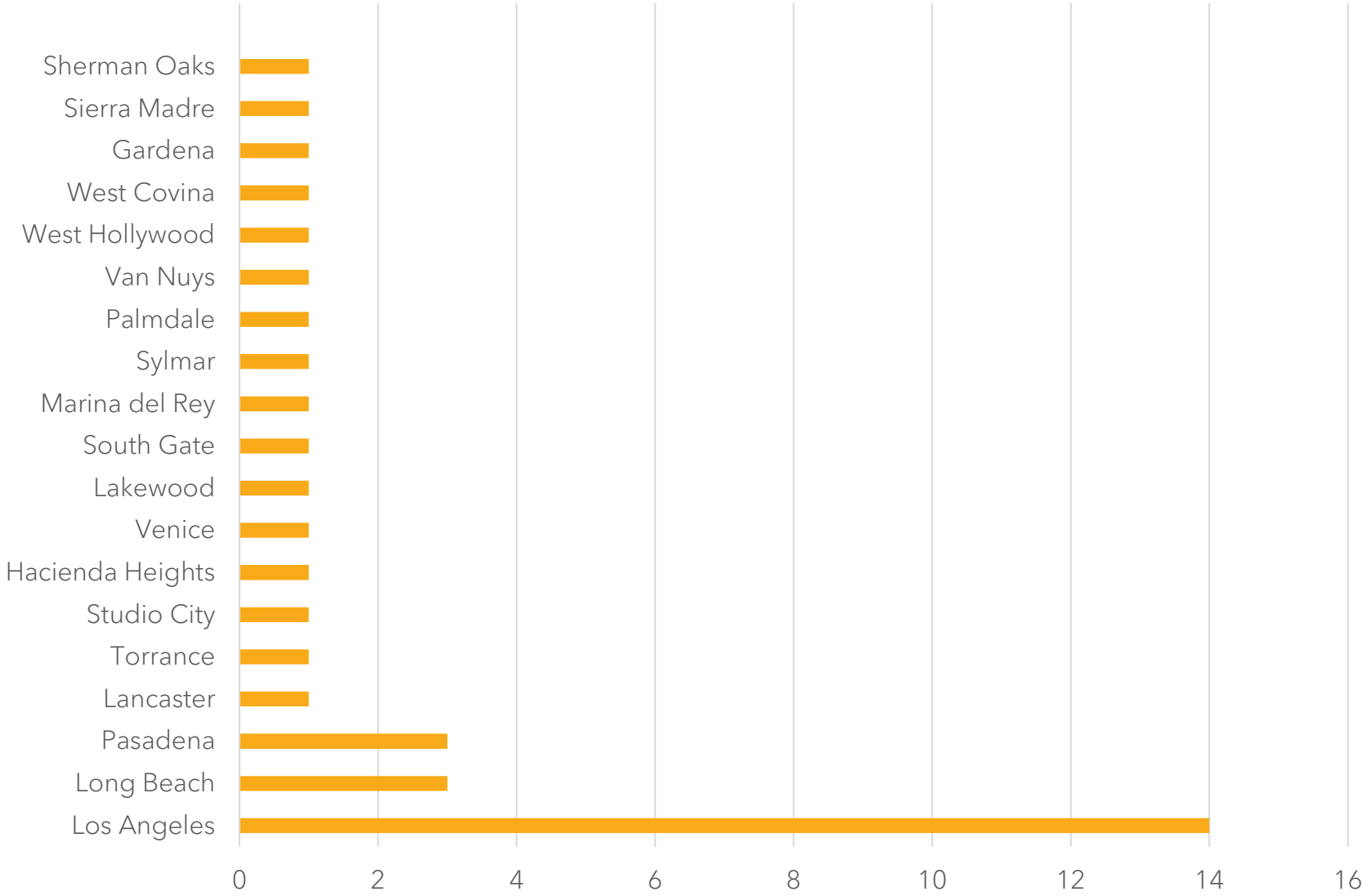


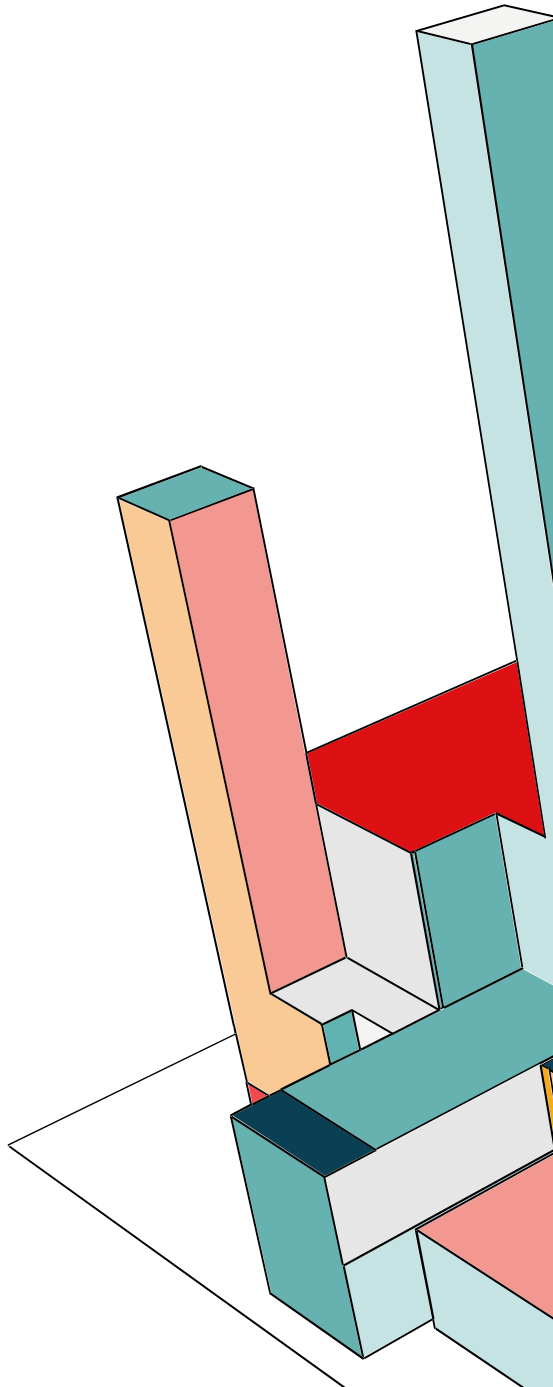
LACAHSA
THE AFFORDABLE
SOLUTIONS AGENCY

