SAN DIEGO regional housing

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, August 18, 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. **Call to Order**
   - 1.01 Call meeting to order, Room 245-255
   - 1.02 Announcement of and Public Comment on Closed Session Items
     Members of the public may be present to hear the closed session announcements and speak on any closed session items at this time.
   - 1.03 Adjourn to Closed Session, Room 300

2. **Closed Session**
   - 2.01 Confer with or receive advice from legal counsel pursuant to Government Code Section 54956.9(d)(1) concerning exposure to litigation.

3. **Open Session Organizational Items**
   - 3.01 Reconvene Open Session, Room 245-255
   - 3.02 Report of Action in Closed Session (if applicable)

4. **Approval of Minutes**
   - 4.01 Minutes of the June 16, 2026 Board meeting

5. **Non-agenda Public Comment**

6. **Reports**
   - 6.01 Ex-Officio Board Member Report – San Diego Unified School District
   - 6.02 Ex-Officio Board Member Report – San Diego Community College District
   - 6.06 Report of Board Members
     - A) Richard Berrera
     - B) Mariah Jameson
     - C) Vice Chair, Craig Milgrim
     - D) Chair, Cody Petterson

7. **Operations**
   - 7.01 July 1, 2026 through December 31, 2026 Work Plan
   - 7.02 Technical Advisory Committee Appointments

8. **Budget and Finance**
   - 8.01 Accept up to $150,000 in financial support from the Prebys Foundation for continued SD-RHFA operations for July 1, 2026 to December 31, 2026 and execute any needed agreements with SD-RHFA's fiscal sponsor, the San Diego Community College Auxiliary Organization
   - 8.02 California Regional Housing Finance Authority Exchange Sponsorship
   - 8.03 Ratification of Contract Payments (6/1/2026 – 6/30/2026)
   - 8.04 GPLA Contract Amendment for July 1, 2026 through December 31, 2026

9. **Adjournment**
   - 9.01 Adjournment

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

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

SAN DIEGO regional housing

Meeting Minutes
June 16, 2026

The meeting of the San Diego Regional Housing Finance Authority (SD-RHFA) was held on Tuesday, June 16th, 2026 at 3:30 p.m. San Diego Community College District. Board Room 245-255 located at 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
- SDUSD Ex-Officio Board Member, Superintendent Fabiola Bagula
- SDCCD Ex-Officio Board Member, Chancellor Gregory Smith
- SDUSD Interim General Counsel Andra M. Greene

Absent/Excused:

- SD-RHFA Board Member Mariah Jameson

AGENDA:

1. Call to Order at : 3:02pm
2. Non-agenda Public Comment
    a) No public comments received
3. Consent Agenda
    a) Approve May 19, 2026, Meeting Minutes
        i. Motion by Board Member Barrera, seconded by Vice Chair Milgrim to approve the May 19, 2026 Minutes. Motion passed unanimously.
    b) Ratification of Amendment to Contract with GPLA
        i. Motion by Board Member Barrera, seconded by Vice Chair Milgrim to ratify the contract amendments. Motion passed unanimously.
4. Board Member Read Out – Mission, Vision, Core Values
5. Board Share-Outs (as needed)
    a) Advisory Committee Appointment Update

6. Presentations and Board Action

Pillar 1: Governance and Administration

Item 6.1a: Board Action: Ratification of Contract Payments (5/1/26 – 5/31/26)

i. Motion by Board Member Barrera, seconded by Vice Chair Milgrim to ratify the contract payments. Motion passed unanimously.

Item 6.1b: Board Action: Authorization to file Form SF-405 , Registry of Public Agency, and appointment of Secretary for such purpose

i. Motion by Board Member Barrera, seconded by Chair Petterson, to appoint Vice Chair Milgrim as the Secretary authorized to complete Form SF-405 Motion passed unanimously.
ii. Motion by Board Member Barrera, seconded by Vice Chair Milgrim, to designate the San Diego Community College District, 3375 Camino del Rio South, Suite 300 San Diego, CA 92108, as SDRHFA's official address for purposes of completing Form SF-405. Motion passed unanimously.
iii. Motion by Board Member Barrera, seconded by Vice Chair Milgrim, to authorize SDUSD Interim General Counsel Andra Greene to file Form SF-405. Motion passed unanimously.

Item 6.2: Board Action: Approve 2026 Q3 - Q4 Workplan and Budget

i. Motion by Board Member Barrera, seconded by Vice Chair Milgrim, to convene in closed session. Motion passed unanimously.
ii. Closed Session: 3:43pm.
iii. Reconvene from Closed Session: 4:35pm
iv. Chair Petterson confirmed that the Board will consult outside legal counsel regarding conflict of interest policies and authorized SDRHFA Ex-Officio members to continue oversight of the existing GPLA contract.

Pillar 2: Learning and Capacity Building

N/A

Pillar 3: Execution Strategy & Program Planning

Item 6.3: Board Action: Approve SD RHFA Website for Launch

v. Chair Petterson opened discussion on identifying an individual to complete domain.gov registration. SDCCD Ex-Officio Board Member. Chancellor Greg Smith was designated for this role. Motion by Board Member Barrera, seconded by Vice Chair Milgrim to approve website launch. Motion passed unanimously.

Item 6.4: Board Action: Adopt Strategic Plan

vi. Chair Petterson requested updated language for Objective 2.2. Vice Chair Milgrim requested updated language for Objective 2.3. Motion by Board Member Barrera, seconded by Vice Chair Milgrim to adopt Strategic Plan with updated language. Motion passed unanimously.

7. Meeting Adjournment
    a) Meeting adjourned at 5:22 p.m.
    b) Next meeting scheduled for July 21, 2026 at 3:30 p.m.

Agenda Item	**Operations - 7.01**
Item Title	**7/1/2026 – 12/31/2026 Work Plan**
Meeting Date	8/18/2026
Board Actions:	Board Action to Approve 7/1/2026-12/31/2026 SD-RHFA Workplan
Recommendation:	Approve Work Plan focused on fund development, financial sustainability, and Board/TAC retreat activities

BACKGROUND:

Enacted in 2024, SB 440 (Skinner) authorizes cities and counties in California to form Regional Housing Finance Agencies (RHFAs). RHFAs are not allocated state funds for formation or operation. SD-RHFA lacks sufficient funding to hire staff, perform financial management activities, acquire legal counsel, and related essential functions.

Ex-Officio members recommend the Board approve a focused work plan for July 1, 2026 through December 31, 2026 which includes:

Objective 1: Financial Sustainability Roadmap
- Establish a phased framework for SDRHFA's long-term operational and financing strategy
- Identify potential revenue pathways, funding strategies, implementation priorities, and organizational sustainability
- Develop and submit applications for funding

Objective 2: Capital Raising and Fund Development Strategy
- Develop and propose SDRHFA's fundraising and capital partnership strategy to support operational sustainability and future housing investments
- Conduct educational sessions with Board and staff

Objective 3: Board and Technical Advisory Committee Retreat
- Conduct October retreat with a one-hour onboarding session for Technical Advisory Committee members
- Conduct two-hour combined Board + TAC strategy session

Agenda Item	**Operations - 7.02**
Item Title	**Technical Advisory Committee Appointment**
Meeting Date	8/18/2026
Board Actions:	Board Action to Appoint SDRHFA Technical Advisory Committee and Consider the Appointment of Alternates to the Technical Advisory Committee
Recommendation:	Approve Move to Work, Advisory, Alternate, and Staff appointments to the Technical Advisory Committee

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.

At the March 17 SDRHFA Board Meeting, the Board approved a selection process and procedure to appoint members to the Technical Advisory Committee.

