

**Meeting Date: June 3, 2025**  
**Agenda Item No. 16**  
**Batch No. 01**

**From:** [henkinp@earthlink.net](mailto:henkinp@earthlink.net)  
**To:** [Desmond, Jim](#); [Anderson, Joel](#); [MontgomerySteppe, Monica](#)  
**Cc:** [FGG, Public Comment](#)  
**Subject:** [External] BUDGET HEARINGS (PLEASE INCLUDE WITH DOCUMENTS FOR AGENDA #16)  
**Date:** Thursday, May 29, 2025 8:43:28 AM

---

Good Morning, Supervisors,

The General reserve is not adequate. Don't know how that got past the GFOA auditors, but please consider giving the award it gave you back. The proposed budget says (p. 153) "Based on the latest information at the release of the budget, the County projects the General Fund Unassigned Fund Balance will be \$717.1 million which means it is not projected to meet the General Fund Reserve requirement of \$973.5 million." Not good. Apparently you need to give up some more of your equity stuff. Aww.

Cutting the Capital Budget by 66% sounds like a disaster in the making. What good is a paltry increase in the public safety budget if there are only a few capital improvements to keep up. However it is good that the Public Safety Group seems to be beefing up programs necessary to public safety rather than equity stuff. No new facilities or equipment? At least I see that you're getting a new fire copter. That should help with fires. And what about emergencies like the Jan. 2024 floods – will we be able to cope with these?

You could save money in HHSA with innovative hosing solutions like 3-D printed, tiny, shipping container, adobe, and other types of houses. You could save money by delaying your purchase of an all EV vehicle pool. LUEG needs to cool it on the bike lanes, which are bringing traffic mayhem back to San Diego and restricting emergency evac. Also decarbonization – I'd rather see a focus on things which actually do not poison us like Roundup, PCB's, plastics, and other chemicals poisoning our water and air.

A 5% increase in salaries and benefits is also a bit excessive, given that inflation is less than 4%. I'm also glad to see a decrease in land acquisitions, which are excessive.

Revenue – I do not think it is realistic to expect a 5% over-inflation increase from the Feds and a mere 0.4% decrease from the State. As you say, County revenues are

also uncertain, so planning for an increase over inflation may also be wrong.

Good beginning, but still has some unrealistic assumptions and the reserves need to be beefed up. Otherwise you will end up borrowing from County Departments, which idea was rejected.

Regards,

Paul Henkin

**From:** [Ramla Sahid](#)  
**To:** [Sleeper, Maggie](#); [Ramirez, Griselda \(BOS\)](#); [Kulis, Michael](#); [Elledge, Meghan](#); [Vargas, Cipriano](#); [Wyatt, Donte T](#); [Henson, Eric](#); [Williams, Jenny](#); [Gretler, Darren M](#); [Baxamusa, Murtaza](#); [FGG, Public Comment](#); [BOS, District1Community](#); [Potter, Andrew](#); [Katz, Spencer](#); [Yuen, Jeffrey](#); [Koszka, Heather K](#); [Young, Dallin](#)  
**Cc:** [FGG, CAO Mail](#); [Caroline.Smith@sdcounty.ca.gov](#); [Rachel Lozano Castro](#)  
**Subject:** [External] For Consideration - Global Village: Refugee and Immigrant Cultural Hub & Housing Campus  
**Date:** Tuesday, June 3, 2025 1:24:31 PM  
**Attachments:** [Global Village Refugee and Immigrant Cultural Hub and Housing Campus-3.pdf](#)

---

Dear Chair Pro Tem Anderson, vice-chair Lawson-Remer and Honorable Members of the Board:

On behalf of the Partnership for the Advancement of New Americans (PANA), I'm writing to share information on a community-owned and led project we plan to raise during public comment this evening: the Global Village: Refugee and Immigrant Cultural Hub and Housing Campus.

