San Diego Regional Housing Finance Authority (SD RHFA)

NOTICE AND AGENDA OF PUBLIC MEETING

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, August 27, 2025
1:00 p.m.
San Diego Unified School District (SDUSD)
4100 Normal Street
San Diego, CA 92103

AGENDA:

1. Welcome and Call to Order
2. Non-agenda Public Comment
3. Consent Agenda
    a. Approve July 30, 2025, Meeting Minutes
4. Action Items
    a. No action items
5. Presentations
    a. Strategic Framework (Values, Mission, & Vision)
    b. SD-RHFA Workplan Overview
        i. Purpose, Format, and Measurement System
        ii. Today's focus: 3 pillars and 2025 tasks
6. Meeting Adjournment
    a. Thursday, September 25, 2025 (San Diego Community College 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 Board Services Office at (619) 725-5550 for more information.

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

San Diego Regional Housing Finance Authority

Meeting Minutes
July 30, 2025

The initial meeting of the San Diego Regional Housing Finance Authority (SD-RHFA) was held on July 30, 2025, at 12:00 p.m. at the San Diego County Community College District (SDCCD), 3375 Camino del Rio South, San Diego, CA 92108.

Participants:

- San Diego Unified School District (SDUSD) Trustees Cody Petterson
  - **Absent:** Richard Barrera
- San Diego Community College District (SDCCD) Trustees Mariah Jameson and Craig Milgrim
- San Diego Unified School District (SDUSD) Interim Superintendent Fabiola Bagula
- San Diego Community College District (SDCCD) Chancellor Gregory Smith
- San Diego Unified School District (SDUSD) General Counsel Andra M. Greene

A. Call to Order
B. Adoption of Board Agenda
    a. Craig Milgrim, seconded by Mariah Jameson, moved to approve adoption of the Board Agenda. Motion approved (3-0).
C. Non-agenda Public Comment (3 minutes per speaker)
    a. None
D. Consent Agenda
    a. Approve May 27, 2025 Meeting Minutes
        i. Mariah Jameson, seconded by Craig Milgrim, moved to approve the May 27, 2025 Meeting Minutes. Motion approved (3-0).
    b. Approve 2025 Board Meeting Calendar
        i. Mariah Jameson, seconded by Craig Milgrim, moved to approve the May 27, 2025 Meeting Minutes. Motion approved (3-0).
E. Action Items
    a. Approve Fiscal Agent Agreement (between SDCCD Foundation, SD RHFA, and Prebys Foundation)
        i. Craig Milgrim, seconded by Mariah Jameson, moved to approve the Fiscal Agent Agreement (between SDCCD Foundation, SD RHFA, and Prebys Foundation). Motion approved (3-0).
    b. Approve a resolution authorizing certification of board actions
        i. Craig Milgrim, seconded by Mariah Jameson, moved to approve a resolution authorizing certification of board actions. Motion approved (3-0).
    c. Approve a resolution delegating authority to sign approved contracts, authorize payments in accordance with the budget, on behalf of SD RHFA

i. Craig Milgrim, seconded by Mariah Jameson, moved to approve a resolution delegating authority to sign approved contracts, authorize payments in accordance with the budget, on behalf of SD RHFA. Motion approved (3-0).

d. Approve SD RHFA Budget (July 1, 2025 to December 31, 2025)
    i. Mariah Jameson, seconded by Craig Milgrim, moved to approve the SD RHFA Budget (July 1, 2025 to December 31, 2025). Motion approved (3-0). Craig Milgrim asked about Public Relations policies and procedures. Legal Counsel clarified it is covered by GPLA's contract fee.
e. Approve GPLA Contract (July 1, 2025 to December 31, 2025)
    i. Mariah Jameson, seconded by Craig Milgrim, moved to approve the GPLA Contract (July 1, 2025 to December 31, 2025). Motion approved (3-0).

F. Break (10 minutes)
G. SD RHFA Board Workshop
H. Meeting Adjournment
    a. Next Meeting: Wednesday, August 27th from 1-3pm (SDUSD, EOC Situation Room, 4100 Normal Street, San Diego, CA 92103)

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



Strategic Framework Review
Values, Mission, & Vision

Wednesday, August 27, 2025

2:00 – 4:00pm

San Diego Unified School District

4100 Normal Street

San Diego, CA 92103

GLOBAL POLICY
LEADERSHIP ACADEMY

TODAY'S BOARD AGENDA

AGENDA #	AGENDA ITEM
1	**Welcome and Call to Order**
2	**Non-agenda Public Comment**
3	**Consent Agenda** • Approve July 30, 2025, Meeting Minutes
4	**Action Items** • No action items
5	**Presentations** • Strategic Framework (Values, Mission, & Vision) • SD-RHFA Workplan Overview
6	**Meeting Adjournment** • Thursday, September 25, 2025 (San Diego Community College District)

We are here

PRESENTATION AGENDA

TIME	TOPIC
5 minutes	**Recap + Overview + Slido Setup**
10 minutes	**Values Exercise**
10 minutes	**Mission Statement Exercise**
10 minutes	**Vision Statements Exercise**
5 minutes	**Closing + Next Steps**