APPLICATIONS

CITIZEN OVERSIGHT COMMITTEE

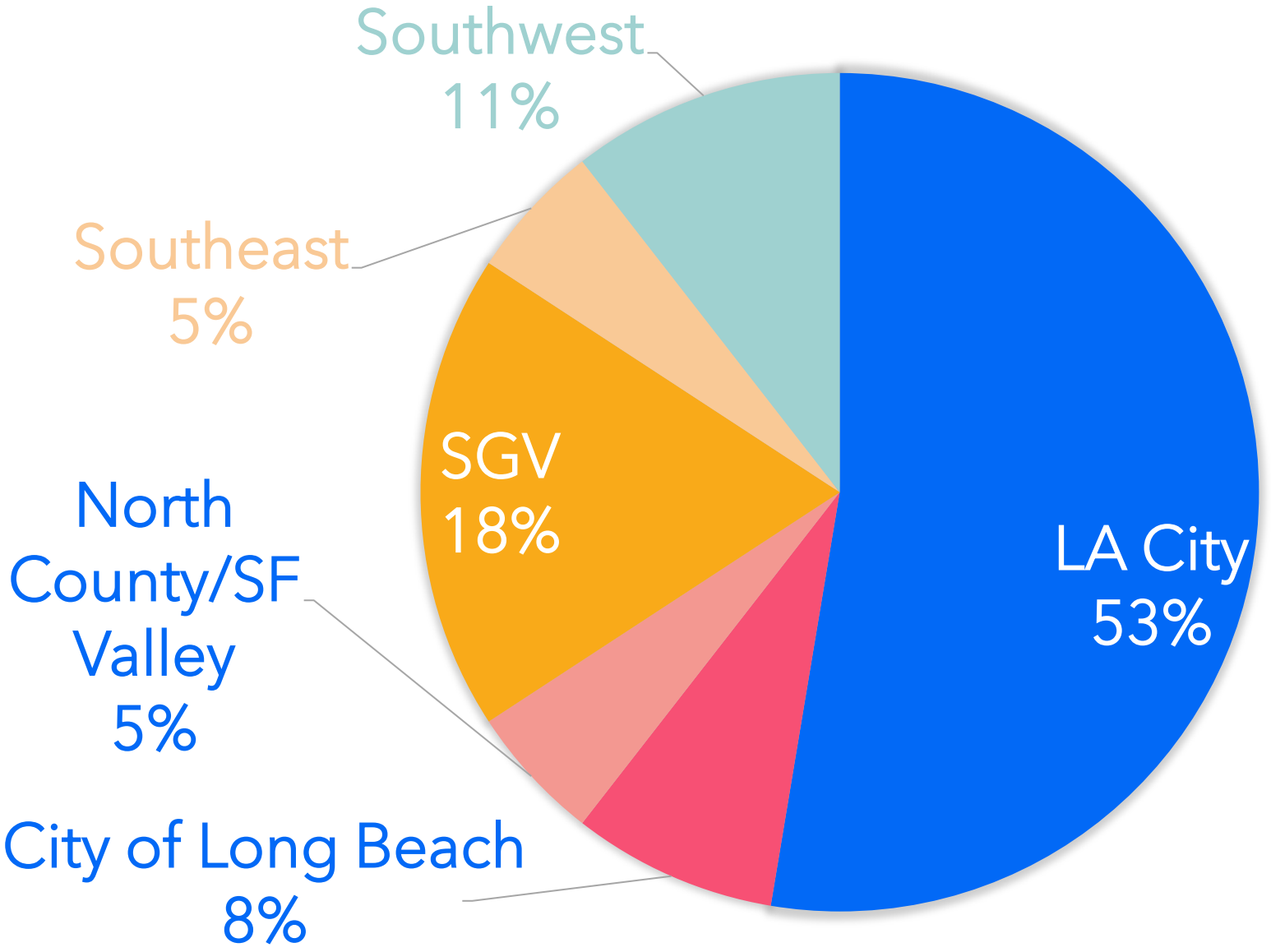
36 TOTAL APPLICATIONS (BY CITY)