The Global Village is a visionary, 100% affordable mixed-use development designed by and for refugee, immigrant, and low-wage families in San Diego. Located on 2.2 acres along the Chollas Creek corridor, it will include over 150 large and deeply affordable homes, 50,000 square feet of civic and cultural space, a community plaza that will serve as a regional asset supporting community resilience during times of crisis, a childcare center, and support for community-owned businesses—all integrated with the future Chollas Triangle Park and transit infrastructure.

This is more than a housing project; it is a long-term investment in climate resilience, strengthening belonging, and creating economic opportunity in a historically underserved part of Mid-City. The project has already completed significant milestones including site acquisition without debt, a multilingual community visioning process that involved over 200 community members in the master plan creation, and the assembly of a proven development team.

We are currently seeking key County support to ensure the project remains on track to leverage significant state, philanthropic, and private investment. Please find the attached project overview for your review. We hope to work in partnership with the County to help bring this community-owned dream to life. This is a long-held community dream that will not be possible without County partnership.

Thank you for your leadership and your time.

Warm regards,

Ramla Sahid

--

Ramla Sahid

Executive Director

Partnership for the Advancement of New Americans — PANA





**Follow:**



**Contact:**





Refugee &  
Immigrant  
Cultural  
Hub



## **Global Village: Refugee & Immigrant Cultural Hub and Housing Campus**

The Partnership for the Advancement of New Americans (PANA) is a refugee-led, multiracial organizing hub dedicated to advancing the full economic, social, and civic inclusion of refugees. We work to ensure that our communities can live-and-act in their power, accessing and asserting their rights, winning campaigns and leading on their issues. As part of this mission, and to support the self-determination of refugees and asylum seekers on the border, PANA stewards the development and governance of a 2.2 acre property designed to create a lasting and welcoming infrastructure for refugee and immigrant communities while building community wealth and shared prosperity.

Situated along the Chollas Creek watershed, the Global Village: Refugee and Immigrant Cultural Hub and Housing Campus is located at 5555-5591 University Avenue and presents a once-in-a-lifetime opportunity to transform 2.2 acres of underutilized, urban heat island land into a vibrant, walkable, and green Global Village. More than a standalone development, it will catalyze the revitalization of over 13.6 acres with the creation of the adjacent Chollas Triangle Park. The project includes 150 units of affordable housing integrated with 50,000 square feet of ground floor space for civic, cultural, and community use.

The Global Village is located at 5555-5591 University Avenue within a Transit Priority Area and is currently served by four<sup>1</sup> MTS bus lines as well as bike lanes on 54th Street and on University Ave. It's located within a 4 minute walk to Northgate Market, an 8 minute walk to Vien Dong Market, and a 15 minute walk to Crawford High, Minnehaha Market, Colina Del Sol Park, New Roots Farm, and more.

The Global Village is located within two SANDAG Mobility Hubs<sup>2</sup> and by the time the project is completed in 2030 we anticipate that three new, major SANDAG regional projects will be completed. The soon-to-be-constructed SANDAG University Avenue Bikeway will create a safe active transportation connection between The Global Village, North Park, and La Mesa. The future SANDAG Rapid 625 route will connect Global Village residents to SDSU, National City, Chula Vista, and all three trolley lines. The future SANDAG Rapid 10 will provide a west-east rapid transit connection connecting residents to La Mesa and Old Town along University Avenue. The Global Village will be designed to interface and complement these three regional projects being planned in front of the site. In doing so, the project will support transit and active transportation ridership and reduce VMT.

As a mixed-use development, The Global Village will feature amenities designed to foster cultural expression, social connection, and holistic well-being. The project will include a Community and Cultural Center with an arts gallery, commercial-grade kitchen, restrooms, multi-use event space, secured bike parking, a youth lounge, and a dedicated Child Development Center. In addition, the site will provide space for over 15 nonprofit organizations, offering a mix of private offices, shared workspaces, restrooms, workrooms, and flexible workstations—creating an on-site ecosystem of culturally responsive services.

---

<sup>1</sup> Routes 7, 10, 852, and 955

<sup>2</sup> The site is located within a designated Transit Priority Area and falls within both the Urban Core Mobility Hub (centered at 54th Street & University Avenue) and the College Area Mobility Hub.