"Efforts and courage are not enough without purpose and direction."
– John F. Kennedy

BUILDING SD-RHFA'S STRATEGIC FRAMEWORK

TODAY'S OBJECTIVES

1. Values: narrow to 4-6 core values and descriptions
2. Mission: narrow to 1-2 statements
3. Vision: narrow to 1-2 statements
4. Overview: "goal statements" and "objectives"

"Efforts and courage are not enough without purpose and direction."
– John F. Kennedy

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

Phase 1: Strategic Framework *(Values, Vision, Mission, Goals, Objectives)*

- 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)*

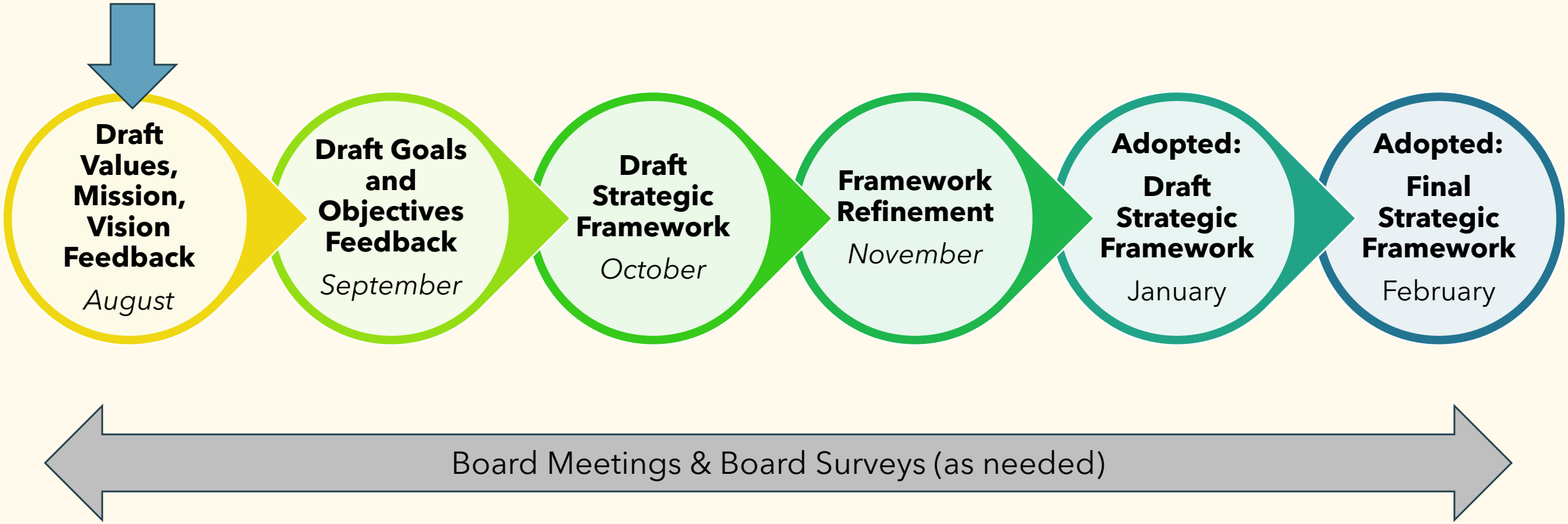
- Defines how goals/progress will be achieved/tracked
- Provides detail to operationalize framework and report progress
- Feeds directly into Expenditure Plan and satisfies Annual Reporting requirements.

Statutory requirements per SB 440 (deeper dive on SB 440 at 9/25 Board Meeting)

BUILDING SD-RHFA'S STRATEGIC FRAMEWORK

PROPOSED PHASE 1 TIMELINE

By the Q1 2026, draft an agency-wide strategic framework, consisting of mission, vision, values, goals, and objectives that is circulated for review/refinement through engagement with key stakeholders.



STRATEGIC PLANNING TERMINOLOGY

PHASE 1: STRATEGIC FRAMEWORK

TERM	DEFINITION
Values	Beliefs, standards, or principles that guide the organization/team in accomplishing its mission and vision.
Vision	A vivid and compelling description of the organization/team and its clients/customers in the future.
Mission	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
Goal Statements	Broad statements of what the organization hopes to achieve (internally and externally). It is important each goal is clear and can be supported by measurable objectives. It is qualitative in nature.
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.

This Month's Focus - Completion Target: Aug./Sept.

Next Month's Focus - Completion Target: Sept./Oct.

STRATEGIC PLANNING TERMINOLOGY

PHASE 1: STRATEGIC FRAMEWORK

Core Values (our standards)

- Describe *how we behave and what principles guide us*.
- Our commitments ("We…")

Mission Statement (our role)

- Defines what we do, who we serve, and why we exist right now.
- Our purpose ("We exist to…")

Vision Statement (our "North Star")

- Articulates what success looks like in the future.
- Our aspiration ("We seek a future where…")

This Month's Focus - Completion Target: Aug./Sept.

