



Wednesday, July 19<sup>th</sup> 2017  
1:00pm to 3:00pm

### **CASA Technical Committee Workshop #2**

Large Conference Room, 3<sup>rd</sup> Floor

Silicon Valley Community Foundation, 2440 West El Camino Real, Mountain View

*See Transit Options attachment*

## **Agenda**

<b>1:00 p.m.</b>	<b>I.</b>	<b>Welcome and Introductions (Co-Chairs)</b> <ul style="list-style-type: none"><li>- New Members (attachment)</li><li>- June Meeting Recap &amp; Takeaways</li></ul>
<b>1:15</b>	<b>II.</b>	<b>Literature Review (Autumn)</b> <ul style="list-style-type: none"><li>- Summary Presentation (attachment)</li><li>- Continuing to Build and Curate the Literature Review</li></ul>
<b>1:30</b>	<b>III.</b>	<b>Summarizing June Themes and Presenting Draft Workplan (Jennifer/Cecilia)</b> <ul style="list-style-type: none"><li>- Summarizing June Themes</li><li>- Draft Workplan</li></ul>
<b>2:05</b>	<b>IV.</b>	<b>Communication Channels to Support Deliberation (Ken)</b> <ul style="list-style-type: none"><li>- June Themes—online tools, outreach meetings, committee member linkages</li></ul>
<b>2:25</b>	<b>V.</b>	<b>Public Comment (Ken)</b>
<b>2:40</b>	<b>VI.</b>	<b>Summary and Next Steps (Jennifer/Cecilia)</b>
<b>2:45</b>	<b>VII.</b>	<b>Public Comment (Ken)</b> <i>3-minute time limit</i>
<b>3:00</b>	<b>VIII.</b>	<b>Closing Remarks (Co-Chairs)</b>

*Attachments:*

- 2\_Transit Options to Silicon Valley Community Foundation
- 3\_Updated Schedule, Committee Roster, Biographies
- 4\_Meeting Summary of Technical Committee Workshop #1
- 5\_Literature Review Summary slideshow
- 6\_Literature Review List
- 7\_Workplan Development slideshow
- 8\_Literature Review Report (handout at meeting)





## INSTRUCTIONS TO THE SILICON VALLEY COMMUNITY FOUNDATION

Wednesday, July 19<sup>th</sup> 2017  
1:00 pm to 3:00 pm

### **CASA Technical Committee Workshop #2**

Silicon Valley Community Foundation  
2440 West El Camino Real, Mountain View  
Large Conference Room – 3<sup>rd</sup> floor

*Please check in with Mr. Marcos Torres when you arrive on the third floor.*

Parking is available *under* the Silicon Valley Community Foundation building.  
Please be sure to park in the spots marked green or white. Do not park in the spots marked red.

Consider a carpool!

### **Caltrain Options to Silicon Valley Community Foundation**

For those coming from San Francisco or the East Bay, consider taking Caltrain to the meeting. The San Antonio Caltrain Station is about 0.8 miles from the meeting location (about a 17-20 minute walk). The train runs once an hour from San Francisco to the San Antonio Caltrain Station.

Southbound train #142 Local leaves the San Francisco Caltrain Station at 11 a.m. The SF Station is at 700 4th St., San Francisco 94107.

Southbound train #142 Local arrives at 12:08 p.m. to the San Antonio Station. This is the best train since the meeting starts at 1:00 p.m.

(Not as ideal timing, but the SB #146 Local leaves the San Francisco Caltrain station at 12 noon and arrives at the San Antonio station at 1:08 p.m.)

#### *After the meeting:*

Northbound #159 Local leaves the San Antonio Station at 3:39 p.m.