A publicly accessible plaza, seamlessly integrated with the adjacent Chollas Triangle Park, will host large community gatherings, cultural events, and informal recreation. The entire site is designed for enhanced walkability, with pedestrian-oriented pathways, shade trees, lighting, and direct park connectivity that offers both physical and acoustic relief. This design deepens the connection to nature, allowing the park to unfold as a peaceful sanctuary for reflection, recreation, and community wellness.

The Global Village project is designed to serve a diverse range of household sizes including large families. The unit mix includes 25 one-bedroom units, each approximately 600 square feet; 35 two-bedroom units at 800 square feet each, including one designated manager's unit; 45 three-bedroom units measuring 1,200 square feet each; and 45 four-bedroom units, each approximately 1,556 square feet. To support resident convenience and quality of life, the development will feature one large shared laundry facility along with three smaller laundry rooms distributed throughout the site.

### **Project Team Prior Experience**

In 2022, PANA launched a capital campaign and led the acquisition—without debt—of a 2.2-acre site for the Refugee & Immigrant Cultural Hub & Housing Campus (“Global Village”) in 2023, supported by over \$8.5 million in unrestricted capital raised through philanthropy. PANA also hired a real estate consultant to support its due diligence including a phase I and Phase II environmental reviews, a site survey, appraisal, lease review, property inspections, and site conditions including zoning, review of easements and other regulatory review. PANA has also been covering all predevelopment costs to date, including architecture, engineering, legal, and project management expenses – demonstrating its readiness to deliver a mixed-use, community-rooted housing campus. Our development process is grounded in due diligence—including retaining a dedicated real estate attorney, engaging technical consultants, and aligning every step with best practices in nonprofit-led development. This combination of trust, expertise, and strategic caution positions us to deliver a project that is both visionary and responsibly managed.

Following the successful acquisition of the project site, PANA launched and has led the year-long community visioning process, a multilingual and equity-centered planning effort engaging over 2,000 residents, which facilitated community decision-making directly shaping the site masterplan.

PANA has assembled a multidisciplinary team with a strong track record of delivering affordable housing, including Hitzke Development Corporation, RNT Architects, The Osborne Group, Atlantis Group, Zen Development Consultants, and Community Spaces Network. These partnerships ensure the technical, financial, and operational capacity and have the proven track record to successfully deliver a high-quality, community-driven housing project. Their track record of success in affordable housing include the following notable accomplishments:

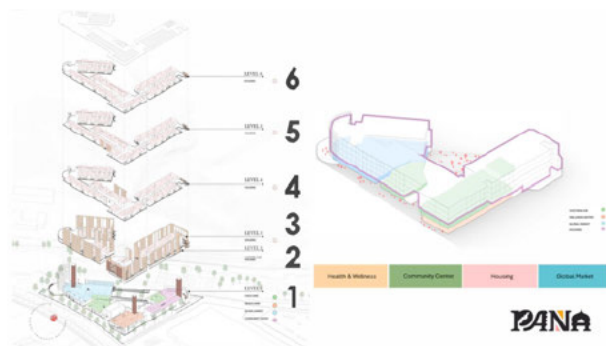
- **Hitzke Development Corporation:** Based in San Marcos, Hitzke brings over 30 years of experience leading the planning, financing, and delivery of affordable and mixed-use housing developments across California. Under her leadership, Hitzke Development has completed numerous projects serving low- and moderate-income households, often incorporating commercial space and community-serving amenities. The firm has successfully navigated complex funding structures—including 4% and 9% LIHTC, tax-exempt bonds, and local and state sources such as AHSC, MHP, IIG, and HOME—and is well-versed in California's



regulatory and entitlement processes. Hitzke's projects are known for their design quality, stakeholder collaboration, and long-term affordability. Representative projects from the past few years are described below and a full list of projects can be found using this [link](#).