Do not edit
How to change the design

Join at slido.com
#SDRHFA

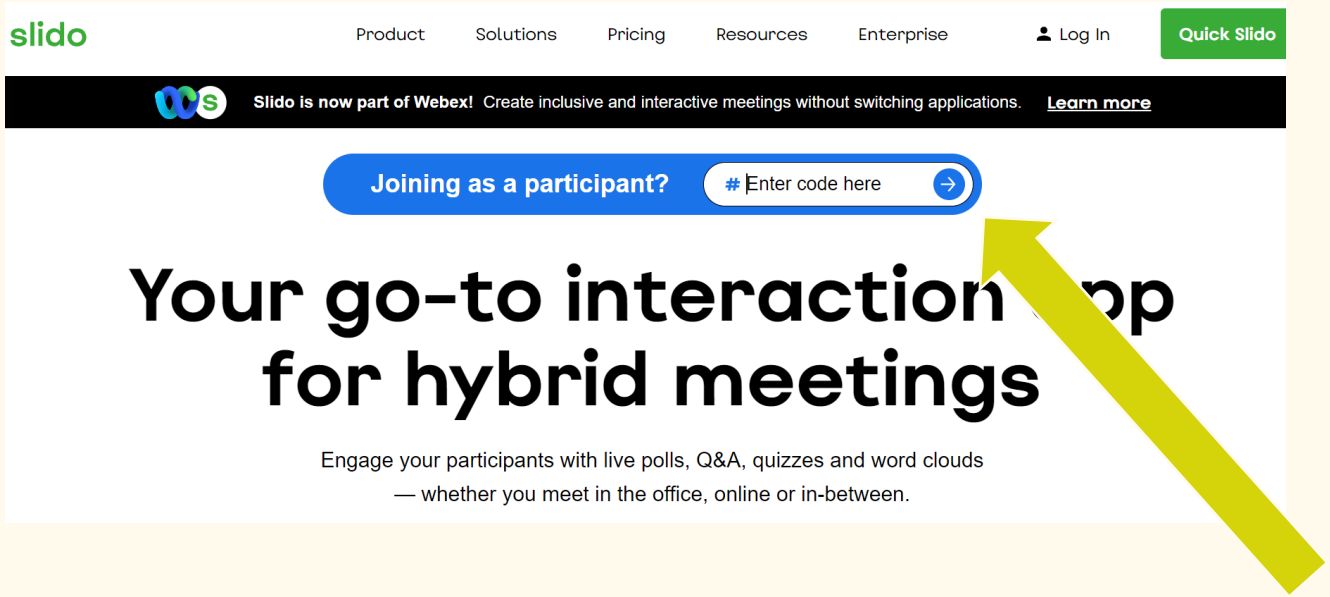
ⓘ The Slido app must be installed on every computer you're presenting from