For more details see the Caltrain schedule at the link below, or visit the Trip Planner at 511.org:  
<http://www.caltrain.com/schedules/weekdaytimetable.html>





## **SCHEDULE**

## **ROSTER**

## **BIOGRAPHIES\***

**\*Revisions to bios accepted per request**

CASA Committee to House the Bay Area is a year-long, multi-sector, blue-ribbon initiative that brings together diverse interests to identify game-changing solutions to the region's chronic housing affordability challenges, and forge an actionable political consensus to implement them.

CASA is a broad-based stakeholder process, led by a Steering Committee and Technical Committee, that will develop a Regional Housing Implementation Strategy featuring a range of legislative, regulatory, financial, and market-related measures.

CASA will address the region's housing needs at all income levels, finding scalable, high-impact solutions.

## CASA Committee Meeting Schedule

*Updated: June 23, 2017*

<i>4<sup>th</sup> Wednesday of the month unless otherwise stated</i>	<b>Steering Committee Meetings</b> <i>12pm to 2pm</i>  <i>Bay Area Metro Center</i>	<b>Technical Committee Meetings</b> <i>1 pm to 3 pm (except when same day as Steering Committee) locations to rotate around the region</i>
June 28 <sup>th</sup> 2017 Workshop 2pm to 5pm		<b>X</b> BAMC
July 19 <sup>th</sup> (3 <sup>rd</sup> Wednesday) Workshop		<b>X</b> SV Community Foundation Mountain View
August	No meeting in August 2017	
September 27 <sup>th</sup> (Kick-Off)	<b>X</b>	<b>X</b> BAMC
October 25 <sup>th</sup>		<b>X</b> TBD
November	No meeting in November 2017	
December 13 <sup>th</sup> (2 <sup>nd</sup> Wednesday)		<b>X</b> TBD
January 24 <sup>th</sup> 2018	<b>X</b>	<b>X</b> BAMC
February 28 <sup>th</sup>		<b>X</b> TBD
March 28 <sup>th</sup>		<b>X</b> TBD
April 25 <sup>th</sup>	<b>X</b>	<b>X</b> BAMC
May 23 <sup>rd</sup>		<b>X</b> TBD
June 27 <sup>th</sup>		<b>X</b> TBD
July 25 <sup>th</sup>	<b>X</b>	<b>X</b> BAMC
August	No meeting in August 2018	
September 26 <sup>th</sup>	<b>X</b>	<b>X</b> TBD
October 24 <sup>th</sup>	<b>X</b>	<b>X</b> BAMC

**Note:**

For Technical Committee meetings not scheduled at the BAMC, MTC/ABAG will notify members about the venue at least four weeks in advance.

MTC/ABAG will email agenda packets to committee members at least one week in advance of their meeting.

# CASA – Committee for Housing the Bay Area

7/12/2017

COMMITTEE MEMBERSHIP IS NON-TRANSFERABLE

## Co-Chairs and Convener for Steering and Technical Committees

	Name	Organization	Email
1	Fred Blackwell	The San Francisco Foundation	fblackwell@sff.org
2	Leslye Corsiglia	Silicon Valley at Home	leslye@siliconvalleyathome.org
3	Michael Covarrubias	TMG Partners	michael.c@tmgpartners.com
4	Steve Heminger	Metropolitan Transportation Commission	sheminger@mtc.ca.gov

## Steering Committee Members

	Name	Organization	Email
1	Ariane Hogan	Genentech	hogan.ariane@gene.com
2	Bob Alvarado	Nor Cal Carpenters Reg. Council	bobalvarado_nccrc@msn.com
3	Dave Cortese	Santa Clara County	dave.cortese@bos.sccgov.org
4	Dave Regan	SEIU	dregan@seiu-uhw.org
5	Edwin Lee	City of San Francisco	mayoredwinlee@sfgov.org
6	Ellen Wu	Urban Habitat	ellen@urbanhabitat.org
7	Grace Crunican	BART	gcrunic@bart.gov
8	Jake Mackenzie	City of Rohnert Park	blumacjazz@aol.com
9	Jeremy Madsen	Greenbelt Alliance	jmadsen@greenbelt.org
10	Julie Combs	City of Santa Rosa	jcombs@srcity.org
11	Julie Pierce	City of Clayton	jpierce@ci.clayton.ca.us
12	Keith Carson	Alameda County	keith.carson@acgov.org
13	Kofi Bonner	FivePoint	kofi.bonner@fivepoint.com
14	Libby Schaaf	City of Oakland	lschaaf@oaklandnet.com
15	Matthew Franklin	MidPen Housing	mfranklin@midpen-housing.org
16	Rebecca Prozan	Google	prozan@google.com
17	Sam Liccardo	City of San Jose	sam.liccardo@sanjoseca.gov