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

Date	Event	Board Action
March 17, 2026, Board Meeting	Board Provides Feedback on Technical 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:** Approve Establishing an Ad Hoc Committee for Recruitment and Selection of Advisory Committee Members
April 21, 2026 Board Meeting	Board Considers Technical Advisory Committee Charter	**1) Board Action**: Approve Technical Advisory Committee Charter
Outreach and Recruitment		
March 18 – June 30, 2026	Ongoing Outreach and Recruitment	N/A
Application Period		
April 13 – May 31, 2026	Original Advisory Committee Application Period	
May 31, 2026	Advisory Committee Applications closes (3 Applications Received)	
June 1 – June 30, 2026	Extended Advisory Committee Application Period	
June 30, 2026	Advisory Committee Applications closes (9 Applications Received)	
Screening and Interviews		
(April 13 – June 30, 2026)	Screening – Board requests to interview all applicants	
June 25, 2026 – June 30, 2026	Candidate Interviews	
Appointment		
July 21, 2026 Board Meeting	Board receives presentation from Staff, appoints candidates to the Technical Advisory Committee	1) Board Action: Board appoints Technical Advisory Committee

INTERVIEW PROCESS:

All (13) candidates who submitted Application materials were invited to participate in a panel interview. The interview process was conducted on June 25, June 29, and June 30, 2026, with each interview lasting approximately 20 to 30 minutes. The interview panel consisted of:

- Laurie Coskey, Vice Chancellor, Development and Entrepreneurship, San Diego Community College District;
- Drew Rowlands, Deputy Superintendent, Operations, San Diego Unified School District;
- Anu Natarajan, Managing Director, Global Housing Practice, GPLA; and
- Deborah Ruane, Senior Principal, Housing Team, Lesar Development Consultants,

Each candidate was asked the same six questions to support a consistent, structured, and equitable interview process. The questions were designed to evaluate the candidate's relevant professional experience, skills, and knowledge; understanding of the Technical Advisory Committee's role and the regional entity's role; ideas on innovation; level of interest; decision-making; and communication skills. The six questions are provided below:

- ***Question 1****: Please briefly describe your relevant professional experience in affordable housing finance, development, and/or management, including rental and owner-occupied affordable housing. What specific skills or knowledge would you bring to the committee?*
- ***Question 2:*** *What is your understanding of the primary responsibilities and role of the SDRHFA Advisory Committee in this process, and how that differs from staff or the board?*
- ***Question 3****: What role can a regional housing entity like SDRHFA play in advancing housing solutions while working within current local and state regulatory constraints?*
- ***Question 4****: Why are you interested in serving on the Advisory Committee?*
- ***Question 5****: Please describe a specific situation where you had to make a difficult decision involving resource allocation or balancing competing interests. What was the dilemma, how did you approach it, and what did you learn that would apply to your role on this advisory committee?*
- ***Question 6:*** *How do you handle situations where you disagree with the majority opinion in a group setting? Tell us about a time when you worked with diverse*

stakeholders who had conflicting priorities to reach a solution that addressed multiple concerns. What specific strategies did you use to navigate these differences, and how would you apply this experience to your role on the Advisory Committee?

Two candidates withdrew their applications prior to the scheduled interviews.
The interview panel interviewed a total of 11 candidates.

INTERVIEW PANEL RECOMMENDATION

Following the application and interview process, the interview panel recommends the following candidates to be appointed to the SDRHFA Technical Advisory Committee:

Move to Work Agency Appointee

- **Lisa Jones, President/CEO, San Diego Housing Commission**

Advisory Appointments

- **Agnes Wong Nickerson, VP Business and Financial Affairs and CFO, SDSU**
- **Mai Nguyen, Professor & Director, Design Lab, UC San Diego**
- **Sue Reynolds, Retired, Former CEO Community Housing Works**
- **Tamera Kohler, CEO, Regional Task Force on Homelessness**
- **David Estrella, Director, Housing and Community Development Services, San Diego County**
- **Jonathan Hunter, Retired, Former LDC and Board Member CAL HFA**
- **Stephen Russell, President/CEO, San Diego Housing Federation**
- **Nicole Lillie, Executive Director, Our Time to Act**

Advisory Committee Alternates

In addition to the interview committee appointments, GPLA recommends including alternates to the Technical Advisory Committee. Alternates will support the committee by providing additional expertise, continuity, and participation. Alternates are encouraged to attend meetings, stay informed, participate in discussions, and serve when a primary member is unavailable.

GPLA recommends one candidate to serve as an Alternate:

- Amy Denhart, Executive Director, Funders Together to end Homelessness

Advisory Committee Staff Appointments

In addition to the alternate, GPLA recommends appointment of SDUSD and SDCCD staff to support the committee. GPLA recommends appointment of Lee Dulgeroff, Senior Executive Director, Facilities Planning and Construction, San Diego Unified School District (SDUSD) and Dr. Joel Peterson, Executive Operations Officer, San Diego Community College District as staff appointments to the Technical Advisory Committee.

Agenda Item	**Budget and Finance – 8.01**
Item Title	**Accept, budget, and spend $150,000 from the Prebys Foundation in the 2026-2027 fiscal year**
Meeting Date	8/18/2026
Board Actions:	Board Action to Accept, Budget, and Spend $150,000 from the Prebys Foundation during the 2026-2027 fiscal year
Recommendation:	Approve acceptance, budgeting, and spending of $150,000 from the Prebys Foundation to accomplish July 1, 2026-December 31, 2026 work plan activities and outcomes

BACKGROUND:

Enacted in 2024, SB 440 (Skinner) authorizes cities and counties in California to form Regional Housing Finance Agencies (RHFAs). RHFAs are not allocated state funds for formation or operation. SD-RHFA lacks sufficient funding to hire staff, perform financial management activities, acquire legal counsel, and related essential functions.

The Prebys Foundation has generously supported the formation and initial operations of SD-RHFA and has agreed to continue financial support through a donation of $150,000 for operations and activities from July 1, 2026 through December 31, 2026, including contracted support services, outside legal counsel services, and related business expenses.

Ex-Officio members recommend the Board approve acceptance, budgeting, and spending of the donation in support of its July 1, 2026 through December 31, 2026 work plan.

SAN DIEGO REGIONAL HOUSING FINANCE AUTHORITY
SAN DIEGO, CALIFORNIA

In the Matter of Acceptance of Donation from Prebys Foundation	**)** **)**	**Resolution**

WHEREAS, the San the San Diego Regional Housing Finance Authority ("Authority") is a regional housing finance authority created pursuant to SB 440 (2023; Skinner) with all of the powers and duties provided for therein; and

WHEREAS, among those powers, the Authority is vested with the authority to accept grants from public and private entities; and

WHEREAS, the Prebys Foundation has offered and the Authority desires to accept a donation of $150,000 to be used by the Authority for operating expenses; and

NOW THEREFORE, BE IT RESOLVED, that Authority hereby accepts the aforementioned donation from the Prebys Foundation, which it will use for its operating expenses in accordance with its July 1, 2026 through December 31, 2026 work plan and adopted budget.

PASSED AND ADOPTED by the governing Board of the San Diego Regional Housing Finance Authority at its public meeting held the 18th day of August 2026 by the following vote:

AYES:
NAYS:
ABSENT:
ABSTAIN:

oOo

STATE OF CALIFORNIA)
COUNTY OF SAN DIEGO)

I, Gregory Smith, Ex-Officio Board Member, San Diego Regional Housing Finance Authority do hereby certify that the foregoing is a full, true and correct copy of a resolution adopted by said board at a meeting thereof held on the day and by the vote above stated, which resolution is on file with the minutes of said meeting.

Agenda Item	**Budget and Finance – 8.02**
Item Title	**California Regional Housing Finance Authority Exchange Sponsorship**
Meeting Date	8/18/2026
Board Actions:	Board Action to approve $20,000 to sponsor the 2nd California Regional Housing Finance Authority Exchange scheduled for December 3 and 4, 2026 in Oakland, California
Recommendation:	Approve the sponsorship agreement as presented

BACKGROUND:

Enacted in 2024, SB 440 (Skinner) authorizes cities and counties in California to form Regional Housing Finance Agencies (RHFAs). SD-RHFA was formed by the governing boards of the San Diego Unified School District and San Diego Community College District and is the first such agency formed under the enacting resolution, joining the Bay Area Housing Finance Authority and Los Angeles County Affordable Housing Solutions Agency as California's only current housing finance agencies.

In 2025, the inaugural California Regional Housing Finance Authority Exchange was held in Long Beach, California and attended by representatives of the three housing authorities. The exchange directly benefits SD-RHFA through the sharing of affordable housing funding strategies, affordable housing program operational details, and shared advocacy in support of SD-RHFA strategic priorities.

The Ex-Officio members recommend the Board approve sponsorship of the 2026 exchange.

Sponsorship Agreement

2nd Annual California Regional Housing Finance Authority (RHFA) Exchange

Between Global Policy Leadership Academy (GPLA) and San Diego Regional Housing Finance Agency (SDRHFA)

This Sponsorship Agreement ("Agreement") is entered into between the Global Policy Leadership Academy ("GPLA") and the San Diego Regional Housing Finance Agency ("SDRHFA") for the purpose of supporting the planning, design, and implementation of the 2nd Annual California Regional Housing Finance Authority (RHFA) Exchange.

1. Background and Purpose

As part of SDRHFA's current work plan and contract with GPLA, the SDRHFA Board identified participation in the 2nd Annual California RHFA Exchange as an opportunity to support peer-based learning, capacity building, and regional collaboration among California's emerging Regional Housing Finance Authorities.

The RHFA Exchange supports Pillar 2: Housing Learning & Capacity Building, Objective 1: Peer-Based Learning, which includes the development and presentation of an invitation-only 2nd Annual California Regional Housing Finance Authority Exchange. The Exchange is structured as an accelerated learning and peer networking opportunity facilitated through SDRHFA's sponsorship and attendance.