slido

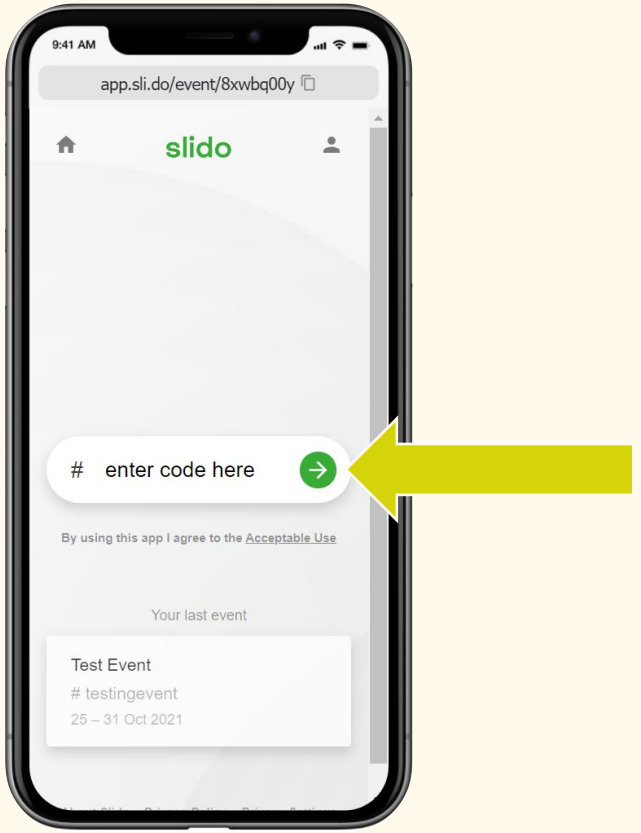
INTRO TO SLIDO

Enter the event by going to slido.com and enter # SDRHFA

Through a separate browser

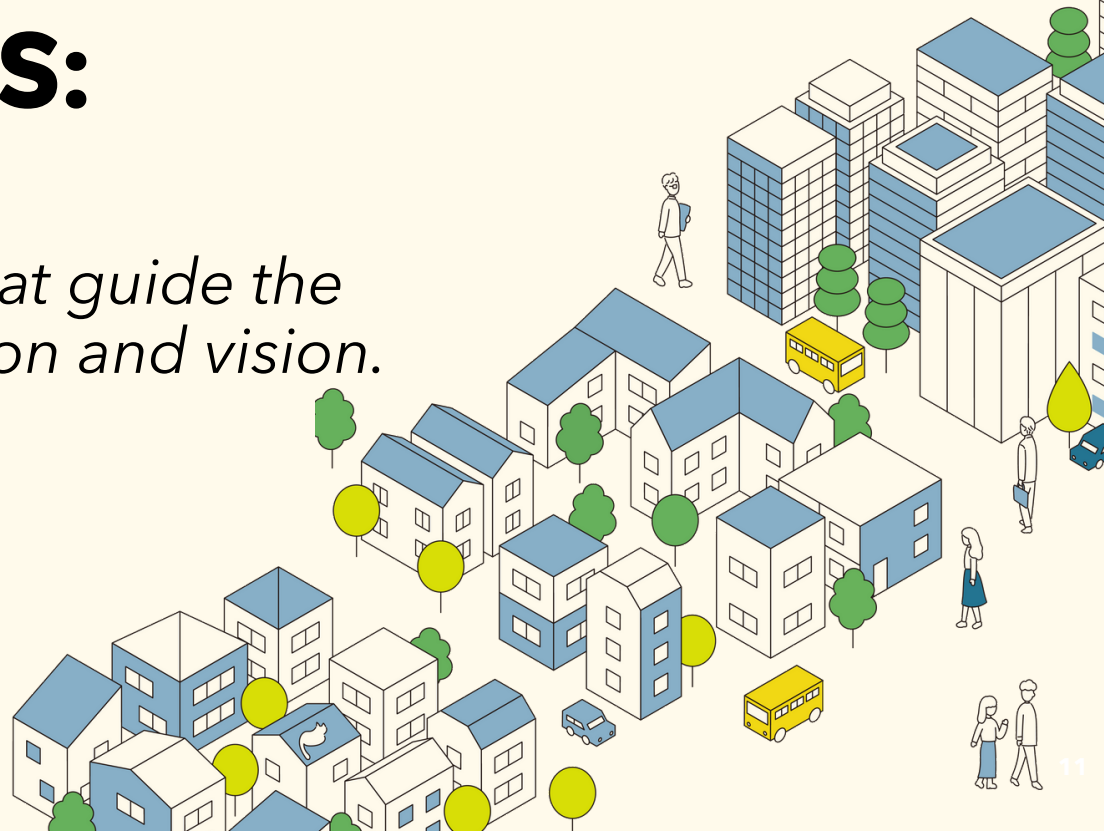


Or on your phone



VALUES + DESCRIPTIONS:

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



SD-RHFA VALUES

Accessibility	**Accountability**	Action-oriented	**Adaptability**	Be Courageous	**Collaboration**	Democracy
Dignity	Drive harder and faster	**Excellence**	Empathy	Equality	Equity and Inclusion	Empowerment
Family	Generational impact	Holism	Innovation	**Integrity**	Liberty	Lived experience
Proactiveness	Provide housing	Regional transformation	**Resilience**	Results-driven	Security	Socioeconomic mobility

Color Key

Board-generated
LeSar additions

Stewardship	**Sustainability**	Tenacity	Transparency

TURNING INPUT INTO IMPACT:
SYNTHESIZING OUR VALUES

- "Core values" represent the anchor and emphasize SD-RHFA's guiding ideas
- Words within each core value are expressions that help us live out that value in practice.
- Additions under "Innovation & Resilience" represent ways we live out innovation

Community Focus	Governance & Accountability	Operational Excellence	Innovation & Resilience	Regional Impact
• Accessibility	• Democracy	• Action-Oriented	• Innovative	• Provide Housing
• Equity & Inclusion	• Transparency	• Results-Driven	• Adaptability	• Regional Transformation
• Empowerment	• Accountability	• Tenacity	• Resilience	• Security
• Lived Experience	• Collaboration	• Proactiveness	• Collaboration	• Holism
• Socioeconomic Mobility	• Integrity	• Be Courageous	• Excellence	
• Generational Impact	• Stewardship	• Ambition (refined from "Drive Harder & Faster")	• Sustainability	
• Family				
• Dignity				

Color Key

- Core value
- Individual expressions of each core value
- LeSar additions

Inclusive of all Board feedback as of EOD 8/26/25

TURNING INPUT INTO IMPACT:
SYNTHESIZING OUR VALUES

- 5 core values capture shared priorities and emphasize SD-RHFA's guiding principles (i.e., *how we work and what guides our work*)
- 5 descriptions use "we" framing to shift concepts into living commitments

Community Focus	• We center equity, dignity, and lived experience to ensure housing solutions reflect the needs of those most impacted.
Governance & Accountability	• We earn public trust through transparency, stewardship, and ethical decision-making.
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.

Inclusive of all Board feedback as of EOD 8/26/25

PLACEHOLDER SLIDE for SLIDO

Slido Question:

- Yes, no, or revise?
- Please propose an additional core value + description if anything is missing.

Note:

- Slido will be loaded/created on 8/26 after additional feedback is received (this ensures that we maximize our time during the Board meeting and are able to accomplish key objectives (narrowing to 4-6 core values and descriptions)

MISSION STATEMENT:

Definition: 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.



MISSION STATEMENTS
OVERVIEW

MISSION

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.