- **RNT Architects:** Renowned for their innovative and sustainable designs, RNT has received numerous accolades, including the most recent CASH Leroy F. Greene Design & Planning Award in 2025 for Wilson Middle School.
- **The Osborne Group (TOG):** Globally recognized philanthropic consultancy with experience advising successful campaigns up to \$500 million, including work with leading immigration, democracy, and social justice organizations such as the ACLU, NAACP Legal Defense Fund, Southern Poverty Law Center, Brennan Center, and State Voices.
- **Atlantis Group:** Experts in land use and entitlements, ensuring projects navigate regulatory landscapes efficiently.
- **Zen Development Consultants:** The consulting team at Zen Development Consultants (ZDC) has many decades of combined experience in the financing and development of affordable housing in California. Founder Zen Sawyer was a developer at Mercy Housing's Southern California office, and then spent a decade consulting for Mercy Housing California on all aspects of development, from feasibility to entitlement to financing. Other senior members of the ZDC team include Jeremy Hoffman, who recently was development director at Eden Housing and BRIDGE Housing and before that Assistant Commissioner of the New York City housing agency, NYC HPD; Gabe Speyer, a former affordable housing lender at Bank of America and senior project manager at the Tenderloin Neighborhood Development Corp. in San Francisco; and Liz Tracey, who has over two decades of experience financing affordable housing and community facilities. Providing comprehensive project management and affordable housing advisory services, they ensure timely and budget-conscious project delivery.
- **Community Spaces Network:** Offering nonprofit development advisory, they specialize in creating community-centric spaces that foster engagement and inclusivity

### Building Method, Design, and Aesthetics





The Global Village is designed as a model of equitable, climate-forward urban development. Seamlessly integrated with the future Chollas Triangle Park, the project features a publicly accessible plaza for community gatherings, cultural events, and everyday recreation. Enhanced walkability is central to the site design, with pedestrian-oriented pathways, shade trees, lighting, and natural buffers that provide both physical and acoustic relief. These elements support environmental wellness while reinforcing a deep connection to nature—allowing the adjacent park to unfold as a peaceful sanctuary for reflection, recreation, and healing.

In partnership with RNT Architects, a firm known for iconic civic projects across San Diego, the project exceeds environmental standards set by CalGreen and the City of San Diego Climate Action Plan. The six-story, all-electric building incorporates a rooftop photovoltaic array to generate on-site renewable energy, reducing operational carbon emissions. Passive design strategies, such as operable windows for natural cross-ventilation, and high-efficiency HVAC systems further minimize energy use while maintaining comfort. Innovative stormwater systems connect the site to the larger Chollas Creek watershed restoration, reinforcing the region's climate and ecological goals.

### **Income Levels/Unit Sizes**

The project is 100% affordable, with incomes ranging from 30% to 60% AMI.

The unit count includes the following:

- 25 one bedroom units 600 square feet each;
- 35 two bedroom units at 800 square feet each (including one manager's unit);
- 45 three bedroom units at 1200 square feet each;
- 45 four bedroom units at 1556 square feet each;
- One large laundry service area and three smaller laundry rooms.

### **Amenities**

The Global Village is designed to deliver far more than housing—it will be a vibrant, inclusive living environment that meets the social, cultural, and wellness needs of its residents. As a mixed-use development, it will offer on-site services and programming through a nonprofit shared hub, including



multi-generational spaces, an on-site youth lounge, and multiple multi-use rooms for gatherings, celebrations, and community convening. Residents will enjoy access to a Global Village Market, featuring culturally rich food vendors, cafés, and boutiques that reflect the diversity of the surrounding refugee and immigrant communities. A health and wellness center and on-site workout room will further promote physical and mental well-being.

The pedestrian-oriented design maximizes walkability, integrating the development with Chollas Triangle Park and connecting residents to open space, recreation, and nature. Prioritizing environmental justice, Global Village ensures that sustainability benefits—such as daylighting, park views, and post-occupancy energy performance monitoring—are equitably accessible. With programming shaped by feedback from over 2,000 multilingual community participants, Global Village provides not just affordable housing, but a healthy, connected, and culturally affirming place to thrive.