Consistent with the current contract scope, SDRHFA's participation includes the following key results:

- KR 1: SDRHFA Board commits to being a conference sponsor through a $20,000 sponsorship contribution, requiring preparation of a sponsorship agreement approved by the Board. Sponsorship helps cover costs associated with conference facilities, meals, conference transportation, programming, and related activities necessary to support the Exchange.

- KR 2: SDRHFA Board prioritizes the invitation list, culminating in up to 15 SDRHFA attendees participating in the Exchange.
- KR 3: A shared invitation list for the San Diego region will be coordinated with regional partners to support broad participation and representation, with regions limited to 25 participants per region.

The California RHFA Exchange is a 1.5-day convening scheduled for December 3–4, 2026, designed to bring together California's three Regional Housing Finance Authorities (RHFAs) for shared learning, collaboration, and knowledge exchange.

The Exchange will provide an opportunity for RHFA board members, staff, technical advisors, and partners to share lessons learned, discuss emerging approaches, and strengthen regional housing finance strategies related to affordable housing production, preservation, innovative financing models, organizational sustainability, and implementation.

2. Sponsorship Contribution

Consistent with SDRHFA's approved work plan, SDRHFA agrees to provide a $20,000 sponsorship contribution to GPLA as SDRHFA's partial contribution toward the overall costs necessary to plan, design, develop, and deliver the California RHFA Exchange.

The sponsorship contribution represents SDRHFA's participation as one of the three participating California RHFAs supporting the Exchange.

Sponsorship funding will support costs associated with the development and delivery of the Exchange, including but not limited to:

- Staff time for overall project management and coordination;
- Development of the Exchange goals, learning framework, agenda, and outcomes;
- Coordination among participating RHFAs and partner organizations;
- Planning meetings with RHFA leadership, staff, and stakeholders;
- Speaker identification, outreach, and preparation;
- Development of session content, materials, and facilitation guides;
- Conference facilities, meals, transportation, programming, and related event expenses;

- Event execution and documentation of lessons learned and opportunities for future collaboration.

3. Payment Trigger and Terms

SDRHFA's sponsorship contribution shall become payable upon execution of the hotel agreement necessary to host the California RHFA Exchange.

The executed hotel agreement, including venue commitments and related event obligations, shall be included as:

Attachment A: Hotel Contract

Upon execution of the hotel contract and receipt of an invoice from GPLA, SDRHFA will process payment of the $20,000 sponsorship contribution.

4. GPLA Responsibilities

GPLA will serve as the lead convener and content development partner for the California RHFA Exchange. GPLA will:

- Lead overall Exchange design and development;
- Coordinate participation among California's three RHFAs;
- Develop the agenda, learning objectives, session structure, and facilitation approach;
- Coordinate speakers, presenters, and peer learning opportunities;
- Manage event planning activities necessary for successful delivery of the Exchange;
- Support documentation and sharing of key lessons, emerging practices, and opportunities for continued collaboration.

5. SDRHFA Participation

As a sponsoring RHFA partner, SDRHFA will:

- Participate as a sponsor of the 2nd Annual California RHFA Exchange;
- Identify up to 15 SDRHFA representatives to participate in the Exchange;

- Support development of a regional invitation list in coordination with regional partners;
- Share SDRHFA's experience related to formation, governance, strategic planning, organizational development, and implementation;
- Collaborate with peer RHFAs to advance statewide learning and capacity building.

6. Sponsorship Recognition

GPLA will recognize SDRHFA as a sponsoring partner of the 2nd Annual California RHFA Exchange in relevant event materials and communications.

7. Term of Agreement

This Agreement shall begin upon execution by both parties and remain in effect through completion of the California RHFA Exchange and related close-out activities.

8. Amendments

Any modifications to this Agreement shall be made in writing and approved by both parties.

Attachments

Attachment A: Executed Hotel Contract for California RHFA Exchange (December 3–4, 2026)

Signatures

Global Policy Leadership Academy (GPLA)

Name: _____
Title: _____
Signature: _____
Date: _____

San Diego Regional Housing Finance Agency (SDRHFA)

Name: _____

Title: _____

Signature: _____

Date: _____

MARRIOTT
OAKLAND
CITY CENTER

GROUP SALES AGREEMENT

DESCRIPTION OF GROUP AND EVENT

The following represents an agreement between Oakland Marriott City Center, 1001 Broadway, Oakland, CA, 94607, (510) 451-4000 and Global Policy Leadership Academy.

ORGANIZATION:	Global Policy Leadership Academy
CONTACT:	
Name:	Rich Valdez Sean Manalo
Street Address:	845 15th Street, Suite 103
City, State, Postal Code:	San Diego, CA 92101
Country/Region:	USA
Phone Number:	(510) 754-3251
E-mail Address:	rich@lesarholdings.com
NAME OF EVENT:	Global Policy Leadership Academy GPLA Regional Housing Finance Agency Exchange
REFERENCE #:	M-W4GU7OD
OFFICIAL PROGRAM DATES:	Thursday, 12/03/2026 - Friday, 12/04/2026

GUEST ROOM COMMITMENT/GROUP ROOM RATES

The Hotel agrees that it will provide, and Group agrees that it will be responsible for utilizing, 50 room nights in the pattern set forth below (such number and such pattern, the "Room Night Commitment"):

Date	Day	Run of House	Total Rooms
12/03/2026	Thu	50	50

Start Date	End Date	Room Type	Single
12/03/2026	12/04/2026	Run of House	$149.00

Hotel room rates are subject to applicable State and Local Fees and Taxes (currently 14% Occupancy Tax, $0.55 CA Tourism Fee and 2% OTBID Assessment) in effect at the time of check-out.

COMMISSION

The group room rates listed above are net non-commissionable. Global Policy Leadership Academy will advise its designated agency of these rates and address any resulting agency compensation issues directly with the management of the appropriate agency.

METHOD OF RESERVATIONS

Hotel is pleased to offer Global Policy Leadership Academy the use of an online group reservations system. All reservations will be made, modified or canceled by individuals on-line at a URL to be established by Hotel or by calling Marriott's Reservations toll free number. It is the responsibility of Global Policy Leadership Academy to publish and provide this information to potential attendees through the planner's meeting website or through email. Global Policy Leadership Academy shall be responsible for publishing the URL for all potential attendees. The Group Rate is guaranteed for

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Sertifi Electronic Signature

reservations made on or before the Cutoff Date. Any reservations made after the Cutoff Date shall be at the Hotel's then current available rate.

Hotel will provide Global Policy Leadership Academy with information about how to access its information through the online group reservations system.

GUARANTEED RESERVATIONS
All reservations must be accompanied by a first night room deposit or guaranteed with a major credit card or by Global Policy Leadership Academy. Hotel will not hold any reservations unless secured by one of the above methods.

CUT-OFF DATE
Reservations by attendees must be received on or before **Wednesday, October 21, 2026**, (the "Cut-Off Date"). At the Cut-Off Date, Hotel will review the reservation pick up for the Event, release the unreserved rooms for general sale, and determine whether or not it can accept reservations based on a space- and rate-available basis at the Global Policy Leadership Academy group rate after this date.

NO ROOM TRANSFER BY GUEST
Global Policy Leadership Academy agrees that neither Global Policy Leadership Academy nor attendees of the Event nor any intermediary shall be permitted to assign any rights or obligations under this Group Sales Agreement, or to resell or otherwise transfer to persons not associated with Global Policy Leadership Academy reservations for guestrooms, meeting rooms or any other facilities made pursuant to this Group Sales Agreement.

MASTER ACCOUNT
Hotel must be notified in writing at least fourteen (14) days prior to arrival of the authorized signatories and the charges that are to be posted to the Master Account. Any cancellation or attrition fees will be billed to the Master Account.

PHISHING
Please be aware that bad actors can impersonate Hotel employees. Group should never rely solely on contact information sent in an email or respond directly to any email requesting a bank account information change. If Group receives a request from Hotel regarding bank account information, Group should contact the Hotel via verified phone number or in person to confirm the request prior to providing such information.

PAYMENT BY CREDIT CARD OR COMPANY CHECK
If Global Policy Leadership Academy will pay some or all of the Master Account by credit card or company check, Global Policy Leadership Academy's credit card information must be entered into our secure online portal.

Hotel will send a Credit Card Information Request to the email address provided by Global Policy Leadership Academy. This emailed request will include instructions for Global Policy Leadership Academy on how to submit Global Policy Leadership Academy's credit card information to the Hotel via a secure online portal. The secure online portal is the only method by which the Hotel will collect credit card information. If Global Policy Leadership Academy does not provide credit card information in accordance with the emailed instructions, Hotel may terminate this Agreement without liability immediately upon written notice to Global Policy Leadership Academy.