Criteria:
- Motivates and inspires stakeholder commitment
- Is realistic and clear
- Is specific, short, sharply focused, and memorable

Statements should be:

- Aligned with the work of SD-RHFA
- Aspirational, yet realistic
- Descriptive and actionable
- Distinct, yet complementary (avoid repetition)

Statements should not be:

- Too wordy and/or jargony (e.g., San Diego Regional Housing Finance Authority)
- Unrealistic and/or unattainable
- Misaligned with the work of SD-RHFA

VISION AND MISSION STATEMENTS
EXAMPLE: SCAG



Vision Statement:

Southern California's Catalyst for a Brighter Future.

Mission Statement:

To foster innovative regional solutions that improve the lives of Southern Californians through inclusive collaboration, visionary planning, regional advocacy, information sharing, and promoting best practices.

TURNING INPUT INTO IMPACT:
SYNTHESIZING OUR MISSION

- Mission statement submissions organized under 5 "core values" identified to show how each idea connects back to what we collectively stand for

Community Focus	Governance & Accountability	Operational Excellence	Innovation & Resilience	Regional Impact
• "Housing as home and as community" • "Engage with individuals on housing design" • "Uplifting San Diego through quality housing for all"	• "Ensure housing is maintained by holding landlords accountable" • "Avoid the public housing pitfalls" • "Recognizing our history, and the role of policies in shaping our communities"	• "…on-going, cyclical, sustainable…" • "Affordable, stable housing for all San Diegans" • "Safe, affordable, connected housing for all San Diegans"	• "Transformative affordable housing solutions for every resident" • "…affordable housing at scale…"	• "Focus on most pressing problem, housing for moderate, low & very low-income households" • "Bring the public off the sidelines to invest in the most cost-effective ways in producing and preserving housing that is affordable to working families at a mass scale."

Color Key

Core value

Individual mission statement submissions

Inclusive of all Board feedback as of EOD 8/26/25

TURNING INPUT INTO IMPACT:
REFINING OUR MISSION

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.

The SD-RHFA delivers **safe, stable, and affordable housing** for all San Diegans through **accountability**, **innovation**, and **community partnership**.

The SD-RHFA drives **transformation** by producing and preserving affordable housing **at scale** with **dignity, equity, and innovation**.

The SD-RHFA creates **sustainable housing solutions** by **partnering across sectors**, centering **lived experience**, and building lasting **community impact**.

***Inclusive of all Board feedback as of EOD 8/26/25**

PLACEHOLDER SLIDE for SLIDO

Slido Question:

- Please rank the following mission statements in order of preference.
- Please propose an additional statement if anything is missing.

Note:

- Slido will be loaded/created on 8/26 after additional feedback is received (this ensures that we maximize our time during the Board meeting and are able to accomplish key objectives (narrowing to 1-2 mission statements)

VISION STATEMENT:

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



VISION STATEMENTS
OVERVIEW

VISION

A vivid and compelling description of the organization/team and its clients/customers in the future.

Criteria:

- Understood and shared by members of the community
- Broad enough to include a diverse variety of local perspectives
- Inspiring and uplifting to everyone involved in your effort
- Easy to communicate (short)

Statements should be:

- Aligned with the work of SD-RHFA
- Aspirational, yet realistic
- Descriptive and actionable
- Distinct, yet complementary (avoid repetition)

Statements should not be:

- Too wordy and/or jargony (e.g., San Diego Regional Housing Finance Authority)
- Unrealistic and/or unattainable
- Misaligned with the work of SD-RHFA

VISION AND MISSION STATEMENTS
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To foster innovative regional solutions that improve the lives of Southern Californians through inclusive collaboration, visionary planning, regional advocacy, information sharing, and promoting best practices.

TURNING INPUT INTO IMPACT:
SYNTHESIZING OUR VISION

- Vision statement submissions organized into 3 themes that comprise the *structural, functional, and aspirational* components of a vision statement

Planning & Scale

- "By 2027 we have created a comprehensive housing plan for San Diego addressing housing needs of diverse income and family statuses"
- "Create a comprehensive plan, accomplishing two things: (1) create AH on property owned by the two districts as much as possible, (2) plan to achieve scale of housing production to tip the housing market towards more affordable options"
- "Solutions that are adequate to the problem"

Action & Accountability

- "By July 2027 do all the actions to place a bond on the 2028 ballot"
- "…with a critical mass to support because we have engaged in a thoughtful way and communicate transparently and regularly"

Generational & Community Impact

- "Create affordable housing that build generational value"

Color Key

Key theme
Individual vision statement submissions

Inclusive of all Board feedback as of EOD 8/26/25

TURNING INPUT INTO IMPACT:
REFINING OUR VISION

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

The SD-RHFA envisions a San Diego where **housing, education, transportation, and community** investments work together to achieve housing at **scale** and ensure **opportunity** is not dictated by zip code.

The SD-RHFA envisions a San Diego where **bold housing solutions** spark progress across **education, transportation, and community well-being** – creating equitable opportunities and **vibrant communities** for all.

The SD-RHFA envisions a San Diego where **every resident can access affordable housing** that creates **generational stability**, educational **opportunity**, and **equitable life outcomes**.