The short-term economic impact of the Global Village project will create an estimated 200-300 jobs (direct and indirect) over the construction period. The total economic output is approximately \$30-\$40 million over the construction period while also generating over \$1 million in tax and fee revenue for local governments. The medium-term impacts from the jobs created to operate the building combined with the purchasing power of The Global Village residents and commercial tenants, will support 70-100 ongoing jobs and produce \$3-\$5 million in economic output. See economic impact report for more details.<sup>3</sup>

### **Project Affordability**

The project is 100% affordable with over 150 affordable housing units including larger size units for bigger families, and will qualify for the large family incentives under the tax credit funding scoring system.

The project anticipates financing the residential component through a combination of Low-Income Housing Tax Credits (LIHTC)—most likely the 4% LIHTC paired with Tax-Exempt Bonds—based on competitiveness and project readiness. Additional sources of funding may include, but are not limited to, the Affordable Housing and Sustainable Communities (AHSC) Program, Multifamily Housing Program (MHP), and the Infill Infrastructure Grant (IIG) Program. Locally, the project plans to seek funding from the San Diego Housing Commission, Civic San Diego, the County of San Diego, and philanthropic partners. The development team will aggressively pursue a capital campaign to raise grants and individual support from major donors. This layered financing strategy will ensure a well-capitalized, sustainable path to project delivery without compromising community priorities.

### **Proposed Timeline**

The Global Village Project is in the Pre-development. Our biggest hurdle as a community-owned and emerging developer is undergoing and financing predevelopment activities so that we are in the pipeline for unlocking State funding application timelines and an additional cycle of philanthropic major gifts fundraising. It our best estimate that our project timeline will include the following key development milestones:

---

<sup>3</sup> <https://drive.google.com/file/d/1yXbDZ927sN6knS84m6LPRAAnLPHY7bbSp/view?usp=sharing>

- **San Diego Foundation Funding Application – May 2025**  
Initial local philanthropic capital request to support early pre-development activities. Notified May 12th at noon that we were shortlisted for funding.
- **Philanthropy and Other Funding Applications – 2025–2026**  
Ongoing applications to foundations and nonprofit funders.
- **MHP (Multifamily Housing Program) Application – 2026**  
Application aligned with state NOFA release and available funding rounds.
- **IIG (Infill Infrastructure Grant Program) Application – 2026**  
Application targeting infrastructure-related support for infill development.
- **AHSC Application (Round 10) – June 2026**  
Estimated submission date based on prior AHSC timelines.
- **AHSC Award Announcement – December 2026**  
Typical award date following six-month review and scoring process.
- **CDLAC / TCAC Application – February 2027**  
Submission for 4% or 9% Low-Income Housing Tax Credits and Tax-Exempt Bonds.
- **Construction Loan Close and Construction Start – October 2027**  
All funding sources finalized and financial closing completed. Mobilization and site work begins.
- **Construction Completion – June 2030**  
Certificate of occupancy anticipated.
- **100% Occupancy – December 2030**  
All units leased and in operation.



# County of San Diego

**KIMBERLY GIARDINA, DSW, MSW**  
DEPUTY CHIEF ADMINISTRATIVE OFFICER

HEALTH AND HUMAN SERVICES AGENCY  
SELF-SUFFICIENCY SERVICES  
1255 IMPERIAL AVENUE, MAIL STOP W-414  
SAN DIEGO, CA 92101-7404  
(619) 338-2932 • FAX (619) 338-2972

**RICK WANNE, MA, MFT**  
DIRECTOR, SELF-SUFFICIENCY SERVICES

May 30, 2025

To: Matthew Parr, Director  
Office of Economic Development and Government Affairs

From: Rick Wanne, Director  
Self-Sufficiency Services

## **SOCIAL SERVICES ADVISORY BOARD (SSAB) ADVOCACY LETTER**

The Social Services Advisory Board (SSAB) met on May 14, 2025, and discussed the importance of proactive budget advocacy for the 2025/2026 Fiscal Year (FY) and County Operational Plan to preserve and maintain staffing and service levels for Public Assistance programs.

The SSAB voted to take action on the same day, to advocate with the Board of Supervisors to maintain the current staffing levels for Self-Sufficiency Services.