Global Policy Leadership Academy's credit card on file will be charged for payments as required under this Agreement. Hotel will charge the credit card on file in accordance with the deposit schedule set forth herein, if applicable. The total estimated cost of the event, minus any deposits previously paid, will be charged to the credit card on file five (5) business days prior to the group's arrival date. Any additional costs or charges incurred by Global Policy Leadership Academy after the aforementioned costs are paid, or that are incurred by Global Policy Leadership Academy during the event, including without limitation any cancellation or attrition liquidated damages due under the Agreement, will be charged to the credit card on file in accordance with the final invoice that Hotel submits to Global Policy Leadership Academy.

BILLING ARRANGEMENTS
The following billing arrangements apply: Individual to Pay

ROOMS ATTRITION – Rooms Per Night
Hotel is relying upon Global Policy Leadership Academy's nightly use of the Room Night Commitment. Global Policy Leadership Academy agrees that a loss will be incurred by Hotel if Global Policy Leadership Academy's actual usage is less

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than eighty percent (80%) of the Room Night Commitment on any night of the Event.

Hotel agrees to allow for a twenty percent (20%) reduction in the nightly Room Night Commitment. Each night during the Event, Hotel will subtract the actual room usage for that night and the amount of permissible attrition for that night from the Room Night Commitment for that night. The difference of room nights will be multiplied by the group's average room rate, less any mandatory fees or charges included in the room rates and excluding staff and or complimentary rooms, and the resulting amount will be posted as attrition charges to Global Policy Leadership Academy's Master Account, plus applicable taxes, at the conclusion of the Event.

These charges represent a reasonable effort on behalf of the Hotel to establish its loss prospectively and shall be due as liquidated damages.

OUTSIDE FOOD AND BEVERAGE POLICY

All food and beverages served at functions associated with the Event must be provided, prepared, and served by Hotel, and must be consumed on Hotel premises.

CANCELLATION – Convention

Global Policy Leadership Academy acknowledges that if it cancels or otherwise essentially abandons its planned use of the Room Night Commitment (a "Cancellation"), this action would constitute a breach of Global Policy Leadership Academy's obligation to Hotel and Hotel would be harmed. Because Hotel's harm (and Global Policy Leadership Academy's obligation to compensate Hotel for that harm) is likely to increase if there is a delay in notifying Hotel of any Cancellation, Global Policy Leadership Academyagrees to notify Hotel, in writing, within five (5) business days of any decision to Cancel. In addition, if a Cancellation occurs, the parties agree that:

a. it would be difficult to determine Hotel's actual harm;
b. the sooner Hotel receives notice of the Cancellation, the lower its actual harm is likely to be, because the probability of mitigating the harm by reselling space and functions is higher; and
c. the highest percentage amount in the chart (the "Chart") set forth below reasonably estimates Hotel's harm for a last-minute cancellation and, through its use of a sliding scale that reduces damages for earlier cancellations, the Chart also reasonably estimates Hotel's ability to lessen its harm by reselling Global Policy Leadership Academy's space and functions.

Global Policy Leadership Academy therefore agrees to pay Hotel, within thirty (30) days after any Cancellation, as liquidated damages and not as a penalty, the amount listed in the Chart below.

Date of Cancellation	**Total Amount of Liquidated Damages Due**
Date of Agreement to 181 days prior to arrival	70% of Total Rooms Revenue*
From 180 days to 91 days prior to arrival	80% of Total Rooms Revenue*
From 90 days to 4 business days prior to arrival	90% of Total Rooms Revenue*
From Date of Event to 3 business days prior to arrival	100% of Total Rooms Revenue*

* "Total Room Revenue" is the dollar amount equal to the number of room nights in the Room Night Commitment multiplied by Global Policy Leadership Academy's average room rate, less any mandatory fees or charges included in the room rates and excluding staff room rates and complimentary rooms, if any. If applicable, state and local taxes will be added to the amounts listed above.

Provided that Global Policy Leadership Academy timely notifies Hotel of the Cancellation and timely pays the above liquidated damages, Hotel agrees not to seek additional damages from Global Policy Leadership Academyrelating to the Cancellation.

CANCELLATION OF AFFILIATES

Global Policy Leadership Academy hereby acknowledges that this Event is not being held in conjunction or affiliation with any other program held at the Hotel over the Event Dates. Global Policy Leadership Academy's attendees will not be attending any other program currently being held at the Hotel or in the City of Oakland, CA. If the Hotel determines that

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another such program exists, Hotel may cancel this Agreement, and Global Policy Leadership Academy shall pay Hotel the Cancellation Fees listed in the Cancellation paragraph of this Agreement.

IMPOSSIBILITY

The performance of this Agreement is subject to termination without liability upon the occurrence of any circumstance beyond the control of either party – such as acts of God, war, acts of terrorism, government regulations, disaster, strikes, civil disorder, or curtailment of transportation facilities – to the extent that such circumstance makes it illegal or impossible for the Hotel to provide, or for groups in general to use, the Hotel facilities. The ability to terminate this Agreement without liability pursuant to this paragraph is conditioned upon delivery of written notice to the other party setting forth the basis for such termination as soon as reasonably practical - but in no event longer than ten (10) days - after learning of such basis.

COMPLIANCE WITH LAW

This Agreement is subject to all applicable federal, state, and local laws, including health and safety codes, alcoholic beverage control laws, disability laws, federal anti-terrorism laws and regulations, and the like. Hotel and Global Policy Leadership Academy agree to cooperate with each other to ensure compliance with such laws.

CHANGES, ADDITIONS, STIPULATIONS, OR LINING OUT

Any changes, additions, stipulations or deletions including corrective lining out by either Hotel or Global Policy Leadership Academy will not be considered agreed to or binding on the other unless such modifications have been initialed or otherwise approved in writing by the other.

LITIGATION EXPENSES

The parties agree that, in the event litigation relating to this Agreement is filed by either party, the non-prevailing party in such litigation will pay the prevailing party's costs resulting from the litigation, including reasonable attorneys' fees.

LIQUOR LICENSE

Global Policy Leadership Academy understands that Hotel's liquor license requires that beverages only be dispensed by Hotel employees or bartenders. Alcoholic beverage service may be denied to those guests who appear to be intoxicated or are underage.

COMPLIANCE WITH EQUAL OPPORTUNITY LAWS

This section describes Marriott's obligations as a U.S. federal contractor. It does not apply to customers that are not part of the U.S. federal government or using funds from the U.S. federal government for this contract.

Marriott shall comply with all applicable laws, statutes, rules, ordinances, codes, orders and regulations of all federal, state, local and other governmental and regulatory authorities and of all insurance bodies applicable to the Hotel premises in performing its obligations under this Agreement.

Marriott (referred to as "contractor" in this section) shall comply with Section 503 of the Rehabilitation Act of 1973, as amended, and the Vietnam Era Veterans' Readjustment Assistance Act, as amended, which are administered by the United States Department of Labor ("DOL"), Office of Federal Contract Compliance Programs ("OFCCP"). The equal employment opportunity clauses of the implementing regulations, including 41 C.F.R. §§ 60-300.5(a) and 60-741.5(a) are hereby incorporated by reference, with all relevant rules, regulations and orders pertaining thereto. These laws and implementing regulations prohibit discrimination by covered prime contractors and subcontractors against qualified individuals based on their status as protected veterans or individuals with disabilities. Additionally, they require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment qualified protected veterans and individuals with disabilities.

Marriott also shall comply with Executive Order 13496 and with all relevant rules, regulations and orders pertaining thereto, to the extent applicable. The employee notice clause and all other provisions of 29 C.F.R. Part 471, Appendix A to Subpart A, are hereby incorporated by reference.

To the extent applicable, Marriott shall include the provisions of this section in every subcontract or purchase order so that such provisions shall be binding upon each contractor, subcontractor or vendor performing services or providing materials relating to this Agreement and the services provided pursuant to the terms hereof.

PRIVACY

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Marriott International, Inc. ("Marriott") is committed to complying with obligations applicable to Marriott under applicable privacy and data protection laws, including to the extent applicable EU data protection laws. Hotel shall comply with the then-current Marriott Group Global Privacy Statement (the "Privacy Statement," currently available at http://www.marriott.com/about/privacy.mi) with respect to any personal data received under this Agreement.

Without limiting the foregoing obligation, Hotel has implemented measures designed to: (1) provide notice to individuals about its collection and use of their personal data, including through the Privacy Statement; (2) use such personal data only for legitimate business purposes; (3) provide means by which individuals may request to review, correct, update, suppress, restrict or delete or port their personal data, consistent with applicable law; (4) require any service providers with whom personal data is shared to protect the confidentiality and security of such data; and (5) use technical and organizational measures to protect personal data within its organization against unauthorized or unlawful access, acquisition, use, disclosure, loss, or alteration.