***Inclusive of all Board feedback as of EOD 8/26/25**

PLACEHOLDER SLIDE for SLIDO

Slido Question:

- Please rank the following vision statements in order of preference
- Please propose an alternate statement if none of the above resonate with you

Note:

- Slido will be loaded/created on 8/26 after additional feedback is received (this ensures that we maximize our time during the Board meeting and are able to accomplish key objectives (narrowing to 1-2 vision statements)

STRATEGIC PLANNING TERMINOLOGY

PHASE 1: STRATEGIC FRAMEWORK

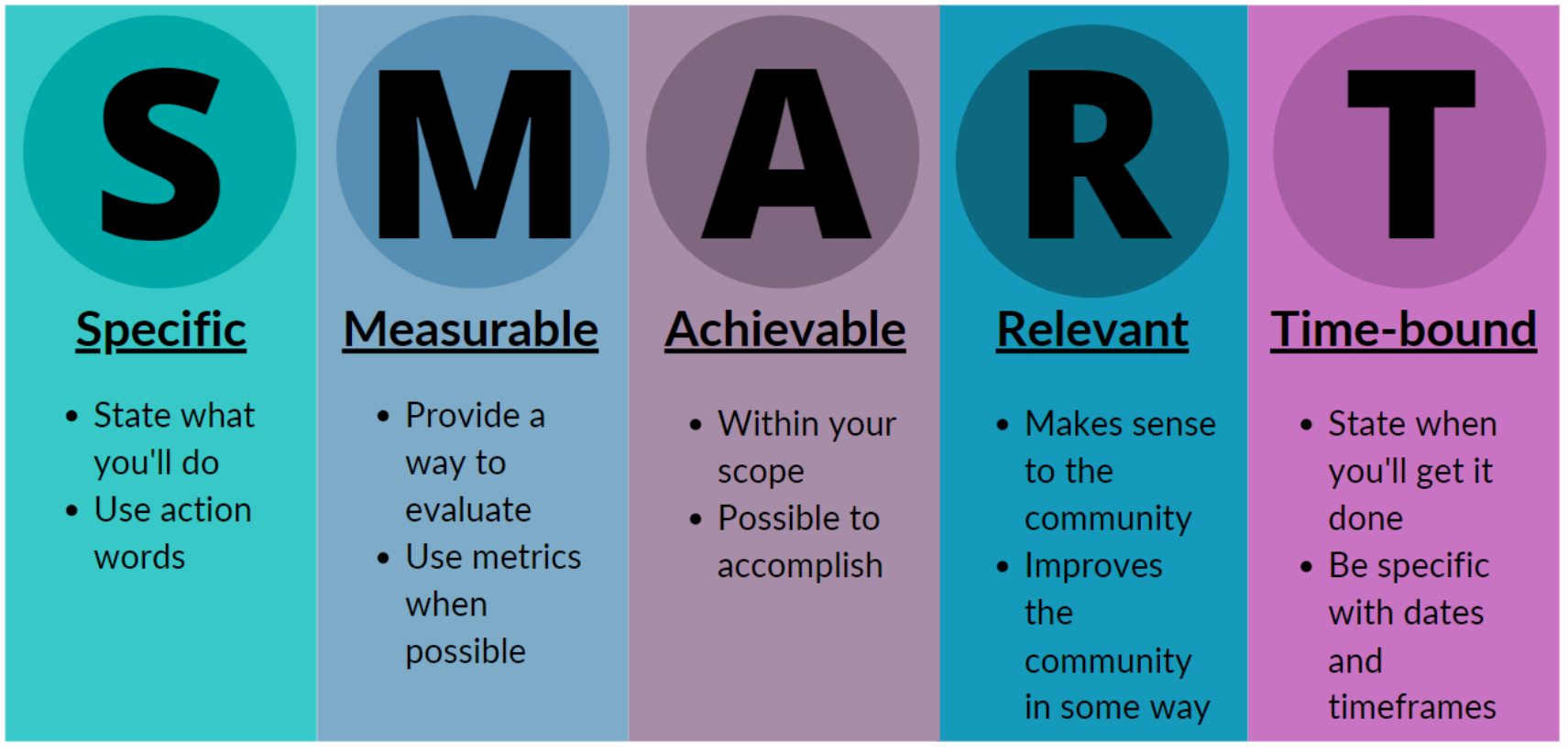
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Objectives	The direction the organization needs to move to accomplish its goals. These are the quantifiable elements of the strategic plan and describe what success will look like in measurable terms.

This Month's Focus - Completion Target: Aug./Sept.

Next Month's Focus - Completion Target: Sept./Oct.

STRATEGIC FRAMEWORK
ESTABLISHING CLEAR GOALS

GOALS
Outcomes SD-RHFA is committed to achieving (5-year outcomes) and reviewed annually for progress.