## Technical Committee Members



	Name	Organization	Email
1	Abby Thorne-Lyman	BART	athorne@bart.gov
2	Amie Fishman	Non-Profit Housing Association	amiefishman@nonprohousing.org
3	Bill Witte	Related California	bwitte@related.com
4	Bob Glover	BIA Bay Area	bglover@biabayarea.org
5	Caitlyn Fox	Chan Zuckerberg Initiative	caitlyn@chanzuckerberg.com
6	Claudia Cappio	City of Oakland	ccappio@oaklandnet.com



Technical Committee Members Cont'd			
	Name	Organization	Email
7	Denise Pinkston	Bay Area Council	DPinkston@tmgpartners.com
8	Derecka Mehrens	Working Partnership, USA	derecka@wpusa.org
9	Doug Shoemaker	Mercy Housing	dshoemaker@mercyhousing.org
10	Gabe Metcalf	SPUR	gmetcalf@spur.org
11	Jacky Morales Ferrand	City of San Jose	jacky.morales-ferrand@sanjoseca.gov
12	Janice Jensen	Habitat for Humanity	jjensen@habitatebsv.org
13	Jennifer Hernandez	Holland and Knight	Jennifer.hernandez@hklaw.com
14	Dr. Jennifer Martinez	Faith in Action Bay Area	jennifer@faithinactionba.org
15	Jonathan Fearn	Summerhill Homes	jfearn@shapartments.com
16	Joseph Villarreal	Contra Costa Housing Authority	jvillarreal@contracostahousing.org
17	Joshua Howard	California Apartment Association	jhoward@caanet.org
18	Ken Rich	City of San Francisco	ken.rich@sfgov.org
19	Linda Mandolini	Eden Housing	lmandolini@edenhousing.org
20	Lynn Hutchins	Goldfarb Lipman LLP	lhutchins@goldfarblipman.com
21	Mark Kroll	Saris Regis Group	mkroll@srgnc.com
22	Mary Murtagh	EAH Housing	mary.murtagh@eahhousing.org
23	Matt Schwartz	CA Housing Partnership Corp	mschwartz@chpc.net
24	Ophelia Basgal	Terner Research Center	ophelia.basgal@gmail.com
25	Randy Tsuda	City of Mountain View	randy.tsuda@mountainview.gov
26	Raquel Gonzalez	Bank of America	raquel.gonzalez@bankofamerica.com
27	Rich Gross	Enterprise	rgross@enterprisecommunity.com
28	Robert Apodaca	California Community Builders	robert@zenzenadvisors.org
29	Tomiquia Moss	Hamilton Families	tmoss@hamiltonfamilies.org



Staff and Consultants		
Name	Organization	Email
Ken Kirkey	Metropolitan Transportation Commission	kkirkey@mtc.ca.gov
Jennifer LeSar	Estolano LeSar Perez	jennifer@lesardevelopment.com
Cecilia Estolano	Estolano LeSar Perez	cecilia@elpadvisors.com
Carol Galante	Terner Center UCB	carol.galante@berkeley.edu
Karen Chapple	Urban Displacement Project	chapple@berkeley.edu
Duane Bay	Association of Bay Area Governments	duaneb@abag.ca.gov
Vikrant Sood	Metropolitan Transportation Commission	vsood@mtc.ca.gov
Chirag Rabari	Metropolitan Transportation Commission	crabari@mtc.ca.gov