Global Policy Leadership Academy will obtain all necessary rights and permissions prior to providing any personal data to Hotel, including all rights and permissions required for Hotel, Hotel affiliates, and service providers to use and transfer the personal data to locations both within and outside the point of collection (including to the United States) in accordance with Hotel's privacy statement and applicable law. Notwithstanding any other provision, Hotel may use an individual's own personal data to the extent directed by, consented to or requested by such individual.

CUSTOMER SIGNAGE IN HOTELS

All public-facing signage and materials are subject to Hotel approval and may be removed from public view by Hotel at its discretion.

IN-HOUSE EQUIPMENT

Hotel will provide, at no charge, a reasonable amount of meeting equipment (for example, chairs, tables, etc.). These complimentary arrangements do not include special setups or extraordinary formats that would deplete Hotel's present in-house equipment to the point of requiring rental of an additional supply to accommodate Global Policy Leadership Academy's needs. If such special setups or extraordinary formats are requested, Hotel will present Global Policy Leadership Academy two (2) alternatives: (1) charging Global Policy Leadership Academy the rental cost for additional equipment, or (2) changing the extraordinary setup to a standard format, avoiding the additional cost.

UNATTENDED ITEMS/ADDITIONAL SECURITY

The Hotel cannot ensure the security of items left unattended in function rooms. Special arrangements may be made with the Hotel for securing a limited number of valuable items. If Global Policy Leadership Academy requires additional security with respect to such items or for any other reason, the Hotel will assist in making these arrangements. All security personnel to be utilized during the Event are subject to Hotel approval.

USE OF OUTSIDE VENDORS

If Global Policy Leadership Academy wishes to hire outside vendors to provide any goods or services at Hotel during the Event, Global Policy Leadership Academy must notify Hotel of the specific goods or services to be provided and provide sufficient advance notice to the Hotel so that the Hotel can (i) determine, in Hotel's sole discretion, whether such vendor must provide Hotel, in form and amount reasonably satisfactory to Hotel, an indemnification agreement and proof of adequate insurance, and (ii) approve, using reasonable judgment, the selection of the outside vendor and the goods or services to be provided by such outside vendor to Global Policy Leadership Academy, taking into consideration: (a) whether Hotel offers such goods and services; (b) the risk level posed by certain activities; and (c) the safety and well-being of guests at Hotel.

PERFORMANCE LICENSES

Global Policy Leadership Academy will be solely responsible for obtaining any necessary licenses or permission to perform, broadcast, transmit, or display any copyrighted works (including without limitation, music, audio, or video recordings, art, etc.) that Global Policy Leadership Academy may use or request to be used at the Hotel.

MARRIOTT BONVOY EVENTS

Marriott Bonvoy Events provides Points or Miles to eligible Marriott Bonvoy Members who book and hold qualifying meetings and events at Participating Properties.
Approximately ten (10) business days after the conclusion of the Event (provided that the Event is not cancelled and Global Policy Leadership Academy has otherwise complied with the material terms and conditions of this Agreement), the Hotel will award Points or Miles to the Member and relevant account identified below. By inserting the airline frequent flyer account

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information, the recipient elects to receive Miles instead of Points.

Marriott Bonvoy Events is not available in certain circumstances, including (1) for any government employee or official booking a government event (U.S. government event or non-U.S. government event); (2) for any employee of a state-owned or state-controlled entity ("SOE") booking an event on behalf of the SOE; or (3) for any other planner or intermediary when booking an event on behalf of a non-U.S. governmental entity or SOE. Hotels in the Asia Pacific region are restricted from awarding Points or Miles to any intermediary booking an event on behalf of any governmental entity or SOE.

GROUP MUST CHECK ONE OPTION BELOW:

○ The Contact (as identified on page 1 of this Agreement or the Authorized Signer of this Agreement) is eligible to receive Points or Miles.

Member Name:

Marriott Bonvoy Membership Number:

*If Miles are desired instead of Points, please also provide:

Participating airline name:

Participating airline frequent flyer account number:

OR

◉ The Contact (as identified on page 1 of this Agreement or the Authorized Signer of this Agreement) declines or is not eligible to receive Points or Miles and hereby waives the right to receive Points or Miles in connection with the Event.

The individual identified above to receive either Points or Miles may not be changed without such individual's prior written consent. The number of Points or Miles to be awarded shall be determined pursuant to the Marriott Bonvoy Terms and Conditions (the "Terms and Conditions"), as in effect at the time of award. All Marriott Bonvoy Terms and Conditions apply. The Terms and Conditions are available on-line at https://www.marriott.com/loyalty/terms/default.mi and may be changed at the sole discretion of Marriott International, Inc. at any time and without notice. Capitalized terms used in this section have the meanings given to them in the Terms and Conditions.

HIGH RISK ACTIVITIES

Hotel has committed to providing the room nights and function space, as applicable, set forth in this Agreement based on information about the event that Global Policy Leadership Academy has given to the Hotel. Global Policy Leadership Academy agrees that it has presented all material information required in order for Hotel to provide the rooms and facilities set forth in this Agreement. Should Hotel, in its sole reasonable discretion, determine at any time that the Event will include a high-risk activity that was previously undisclosed to the Hotel (including by way of example, and not by limitation, biological agents, pyrotechnics, etc.), Hotel may terminate this Agreement immediately and without liability, upon written notice to Global Policy Leadership Academy.

CONNECT RESPONSIBLY

As part of the Connect Responsibly program in which Hotel participates, Global Policy Leadership Academy may choose to receive a Meeting Impact Report ("MIR"). If Global Policy Leadership Academy elects to receive the MIR, Hotel will provide Global Policy Leadership Academy a MIR at the conclusion of the event that displays the calculated carbon and water footprints of the event based on industry methodologies, as well as the sustainable practices that were implemented during the event.

Global Policy Leadership Academy elects the following:

Meeting Impact Report (MIR):

○ Yes, Global Policy Leadership Academy would like to receive the MIR
◉ No, Global Policy Leadership Academy would prefer not to receive the MIR

Carbon Offset Credits:

If Global Policy Leadership Academy elects to receive a MIR, Global Policy Leadership Academy may also choose to purchase carbon offset credits. Should Global Policy Leadership Academy elect to purchase carbon offset credits, Hotel will either provide Global Policy Leadership Academy information regarding how to purchase carbon offset credits or purchase the credits on Global Policy Leadership Academy's behalf and bill them to Global Policy Leadership Academy, as indicated below.

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To select one of the first two options below, Global Policy Leadership Academy *must first opt-in above to receiving the MIR.*

○ Hotel will provide Global Policy Leadership Academy with the website link so Global Policy Leadership Academy may purchase carbon offset credits

○ Hotel will purchase carbon offset credits on Global Policy Leadership Academy behalf and include the charge on Global Policy Leadership Academy's final bill

◉ Global Policy Leadership Academy elects not to purchase carbon offset credits for this program.

ACCEPTANCE

When presented by the Hotel to Global Policy Leadership Academy, this document is an invitation by the Hotel to Global Policy Leadership Academy to make an offer. Upon signature by Global Policy Leadership Academy, this document will be an offer by Global Policy Leadership Academy. Only upon signature of this document by all parties will this document constitute a binding agreement. Unless the Hotel otherwise notifies Global Policy Leadership Academy at any time prior to Global Policy Leadership Academy's execution of this document, the outlined format and dates will be held by the Hotel for Global Policy Leadership Academy on a first-option basis until **Friday, May 1, 2026**. If Global Policy Leadership Academy cannot make a commitment prior to that date, this invitation to offer will revert to a second-option basis or, at the Hotel's option, the arrangements will be released, in which case neither party will have any further obligations.

Upon signature by both parties, Global Policy Leadership Academy and the Hotel shall have agreed to and executed this Agreement by their authorized representatives as of the dates indicated below.

SIGNATURES

Approved and authorized by Global Policy Leadership Academy

Name: Richard Valdez

Title: Chief Operations Officer

Signature: Richard Valdez
rich@lesarholdings.com

Date: 06/01/2026

Approved and authorized by Hotel:

Name: Gabriel Woodham

Title: MHS Extended Hours Sales Manager

Signature: Gabriel Woodham

Date: 06/08/2026

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OAKLAND MARRIOTT CITY CENTER

The following outlines additional hotel information in place at the time of booking to assist in the planning of your event. Please work directly with your dedicated Event Manager closer to arrival as hotel information is subject to change. "Group" will refer to the Organization Name on page 1 of the Group Sales Agreement or Letter of Intent.

PAYMENT INFORMATION

All functions choosing to pay with a credit card for an event or group room block will be charged 100% of their estimated revenue, which will be determined by the event manager. Full payment will occur ten (10) business days prior to the event.

INDIVIDUAL CANCELLATION

Cancellation must be received 72 hours prior to arrival date or first night's room and tax will be charged to the individual's credit card provided at time of booking.