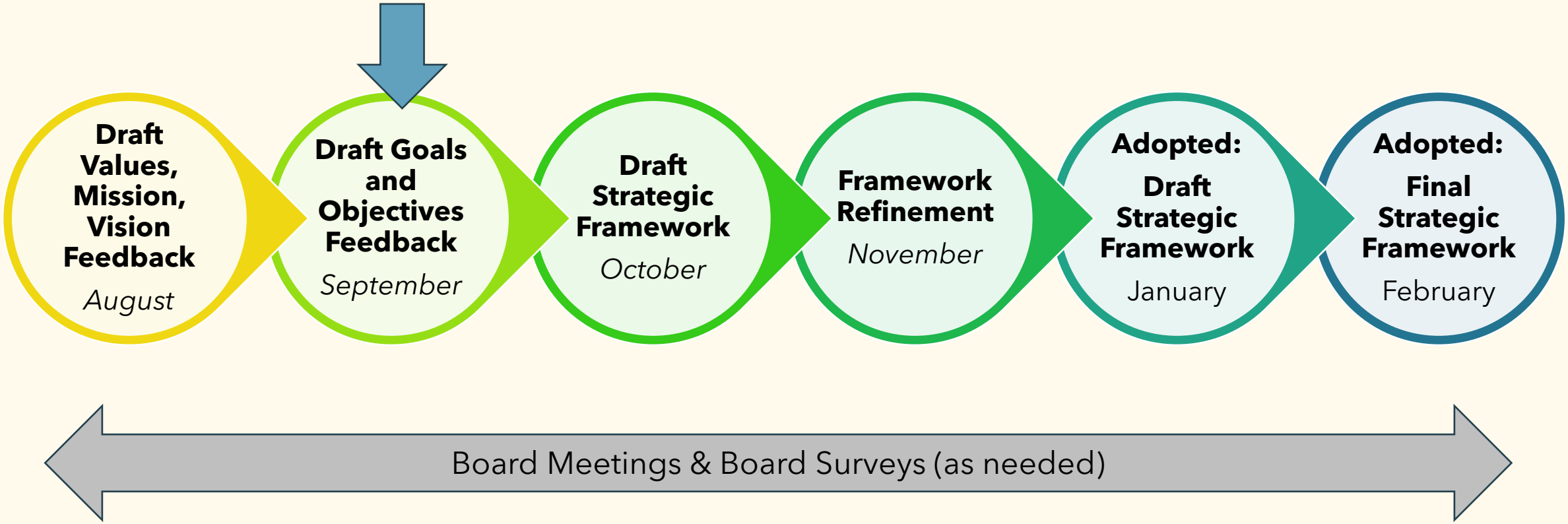


WRAP-UP & NEXT STEPS

BUILDING SD-RHFA'S STRATEGIC FRAMEWORK

PROPOSED TIMELINE

By the Q1 2026, draft an agency-wide strategic framework, consisting of mission, vision, values, goals, and objectives that is circulated for review/refinement through engagement with key stakeholders.



Questions?

Jennifer LeSar
(jennifer@lesardevelopment.com)

Edwin Peart
(Edwin@gpla.co)

THANK YOU!



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

Workplan Overview



Wednesday, August 27, 2025

2:00 – 4:00pm

San Diego Unified School District

4100 Normal Street

San Diego, CA 92103

GLOBAL POLICY LEADERSHIP ACADEMY

AGENDA

TIME	TOPIC
10 minutes	**Purpose, Format, and Measurement System**
10 minutes	**Overview: SD-RHFA's 3-pillar Approach** • Governance & Administration • Housing Learning & Capacity Building • Execution Strategy & Program Planning
10 minutes	**Three-Month Workplan Lookahead: 2025 Tasks by Pillar**
N/A	**Q&A**



WORKPLAN PURPOSE

SD-RHFA PURPOSE

Contextual Framing + Background

SB 440 (Skinner, 2024)

2024: Regional Housing Finance Authorities

2025: SD-RHFA

First SB 440 RHFA established in San Diego (SD-RHFA)

San Diego Unified SCHOOL DISTRICT

SAN DIEGO Community College District

SD-RHFA Purpose

- Raise and administer funding for affordable housing **development, preservation**, and **supportive infrastructure**
- Housing to serve a range of incomes and housing types, including **rental and owner-occupied**
- Housing for **extremely low- to moderate-income households** (up to 150% AMI in high-cost areas)

SD-RHFA STRATEGIC FRAMEWORK
(In Development)

SD-RHFA is actively developing its Strategic Framework to guide agency direction and impact.

Framework Component	Description
Core Values	Principles that guide our decisions and partnerships
Mission Statement	Our core purpose and focus
Vision Statement	Where we are going
Goals	High-level outcomes we aim to achieve
Objectives	Tangible milestones to track progress

This framework will be refined through board input, and will anchor future strategies, metrics, and expenditure planning.