I have reviewed and support the attached advocacy letter for the Office of Economic Development and Government Affairs' review and consideration.

Respectfully,

A handwritten signature in blue ink, appearing to read "Rick Wanne".

RICK WANNE,  
Director, Self-Sufficiency Services

cc: Kimberly Giardina, DSW, MSW, Deputy Chief Administrative Officer  
Health and Human Services Agency



## County of San Diego

### SOCIAL SERVICES ADVISORY BOARD

1255 IMPERIAL AVENUE, SUITE 400, SAN DIEGO, CALIFORNIA 92101  
TELEPHONE (619) 338-2932 FAX (619) 338-2972

May 28, 2025

Supervisor Terra Lawson-Remer, Vice Chair  
County Board of Supervisors  
1600 Pacific Highway  
San Diego, CA 92101

Dear Vice Chair Lawson-Remer,

I am writing to you on behalf of the Social Services Advisory Board (SSAB). The Social Services Advisory Board (SSAB) requests that the Board reject proposed staffing reductions (104 FTE) to Self-Sufficiency Services (SSS) in the FY 2025-2026 budget.

Self-Sufficiency Services is the access point for all critical Public Assistance programs and the services they support in the region. Reducing staffing at a time when we anticipate additional eligibility rules and barriers to be imposed by both State and Federal governments will cause significant harm to both beneficiaries and those that serve them.

Even with no cuts, Self-Sufficiency Services will be expected to make more frequent and extensive eligibility determinations for all programs:

- The remaining State and Federal eligibility Covid flexibilities are already slated to expire in June 2025 adding additional eligibility verification requirements
- The Federal government is seeking to make brutal cuts to Medicaid (Medi-Cal), many of which require additional eligibility tests; it is assumed that some, if not all, of these new rules will make it through the process
- The State is seeking to return to eligibility rules that make the application and renewal process more arduous for beneficiaries and eligibility workers (e.g., asset tests, mid-year renewals, shortened "cure" time frames, etc)
- We are already seeing the signs that unemployment will be rising as large employers announce sizable layoffs which, in turn, will result in a greater demand for public program assistance

Delays in eligibility processes will place barriers on the path to health care, food assistance, cash assistance and housing assistance to a third of all San Diegans; many eligible individuals will not be able to overcome these barriers without help:

- Already beleaguered health care providers and services, including those provided by the County of San Diego, rely on Self-Sufficiency Services to provide efficient, supportive, and timely eligibility processing so that they, in turn, may provide timely and continuous care to the most vulnerable in our region

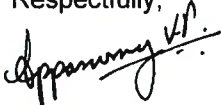
- A growing population of residents with food insecurities rely on CalFresh to help meet their most fundamental need for food; we need only look to the increase in applications and enrollment to see that these needs are great and the County holds the key to the refrigerator

Medi-Cal represents over \$13 billion in spending, comprised of State and Federal dollars, and \$23.3 billion in economic impact to San Diego County, supporting not just providers, but all of the vendors that support them. CalFresh provides over \$900 million annually in spending and over \$1.3 billion annually in economic impact to San Diego.

Reducing Self-Sufficiency Services resources that provide the gateway to Public Assistance programs knowing that the needs are growing seems unwise and unkind. Cutting eligibility staff now is like laying off half the firefighters just before wildfire season. We know the disaster is coming, we need to be building up capacity, not dismantling it.

We ask that the Board reject these cuts to Self-Sufficiency Services; thereby avoiding inevitable and devastating impacts to individuals, providers and services in the region.

Respectfully,



Vino Pajanor  
Chair, Social Services Advisory Board

cc: Supervisor Joel Anderson, District 2  
Supervisor Monica Montgomery Steppe, District 4  
Supervisor Jim Desmond, District 5  
SSAB Board Members  
Kimberly Giardina, DSW, MSW Deputy Chief Administrative Officer, Health and Human Services Agency  
Rick Wanne, Director, Self-Sufficiency Services  
Alberto Banuelos, Assistant Director, Self-Sufficiency Services