SMALL GROUP FEE

All Plated/Buffets require a minimum of 25 people – a labor charge of $175.00 will be applied for groups with less than the minimum. (Breakfast, Lunch, or Dinner Only. Does not apply for breaks). The labor charge is subject to sales tax of 10.25%(subject to change)

OUTSIDE CATERING CORKAGE FEE, only applicable for outside catering:

- Breakfast - $38++ per person
- Lunch - $51++ per person
- Dinner - $66++ per person
- Snacks - $22++ per person per function / break
- Reception - $30++ per person per function

These rates are exclusive of Staff Charge (currently 14.5%)and House Charge (currently 10.5%)and any applicable tax (currently 10.75%). All F&B prices and F&B Staff and/or F&B House Charges may increase as the result of changing market conditions, costs, taxes or other objective factors as determined by the Hotel. Group agrees to pay the F&B prices and F&B Staff and/or F&B House Charges in effect at the time of the event. The Staff Charge is distributed in its entirety to employees providing the service. The House Charge is retained entirely by the Hotel to cover administrative, non-labor costs and is not a tip, gratuity or service charge for employees. All food and beverage served in the Hotel must be purchased from the Hotel.

OUTSIDE CATERING FEE IS PER PERSON/PER MEAL ++ TO INCLUDE:

- Tables (rounds, cocktail, cabaret and classroom tables), linens, staging, dance floor, skirting, easels based on Hotel's inventory. Client to have access to all of Hotel's standard inventory for event equipment including the above listed items.
- Buffet tables, chaffing dishes and hot boxes to assist in service of outside catering items.
- Plates, silverware, glassware, serving utensils as needed
- Staff to service the event
- Caterer agrees to bring all items fully cooked. Limited use of the kitchen to prep area to transfer food to hotel pans as well as hand washing station will be provided. Caterer can pay an additional fee for use of a deep fryer. Hotel to provide staff in the kitchen to facilitate getting fully prepared food into chaffing dishes and down to meeting room for service.
- Client and caterer are aware and agree that Hotel staff will be using the kitchen for Hotel related events outside of the (Event Name). Caterer agrees not to impede on Hotel staff utilizing Hotel's equipment and kitchen as they need to continue to operate Hotel's business as usual.
- Client and caterer are aware and agree that Hotel will not permit a clay oven in the kitchen. Client will need to obtain fire permit to have clay oven on street next to Hotel. Hotel will not obtain fire permit on behalf of the client.

These rates are exclusive of Staff Charge (currently 14.5%)and House Charge (currently 10.5%)and any applicable tax (currently 10.75%). All F&B prices and F&B Staff and/or F&B House Charges may increase as the result of changing market conditions, costs, taxes or other objective factors as determined by the Hotel. Group agrees to pay the F&B prices

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and F&B Staff and/or F&B House Charges in effect at the time of the event. The Staff Charge is distributed in its entirety to employees providing the service. The House Charge is retained entirely by the Hotel to cover administrative, non-labor costs and is not a tip, gratuity or service charge for employees. All food and beverage served in the Hotel must be purchased from the Hotel

OUTSIDE FOOD AND BEVERAGE POLICY only applicable for outside catering:

- All food and beverages served at functions associated with the Event must be provided, prepared, and served by Hotel, and must be consumed on Hotel premises. All scheduled events will be served buffet style. Based on clients decision to utilize an outside caterer, hotel requires a Certificate of Liability Insurance evidencing $5,000,000 dollars in general liability coverage (a combination of primary liability and excess liability is acceptable) and $1,000,000 dollars in auto liability coverage.
- Hotel has agreed to allow (Event Name) to use an outside caterer provided the caterer supplies the Hotel with the required Certificate of Liability Insurance upon signing of the Sales Agreement or within thirty (30) business days of signing the Agreement. If decision to use an outside caterer follows the hotel's in-house tasting then client has seven (7) business days to provide the hotel with the proper proof of insurance from the selected caterer otherwise hotel reserves the right to forfeit terms of this Agreement
- Caterer must complete and return the signed copy of the Outside Food Waiver and Indemnification Agreement form along with the signed contract.
- Ten (10) days prior to the event, the contracted Caterer must provide a list of the food items chosen as the menu and listed in order as they are to be set out on the buffet table or provide specific instructions if it is to be plated. Caterer must indicate on the list if the item is hot or cold and what kind of serving utensils they require
- All food must be cooked, prepared, and pre-sliced prior to arrival at hotel. The Caterer must arrive a minimum of two hours prior to the start of any food service and remain at the Hotel until the banquet captain and/or Executive Chef feels their assistance is no longer needed
- ALL Beverages MUST be provided by the Hotel. The Caterer may only provide Food Services
- Hotel is not responsible to pack leftover food items. No food permitted to leave the Hotel after the conclusion of the event. The contracted Caterer is solely responsible for preparation, packaging, and transporting all food. No food is to be brought into the Hotel by any source other than the contracted Caterer

ELECTRICAL REQUIREMENTS

Encore is the only licensed electrical contractor permitted to provide electrical services in the Oakland Marriott City Center | Oakland Convention Center. This would include, but not be limited to, all required power drops for Exhibits, General Sessions, Computer Labs, Meeting Rooms, and Registration.

DRAYAGE AND MATERIAL HANDLING

The Oakland Marriott City Center has no storage facilities for Exhibit Materials. All freight must be consigned to the decorating company. Shipments that arrive prior to show time will be refused and/or forwarded to the official decorator at the exhibitor's expense.

The service contractor must handle all decorating and material handling of exhibits and related products. All items belonging to the individual exhibitors must be brought to the back service entrance. There are no storage facilities available for empty crates, skids, containers, cartons, or vehicles. The service contractor must work directly with the Event Manager should some exhibitor packages be sent directly to the hotel.

Due to the limited hotel storage, all shipments should be scheduled to arrive at the hotel no earlier than (3) days prior to the event.

Storage and handling fees will be applicable for all incoming and outgoing shipments, in addition to the standard postage/shipment fee.

Shipping and Receiving Handling fees for incoming and outgoing packages is as follows:
Envelope (under 1 lb.) - $8.00 each/per move
1.1 - 6 lbs. - $10.00 each/per move
6.1 - 15 lbs. - $20.00 each/per move
15.1 - 30 lbs. - $30.00 each/per move
30.1 - 50 lbs. - $50.00 each/per move
50.1 - 75 lbs. - $100.00 each/per move

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75.1 - 100 lbs. (Non-Palletized) - $150.00 each/per move
100.1 - 150 lbs. (Non-Palletized) - $200.00 each/per move
150.1 - Pallett (Shrink Wrapped & Self-Contained) - $300.00 each/per move
*Crates/Pallets - $300.00 each/per move
*Crates and Pallets are restricted to height and width dimensions. Max is 6 H ’x’8’W

PARKING RATES
Parking rates include 20% City Tax.

Self-Parking
$46.00 Self-Parking with no in/out privileges
• Guest will pay parking machines when exiting garage
$51.00 Self-Parking with in/out privileges (Must be an overnight guest)
• Parking will be charged to the guest room

Additional Rates
Lost Ticket Fee/per day (No Refund): $40.00
Motorcycle Fee/per day: $20.00

Overnight Valet
$55.00 + Plus Tax overnight parking ($66)

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Agenda Item	**Budget and Finance – 8.03**
Item Title	**Ratification of Contract Payments**
Meeting Date	8/18/2026
Board Actions:	Board Action to Ratify Contract Payments to GPLA for services performed during the month of June 2026
Recommendation:	Approve contract payments for work performed by GPLA in accordance with SD-RHFA's work plan and budget

BACKGROUND:

Enacted in 2024, SB 440 (Skinner) authorizes cities and counties in California to form Regional Housing Finance Agencies (RHFAs). The SD-RHFA Board contracted with the Global Policy Leadership Academy (GPLA) for certain services including Board and operational support, formation and incorporation, and strategic planning support beginning July 1, 2025 through December 31, 2025.

The Board amended its contract for services with GPLA at its January 28, 2026 meeting to extend the term of the agreement through June 30, 2026.

The attached invoice presents the services and fees for work performed from June 1, 2026 through June 30, 2026. The services and fees have been reviewed by the San Diego Community College District Ex-Officio under the delegated authority of the Board and are recommended for ratification and payment.