## ***CO-CHAIRS and CONVENER***

<b>Fred Blackwell</b> <b>Chief Executive Officer   The San Francisco Foundation</b>	
	<p><b>Fred Blackwell</b> is a visionary leader working to ensure shared prosperity, innovation, and equity in the Bay Area. As CEO of The San Francisco Foundation, he leads one of the largest community foundations in the country, working hand-in-hand with donors, nonprofits, community leaders, business, and government partners in philanthropy to identify, influence, and leverage best practices and long-term solutions to make a greater impact in our community.</p> <p>Mr. Blackwell currently serves on the board of the San Francisco Bay Area Super Bowl 50 Legacy Fund, on the advisory council for Berkeley's College of Environmental Design, and as an advisor for Google Impact Challenge: Bay Area. He previously served on the boards of the California Redevelopment Association, Urban Habitat Program, LeaderSpring, SPUR, and Leadership Excellence. He holds a master's degree in City Planning from U.C. Berkeley and a bachelor's degree in Urban Studies from Morehouse College.</p>
 One Embarcadero Center, Suite 1400 San Francisco, CA 94111 P: (415) 733-8500 E: fblackwell@sff.org	<p>Established in 1948, The San Francisco Foundation (TSFF) is committed to serving the people of the Bay Area. As an incubator for community investment, original ideas, and passionate leadership, TSFF has become one of the nation's largest community foundations in grantmaking and assets, giving millions of dollars a year to make the Bay Area the best place it can be.</p> <p>Currently, TSFF is tackling widening inequality, increasing poverty, and declines in upward economic mobility despite historic levels of prosperity. Staying true to its commitment to serving the people of the Bay Area, TSFF recently launched an ambitious strategy to advance racial and economic equity across the Bay Area.</p>



<b>Leslye Corsiglia</b> <b>Executive Director   SV@Home</b>	
	<p><b>Leslye Corsiglia</b> began her professional career at the California Department of Housing and Community Development, where she held several positions before taking on the challenge of overseeing the day-to-day activities of the state's housing loan and grant programs. In that capacity, she worked to pass and then implement the first affordable housing bond initiatives, which made \$550 million available for the construction and rehabilitation of affordable housing throughout the state.</p> <p>Ms. Corsiglia joined the City of San Jose as the Department of Housing's first Assistant Director in 1991, and then served for 14 years as the Director. While with the City, she oversaw a program that developed and improved 21,000 affordable housing units, leveraging the City's funds with more than \$2.7 billion from public and private sources.</p> <p>She has served on a number of federal, state, and regional boards and currently serves on the Board of the Non-Profit Housing Association of Northern California. She is a dedicated housing wonk, loves policy and research, and is excited to take on the challenge of leading the new start-up venture known as SV@Home.</p>
  350 W. Julian St. #5 San Jose, CA 95110 P: (408) 780-8411 E: leslye@siliconvalleyathome.org	<p>SV@Home is the voice for affordable housing in Silicon Valley. Based initially in the Housing Trust Silicon Valley, SV@Home is a membership organization that advocates for policies, programs, land use, and funding that lead to an increased supply of affordable housing.</p> <p>Additionally, SV@Home educates elected officials and the community about the need for housing and the link between housing and other quality of life outcomes, including education, health, transportation, and the environment.</p>