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



SD-RHFA'S 3-PILLAR APPROACH

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

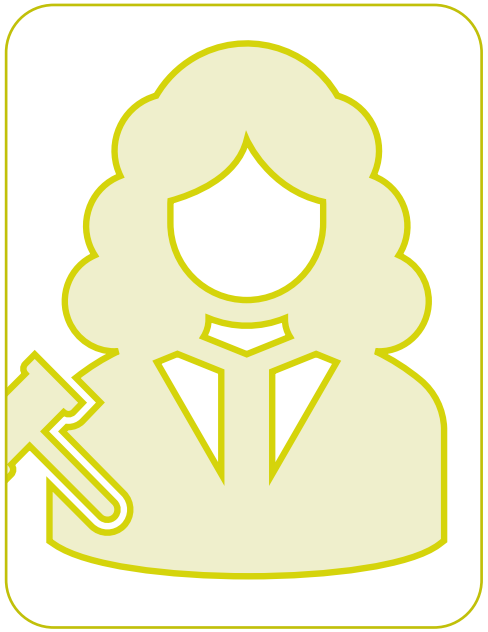


Housing Learning & Capacity Building



Execution Strategy & Program Planning

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

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

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

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

Pillar 1:

Governance & Administration

- Board & Advisory Committee support
- Website, branding, communications infrastructure
- Contingency for administrative flexibility (insurance, audits, misc. costs)

Pillar 2:

Housing Learning & Capacity Building

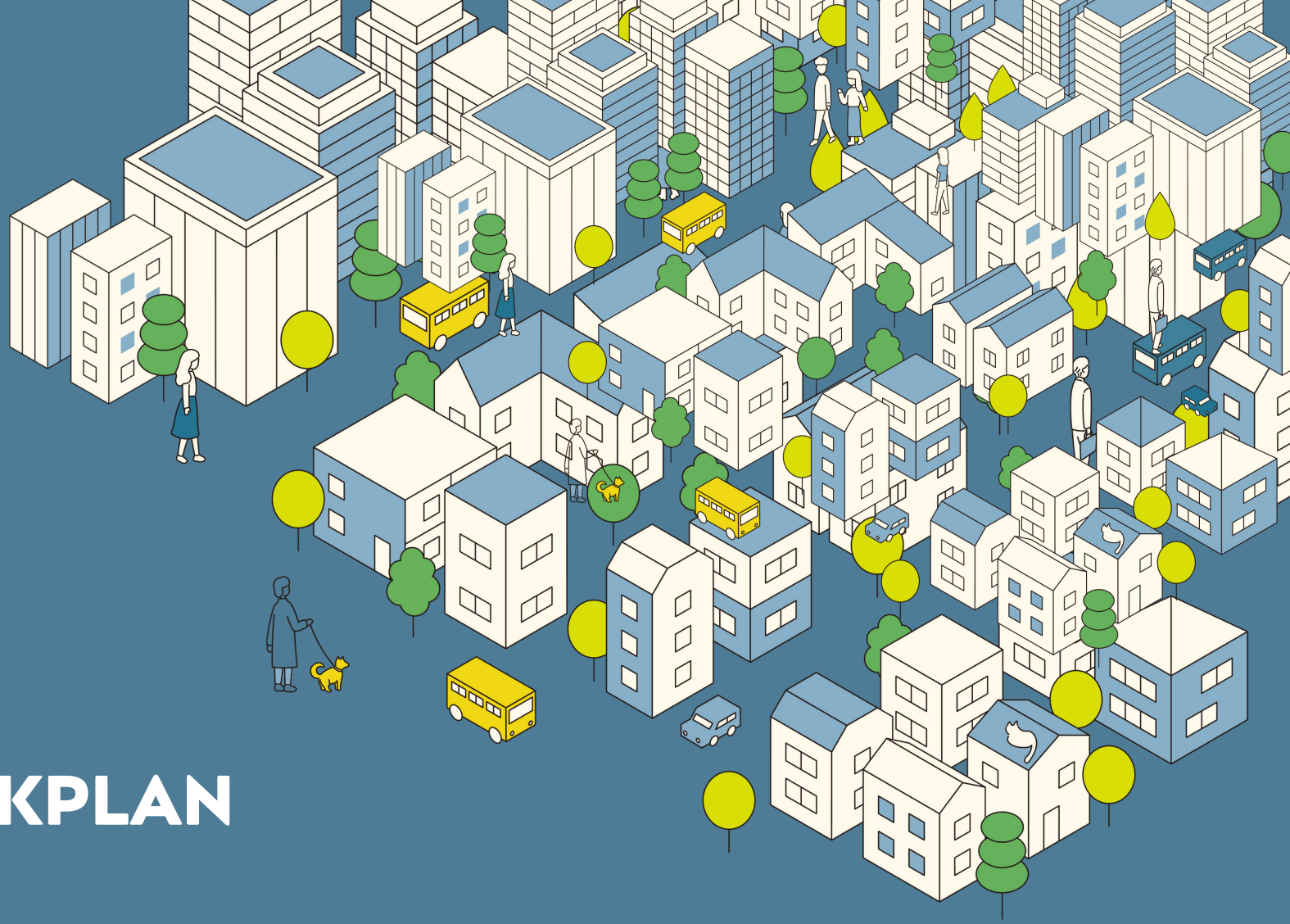
- Board learning series (informed through 7/30 board workshop)
- Peer exchanges with other RHFAs (e.g., LACAHSA, BAHFA)

Pillar 3:

Execution Strategy & Program Planning

- 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



THREE-MONTH WORKPLAN LOOKAHEAD:

2025 Tasks by Pillar

SD-RHFA WORKPLAN:
Three-Month Lookahead ("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

Questions?

Jennifer LeSar
(jennifer@lesardevelopment.com)

Edwin Peart
(Edwin@gpla.co)

THANK YOU!