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.: GPLA20-06
Terms: Net 15
Invoice date: 06/30/2026
Due date: 07/15/2026

Description	Qty	Rate	Amount
Board and Organizational Support - 6/1/2026 - 6/30/2026 From Prebys 2026 Funding	1	$10,755.00	$10,755.00
Website - 6/1/2026 - 6/30/2026 From Prebys 2026 Funding	1	$14,896.00	$14,896.00
Travel and Training Fund - 6/1/2026 - 6/30/2026 From Prebys 2026 Funding	1	$10,000.00	$10,000.00
Contingency From Prebys 2026 Funding	1	–$6,158.00	–$6,158.00

Total **$29,493.00**

Ways to pay

BANK

Line Item	Invoice # 1 *	Invoice # 2	Invoice # 3	Invoice # 4	Invoice # 5	Invoice # 6	Revised Approved Budget (May 2026 mtg)	Remaining to be allocated
	Jan 1 - Feb 18, 2026	Jan 1 - Feb 28, 2026	26-Mar	26-Apr	26-May	26-Jun		
1 Board and Org Support	57,124	11,000	42,938	36,510	32,797	10,755	191,124	0
2 Advisory Board Allowance		-	-	4,250	4,250	-	$ 8,500	-
3 Website		13,000	11,990	8,811	11,303	14,896	60,000	-
4: Meeting Costs	-		-	-	-	-	$ -	-
5 Contingency	-	-	-	6,158	-	(6,158)	$ -	-
6 Travel & Training	-	-	-	-	20,000	10,000	$ 30,000	-
							$ -	-
Invoice Amount	**57,124**	**24,000**	**54,928**	**55,729**	**68,350**	**29,493**	**289,624**	
	Received	Received	Received	Received	Received	In Progress		

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

	Line Item	Progress method	Line Item Budget	OKR %	OKR budget ($)	Complete %	Invoice Actuals and Forecast								Totals	Prior Budget Remaining
Line Item # 1. Contracted Board and Organizational Support - Q1, Q2 Only		Work plan completion	$ 150,000	Line Item %	OKR budget	Completion Status	31-Jan	18-Feb	28-Feb	31-Mar	30-Apr	30-May	30-Jun	Post-June 2026		
				100%	**150,000**	**Completion Status**	**40,624**	**16,500**	**11,000**	**42,938**	**36,510**	**32,797**	**10,755**	**-**	**191,124**	
Pillar 1 Obj 1. KR1	**a) The board approves a 2026 Q1 & Q1 Workplan (Workplan) consistent with the Strategic Framework; b) overall board coordination work included here.**			24%	36,500	Completed	15,624	7,500	3,000	8,438	13,000	21,797	4,755	-	74,114	$ (37,614)
	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	Completed		3,000		1,500	1,500	1,500	1,500		9,000	$ -
	Dec 2025 progress and January progress reported out in 2/17/26 board meeting.				-			2%		1%	1%	1%	1%		6%	$ (0)
Pillar 1 Obj 1. KR3	**Protocols for governance and admin work including board package development, and invoicing are documented and approved by SD-RHFA staff, or the board.**			2%	3,000	Completed		3,000	**completed**						3,000	$ -
	Approved in 2/17/26 board meeting				-			2%							2%	$ (0)
Pillar 1 Obj 1. KR4	**The sequencing and interrelationship of creating the Strategic Plan (strategies, metrics) and of planning for and seating an Advisory Board are discussed, and direction is provided by the Board on how to proceed on each item.**			2%	3,000	Completed		3,000	**completed**						3,000	$ -
	Approved in 2/17/26 board meeting				-			2%							2%	$ (0)
Pillar 1 Obj 1. KR5	**A website, whose content and style is informed by and subsequently approved by the board, is up and running by end of Q2.**			See detail break-out below											-	#VALUE!
					-										0%	$ -
Pillar 1 Obj 2. KR1	**Confirmation of available human resources (specifically SD-RHFA partner resources including staff support) and capital resources (if any) for 2026 (capital, and SD-RHFA partner resources is captured in a charter, or memo approved by the board.**			2%	3,000	Completed				-	3,000				3,000	$ -
					-					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. Prebys 2026 (Q1,2) funds are secured and funded.**			10%	15,000	In Process	13,000	-	2,000	3,000	-	-	-	-	18,000	$ (3,000)
					-		9%		*1%*						10%	$ (0)
Pillar 1 Obj 2. KR3	**A Q3 & Q4 workplan is approved by the Board.**			2%	3,000							3,000			3,000	$ -
					-							2%			2%	$ (0)
Pillar 1 Obj 2. KR4	**Resources are pursued for Q3 & Q4 sufficient to implement the Q3 & Q4 Workplan.**			10%	15,000	In Process	9,000	-	3,000	3,000	510	-	-		15,510	$ (510)
					-		6%	0%	2%	2%			0%		10%	$ (0)
Pillar 1 Obj 2. KR5	**Should resources be procured, contracts are implemented with parties needed to complete the Q3 & Q4 workplan.**			0%	n/c							-	-		-	#VALUE!
					-										0%	$ -
Pillar 1 Obj 3. KR1	**The process, workplan components, and timeline to seat an Advisory Board are approved**			5%	7,500	Completed				6,000	1,500				7,500	$ -
					-					4%	1%				5%	$ (0)
Pillar 1 Obj 3. KR2	**All infrastructure to define and support the Advisory board is determined, defined, and then approved by the board for development, along with a budget and timeline for its build-out (Advisory Board Infrastructure Package)**			6%	9,000	Completed				4,500	4,500	-			9,000	$ -
					-					3%	3%	0%			6%	$ (0)
Pillar 1 Obj 3. KR3	**Components of the Advisory Board Infrastructure Package assigned to the Consultant and those within the Q1 & Q2 budget are completed.**			9%	14,000	Completed				9,000	5,000				14,000	$ -
					-					6%	3%				9%	$ (0)
Pillar 1 Obj 3. KR4	**Advisory Board Infrastructure not in the Q1 & Q2 budget is budgeted for in a Q3 & Q4 workplan (Q2 activity); subject to resources being secured, materials will be completed in Q3.**			0%	n/c										-	#VALUE!
					-										0%	$ -
Pillar 1 Obj 3. KR5	**The Advisory Board is seated**			8%	12,000	In Process	3,000	-	3,000	1,500	1,500	1,500	1,500		12,000	$ -
					-		2%	0%	2%	1%	1%	1%	1%		8%	$ (0)
Pillar 3 Obj 1. KR1	**A process and timeline for creating a Strategic Plan is approved.**			2%	3,000	Completed				3,000					3,000	$ -
					-					2%					2%	$ (0)
Pillar 3 Obj 1. KR2	**Learning sessions, as needed, for creating a Strategic Plan are completed**			5%	7,000	Completed				3,000	3,000	1,000			7,000	$ -
					-					2%	2%	1%			5%	$ (0)
Pillar 3 Obj 1. KR3	**Strategic Plan is drafted by May 2026.**			5%	7,000	Completed				**3000**		4,000			7,000	$ -
					-					*0.02*		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	Completed							3,000		3,000	$ -

							-											2%	2%	$	(0)
Line Item #2. Allowance for Advisory Board outreach events; assistance		$	8,500	Linte Item %		OKR budget		Completion Status	31-Jan	15-Feb	28-Feb	31-Mar		30-Apr	30-May	30-Jun	Post-June 2026			
Pillar 1 Obj. 3	Supports Pillar 1 Objective 3 for any costs beyond a "lean" execution – for consultant time and/or or 3rd party expense			100%	$	8,500						-		4,250	4,250			8,500	$	-
												0%		*50%*	*50%*			100%	$	(1)
Line Item #3. Website Launch/Hosting/Graphic Design (to .gov standards)		Fixed fee scope; payments based on progress completion							31-Jan	15-Feb	28-Feb	31-Mar		30-Apr	30-May	30-Jun	Post-June 2026			#VALUE!
		$	**60,000**	100%		*60,000*			**4,958**	**4,021**	**4,021**	**11,990**		**8,811**	**11,303**	**14,896**	**-**	**60,000**		
1	**Branding & Logo**			7%	$	3,900		Completed	975	488	488	697		975		278		3,900		
									25%	13%	13%	25%		25%	0%	0%		100%		
2	**Website Design/Build**			62%	$	37,000		In Process	3,083	3,083	3,083	9,250		6,167	9,250	3,083		37,000		
									8%	8%	8%	25%		17%	25%	8%		100%		
3	**Project Management**			8%	$	4,500		In Process	900	450	450	900		900	900	-		4,500		
									20%	10%	10%	20%		20%	20%	0%		100%		
4	**. Gov Registration & Configuration Support**			6%	$	3,460		In Process	-	-	-	865		769	1,153	673		3,460		
									0%	0%	0%	25%		22%	33%	19%		100%		
5	**)n-Going Cost and Content Updates**			17%	$	10,200		Completed	-	-	-	278		-	-	9,922		10,200		
									0%	0%	0%	0%		0%	0%	100%		100%		
9	**.GOV Email Addresses & Email Services (Optional)**			2%	$	940		In Process	-	-	-	-		-	-	940		940		
																100%		100%		
Line Item #4. Meeting costs (food, etc)		**Based on Receipts**	**$ 1,377**					Completed				$	-	$ -	$ -	$ -		$ -	$	1,377
$ 1	**Meeting food/beverages incurred by GPLA**																			
Line Item # 5. Contingency (for Misc. items, etc.) - to be allocated as needed including for consultant time for line item 1 if approved		**TBD as appropriate**	**$ 14,747**					Completed				$	-	$ 6,158	$ -	$ (6,158)		$ -	$	14,747
1													$	-	$ -	$ -	$ -		$ -		
Line Item # 6. Travel & Training 15 people @ $1K each (includes advisory board) and event sponsorship		**$10,000 either to direct pay hotels or reimburse; remainder to reimburse mileage**	**$ 30,000**					In Process				$	-	$ 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		Completed						**20,000**				$	-		
														67%							
Pillar 2 Obj 1. KR2	Board prioritizes the invitation list culminating in 15 attendees (allowance $667 per person for transportation and hotel costs)			33%	$	10,000		In Process								**10,000**	**-**	$	-		
																33%					
Pillar 2 Obj 1. KR3	A shared invitation list for the San Diego region can be coordinated with Partnership to House San Diego who will have the opportunity to select 10 invitees. Regions are limited to 25 persons per region.			n/c				Not Started								**n/a**		$	-		