<b>Michael Covarrubias</b> <b>Chair and Chief Executive Officer   TMG Partners</b>	
	<p><b>Michael Covarrubias</b> joined TMG Partners in 1988. He oversees all of the company's operations and has directed the company since 1995. Prior to TMG, Mr. Covarrubias' professional background includes 17 years with Union Bank, including commercial and real estate lending as well as administrative management. In his last position, he served as Senior Vice President and Manager of Union Bank's Silicon Valley Regional Real Estate Center.</p> <p>Mr. Covarrubias is a graduate of the University of San Francisco with a bachelor's degree in business administration.</p>
 <p>100 Bush Street  San Francisco, CA 94101  P: (415) 772-5900  E: michael.c  @tmgpartners.com</p>	<p>TMG Partners is a privately-held, full-service development company headquartered in San Francisco focusing on urban infill projects in the San Francisco Bay Area.</p> <p>Its exclusive focus in the Bay Area helps the firm understand the nuances of market trends and timing. This allows TMG Partners to be highly responsive and opportunistic while contributing to the vibrancy of the communities that make up the Bay Area region.</p>

<b>Steve Heminger</b> <b>Executive Director   Metropolitan Transportation Commission</b>	
	<p><b>Steve Heminger</b> is Executive Director of MTC and responsible for the administration of more than \$2 billion per year in funding for the operation, maintenance, and expansion of the Bay Area’s surface transportation network.</p> <p>Mr. Heminger was appointed by House Democratic Leader Nancy Pelosi to serve on the “National Surface Transportation Policy and Revenue Study Commission,” which helped chart the future course for the federal transportation program. As Chair of the Toll Bridge Program Oversight Committee, he also oversaw construction of the new east span of the San Francisco-Oakland Bay Bridge, the largest transportation project in California history. In addition, he is a member of the Board of Trustees for the Mineta Transportation Institute and of the Executive Committee for the Transportation Research Board.</p> <p>Mr. Heminger received a bachelor’s degree from Georgetown University and a master’s degree from the University of Chicago.</p>
 <p>375 Beale Street  San Francisco, CA 94105  P: (415) 778-5228  E: <a href="mailto:sheminger@mtc.ca.gov">sheminger@mtc.ca.gov</a></p>	<p>The Metropolitan Transportation Commission (MTC) connects the nine-county Bay Area’s communities by allocating regional, state, and federal funds for transportation projects, planning for the future, and coordinating the participation of governments and residents in the planning process.</p> <p>The Commission’s central purpose is to make sure that the transportation networks that connect the residents and communities within the Bay Area region function smoothly and efficiently. Its job is to plan responsibly to meet the mobility needs of residents, now and in the future.</p>





## ***STEERING COMMITTEE***



<b>Ariane Hogan</b> <b>Associate Director   Genentech</b>	
	<p><b>Ariane Hogan</b> joined Genentech’s Government Affairs team in 2011. She came to Genentech with a unique blend of corporate and public sector experience. In addition to working for companies such as Gap, Inc., Ms. Hogan spent the formative part of her career in public service where she served as Special Assistant for the Honorable Mayor Willie L. Brown, Jr. During her career, Ms. Hogan has also worked with local community development organizations such as Young Community Developers, Inc., Urban Economic Development Corporation, and Habitat for Humanity.</p> <p>Born and raised in the San Francisco Bay Area, Ms. Hogan earned her bachelor’s degree in Law and Society from University of California, Santa Barbara and her juris doctorate from Howard University School of Law in Washington, D.C. Ms. Hogan is an active member of the California State Bar. Her past and present affiliations include Board Member for Housing Conservation and Development Corporation and Board Member for Katherine Delmar Burke School.</p>
  1 DNA Way South San Francisco, CA 94080 P: (650) 225-1000 E: Hogan.ariane@gene.com	<p>Genentech is a leading biotechnology company that discovers, develops, manufactures, and commercializes medicines to treat patients with serious or life-threatening medical conditions. It is among the world's leading biotech companies, with multiple products on the market and a promising development pipeline.</p>