PERCENT OF APPLICATIONS (BY SECTOR)

Sectors are defined by the League of CA Cities, chosen to be consistent with the Public Utilities Code Section 130051 created the Los Angeles County Metropolitan Transportation Authority.

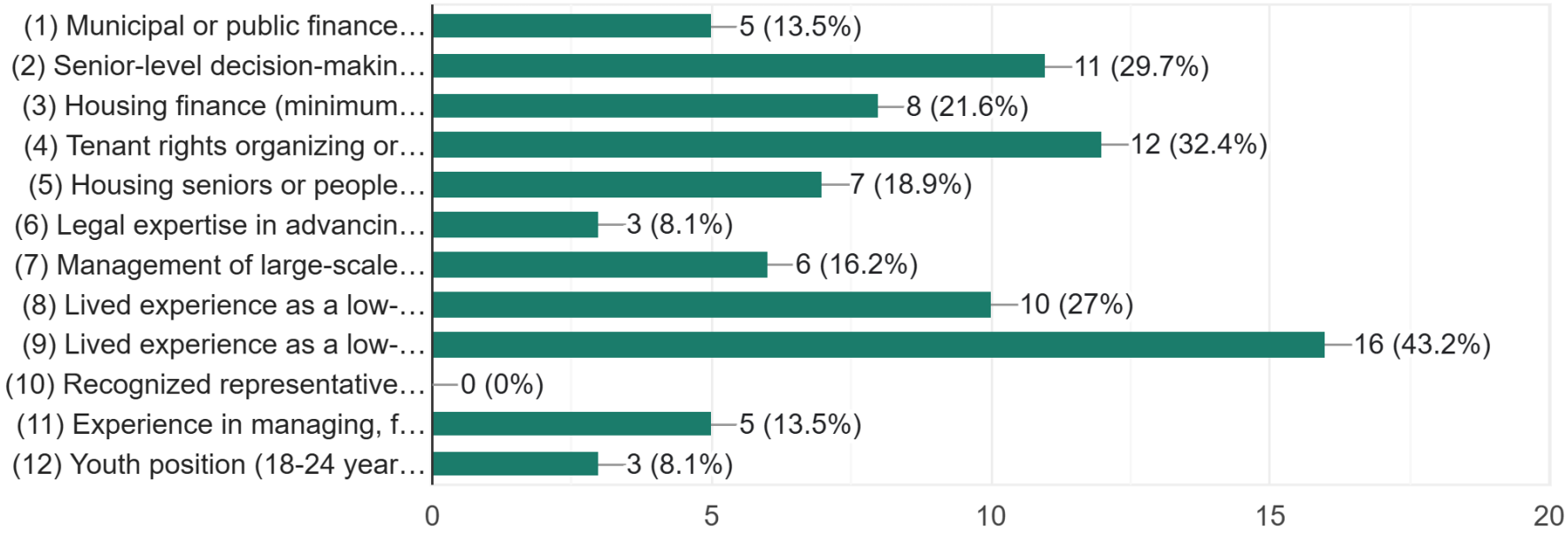


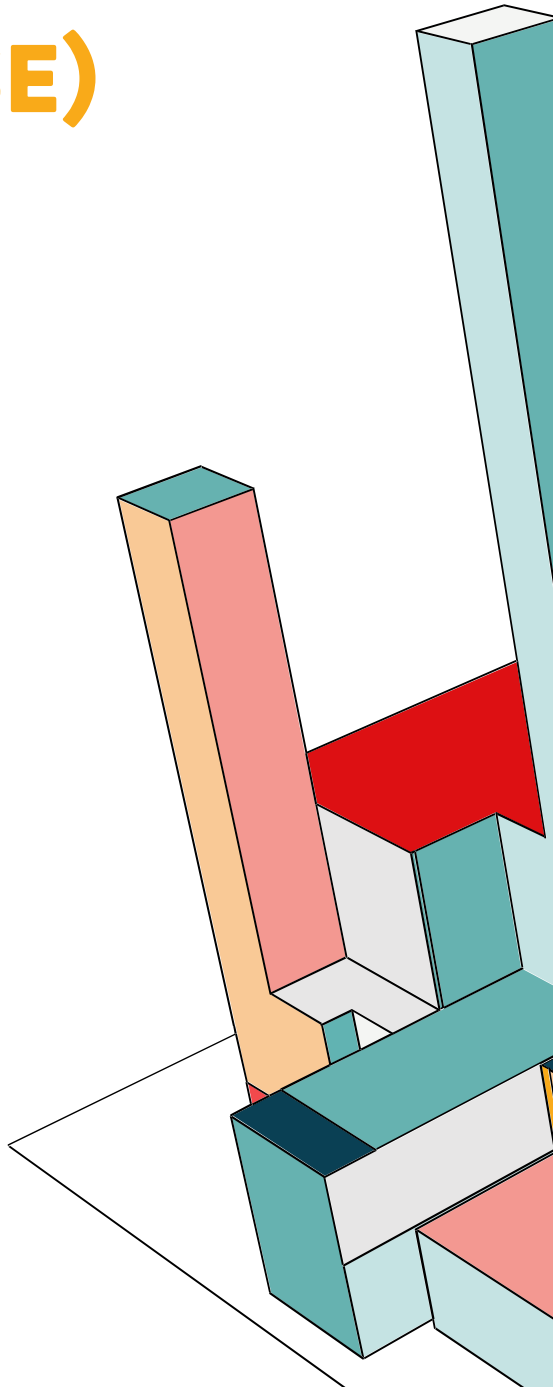
36 TOTAL APPLICATIONS (BY EXPERTISE)

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):

37 responses





COC SEAT RECOMMENDATIONS

1. **Ted Chandler**
   Municipal/public finance expert (5+ years)
2. **Nohel Corral**
   Affordable housing development expert (5+ years)
3. **Gabriel Leavell**
   Housing finance expert (5+ years)
4. **Fernando Ochoa-Suarez**
   Tenant rights organizer/advocate (5+ years)
5. **Lisa Gooden**
   Senior/disability housing expert (5+ years)
6. **Melody Osuna**
   Fair housing legal expert (5+ years)
7. **Benjamin Kurzius**
   Housing construction management expert (5+ years)
8. **Zerita Jones**
   Person with lived homelessness experience (5+ years)
9. **Jesús Hermosillo**
   Low/moderate-income tenant (5+ years)
10. **Vacant**
    LAHSA employee representative
11. **Diana Amparo Jimenez**
    Community land trust/development expert (5+ years)
12. **Danielle Okeith**
    Young person (18-24) with homelessness experience or tenant advocacy background (Non-Voting)

11 voting members, 1 non-voting member

GLOBAL POLICY LEADERSHIP ACADEMY

QUALITIES OF RECOMMENDED CANDIDATES

All Supervisorial Districts Represented

Cities
Culver City
Lakewood
Long Beach
Los Angeles City
Pasadena
Sierra Madre

In addition to the COC Specific Areas of Expertise, recommended candidates bring experience with:

- Housing voucher + Section 8 housing program
- Foster care and Transition Age Youth (TAY)
- Working-class housing struggles
- Hidden homeless populations
- Student homelessness issues + solutions
- Expertise in domestic violence (DV) housing situations
- Homeowner issues and challenges
- Undocumented community housing challenges
- Landlord + Tenant issues and challenges