Multi-Prong Revenue Strategy Tracker

#	Revenue Strategy / Type	Funding Horizon				Funding Partner / Source	Request Amount ($)	2026 Status Updates					
		Q1,2 2026	Q3,4 2026	7/1/26-7/1/29	2029+			Status	January & February	March	April	May	June
								Revised Approved Budget (May 2026 mtg)					
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	lead to Wells Fargo leadership visit to SD	Event Completed				
3	2026 (Q3) Operating Support (gross)					GPLA relationship with line item for SD-RHFA included	150,000	Verbal commitment					$ 150,000
4	Operating Support FY2026-FY 2029 (July 1, 2026 start)					State of CA	9,000,000	Not awarded in budget; hoping for award in trailer bill process in August 2026.	1/2 champions confirmed	Asm Ward & Sen Weber confirmed as champions. Budget letters submitted.	Meetings with Budget Committee Staff and Senate and Assembly Leadership Offices completed		
5	Operating or Program Support					State $11B Bond (Nov 2026) Proceeds	tbd	Unless SD-RHFA can qualify as a local trust fund and get a match, unlikely funding source.					
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					
7	Wells Fargo Grant Funding					Wells Fargo Housing Affordability Breakthrough Challenge Grant	1,432,000					Application submitted May 15, 2026; next round progression announcement 4th Q 2026	
						Totals	**10,832,000**	**-**	**250,000**	**-**	**-**	**-**	**150,000**

		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		** Advisory board line items includi			0													
Task 2: .GOV Website Design & Build + Supplemental Staff Time										8%	8%	8%	25%	17%	25%	8%	100%	7%
2.1	Kickoff meeting																	
	Sitemap																	
2.3	Wireframes (homepage + one interior page)																	
2.4	Full visual design																	
	WordPress build (up to 8 pages)																	
2.6	Responsive/mobile optimization																	
	Accessibility accommodations (WCAG 2.1 AA)								$ 37,000	$ 3,083	$ 3,083	$ 3,083	$ 9,250	$ 6,167	$ 9,250	$ 3,083	$ 37,000	
2.8	Security and .gov-aligned configuration																	
	Google Analytics setup (if requested)																	
2.10.	Up to two (2) rounds of revisions																	
	QA testing + bug fixes																	
2.12	Deployment & launch support																	
	Admin training session																	
Task 3: Project Management										20%	10%	10%	20%	20%	20%	0%	100%	62%
	Weekly or biweekly check-ins																	
3.2	Timeline tracking & milesonte coordination								$ 4,500	$ 900	$ 450	$ 450	$ 900	$ 900	$ 900		$ 4,500	
	Centralized documentation and communication																	
Task 4: .GOV Domain Registration & Confirguration Support										0%	0%	0%	25%	22%	33%	19%	100%	8%
	Eligibility and documentation support																	
4.2	.gov application submission support																	
	DNS configuration and security setup								$ 3,460				$ 865	$ 769	$ 1,153	$ 673	$ 3,460	
4.4	Administrator access and MFA setup																	
	Testing and verification																	
4.6	Documentation and handoff																	
										0%	0%	0%	0%	0%	0%	100%	100%	6%
5.1	Hosting																	
	Techincal Maintenance								$ 10,200							$ 10,200	$ 10,200	
5.3	Content Updates																	17%
																Optional Task	$ 940	$ 940	2%

	Jan	14-Feb	28-Feb	March	April	May	June	Project Total	
Invoice Total by Month	$ 4,958	$ 4,021	$ 4,021	$ 11,990	$ 8,811	$ 11,303	$ 14,896	$ 60,000	100%

Agenda Item	**Budget and Finance – 8.04**
Item Title	**GPLA Contract Amendment**
Meeting Date	8/18/2026
Board Actions:	Board Action to Amend its contract for services with GPLA to extend the term of the contract through December 31, 2026
Recommendation:	Approve the contract amendment and support for the Board's July 1, 2026 through December 31, 2026 work plan

BACKGROUND:

Enacted in 2024, SB 440 (Skinner) authorizes cities and counties in California to form Regional Housing Finance Agencies (RHFAs). The SD-RHFA Board contracted with the Global Policy Leadership Academy (GPLA) for certain services including Board and operational support, formation and incorporation, and related support beginning July 1, 2025 through December 31, 2025.

The Board amended its contract for services with GPLA at its January 28, 2026 meeting to extend the term of the agreement through June 30, 2026.

As SD-RHFA continues to seek multi-year funding to support operations, establish programs, and pursue ongoing funding for affordable housing construction and operation, the Ex-Officio members recommend the Board approve a contract amendment to extend GPLA's services through December 31, 2026. The total payments to GPLA for services shall not exceed $130,000 and services shall be performed to achieve objectives stated in the Board's work plan:

Objective 1: Financial Sustainability Roadmap
- Establish a phased framework for SDRHFA's long-term operational and financing strategy
- Identify potential revenue pathways, funding strategies, implementation priorities, and organizational sustainability
- Develop and submit applications for funding

Objective 2: Capital Raising and Fund Development Strategy
- Develop and propose SDRHFA's fundraising and capital

partnership strategy to support operational sustainability and future housing investments
- Conduct educational sessions with Board and staff

Objective 3: Board and Technical Advisory Committee Retreat
- Conduct October retreat with a one-hour onboarding session for Technical Advisory Committee members
- Conduct two-hour combined Board + TAC strategy session

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, the Parties agreed to an amendment on January 28, 2026 which extended the term of the agreement through June 30, 2026; 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 July 1, 2026;

2. Term. The term of the Agreement shall be extended through and including December 31, 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 $130,000 during the period of July 1 through December 31, 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 July 2026 to December 2026 Workplan 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.

Ratified by the Governing Board of the San Diego Regional Housing Finance Authority on August 18, 2026.

Date: _____	Date: _____
Gregory Smith Ex-Officio Board Member 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

July 1, 2026 through December 31, 2026

SCOPE OF WORK ("SOW") 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 is focused on capital raising and fund development strategies, achieving financial sustainability, and facilitating the initial Board/TAC retreat.

1. Financial Sustainability Roadmap
   - Establish a phased framework for SDRHFA's long-term operational and financing strategy
   - Identify potential revenue pathways, funding strategies, implementation priorities, and organizational sustainability
   - Develop and submit applications for funding

2. Capital Raising and Fund Development Strategy
   - Develop and propose SDRHFA's fundraising and capital partnership strategy to support operational sustainability and future housing investments
   - Conduct educational sessions with Board and staff

3. Board and Technical Advisory Committee Retreat
   - Conduct October retreat with a one-hour onboarding session for Technical Advisory Committee members
   - Conduct two-hour combined Board + TAC strategy session

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:	July 1, 2026 to December 31, 2026
Executive Summary and Recap of 2025 and early 2026 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. The extension builds on work performed from January to June 2026 to define SD-RHFA's mission, vision, values, strategic framework, and related activities. The scope work for the current extension specifically focuses on funding for the ongoing operations of SD-RHFA to hire staff, obtain legal counsel, establish financial management, and related activities.

Agreements on Delivery Timelines	1. Consultant shall provide real-time updates to the Ex-Officio Board members or delegated staff on activities and outcomes. 2. Consultant shall provide the Board at each meeting with report(s) detailing expenditures to date and progress on scope of work outcomes.

Deliverables

- Identification of federal, state, local, foundation, non-profit, private, and other funding opportunities to support SD-RHFA operations and programs
- Submission of applications for funding
- Reports on activities and outcomes at Board meetings
- Facilitation of Board/TAC retreat