<b>Bob Alvarado</b> <b>Executive Officer   Northern California Carpenters Regional Council</b>	
	<p><b>Bob Alvarado</b> is the Executive Officer of the Northern California Carpenters Regional Council, which represents over 35,000 men and women in carpentry and related crafts. He was first elected in 2001 and re-elected to a fourth term in August 2013.</p> <p>Mr. Alvarado has negotiated four multi-year Carpenters Master Agreements for Northern California. He led the creation of the Basic Crafts Workers Compensation Fund, an insurance program that uses alternative dispute resolution to improve service to workers and reduce costs to employers of carpenters, laborers, and operating engineers. He serves as Co-chair of the Corporate Board for the Carpenters' Funds Administrative Office, overseeing combined assets of over \$5 billion.</p> <p>He was appointed to the California Transportation Commission by Governor Schwarzenegger in 2006 and is currently serving his third term after being reappointed by Governor Brown. Previously, Mr. Alvarado was a member of the board of the State Compensation Insurance Fund and the Contractors State License Board.</p> <p>Mr. Alvarado is a member of the International Foundation Board of Voting Directors and serves on the Trustees Committee.</p>
 <p>265 Hegenberger Road Suite 200 Oakland, CA 94621 E: bobalvarado_nccrc@msn.com</p>	<p>The Northern California Carpenters Regional Council (NCCRC) is dedicated to improving the California building and construction trades industry.</p> <p>NCCRC strives to organize and improve working conditions and raise the standard of living on behalf of all workers. With employers, contractors, and subcontractors, NCCRC seeks to build partnerships by providing stability through a workforce that is motivated and skilled, producing quality work in a safe manner.</p> <p>Its mission is achieved throughout Northern California by the daily effort of NCCRC members producing quality work on the job and through a responsible and responsive staff of field representatives and organizers dedicated to the task.</p>



<b>Dave Cortese</b> <b>District 3 Supervisor   County of Santa Clara</b>	
	<p>Prior to joining the Board of Supervisors and being elected as its President, <b>Dave Cortese</b> served eight years on the San Jose City Council, including two years as Vice Mayor. He grew up in San Jose as part of a family that has been active in civic, cultural, and business activities for generations. He is married to Pattie and has four children. His strong local roots and love for this county fuel his passion for public service.</p> <p>Supervisor Cortese was educated at Bellarmine College Prep and U.C. Davis where he earned a bachelor's degree in Political Science. He earned his juris doctorate at Lincoln University Law School in San Jose.</p>
 <p>70 West Hedding St.  East Wing, 10<sup>th</sup> Floor  San Jose, CA 95110  P: (408) 299-5030  E: dave.cortese  @bos.sccgov.org</p>	<p>The County of Santa Clara is located at the southern end of San Francisco Bay and encompasses 1,312 square miles. The fertile Santa Clara Valley runs the entire length of the county from north to south, ringed by the Diablo Range on the east and the Santa Cruz Mountains on the west. Salt marshes and wetlands lie in the northwestern part of the county, adjacent to the waters of San Francisco Bay.</p> <p>Today, the county is a major employment center for the region, providing more than a quarter of all jobs in the Bay Area. It has one of the highest median family incomes in the country and a wide diversity of cultures, backgrounds, and talents. The County of Santa Clara continues to attract people from all over the world.</p>

<b>Dave Regan</b> <b>President   SEIU-United Healthcare Workers West (SEIU-UHW)</b>	
	<p><b>Dave Regan</b> is President of SEIU-United Healthcare Workers West (SEIU-UHW), one of the largest hospital unions in the United States, with 85,000 members in California. He also is a vice president of the two million-member Service Employees International Union (SEIU).</p> <p>In 2011, Mr. Regan was elected SEIU-UHW president and, along with more than 200 members, formed the largest democratically elected union executive board in California. He was re-elected in 2014. Mr. Regan has steered the union toward becoming a leader in ensuring that all people – whether union members or not – have access to quality, affordable healthcare and are paid living wages.</p> <p>Prior to joining SEIU-UHW, Mr. Regan served from 1996 to 2008 as President of SEIU District 1199, a three-state local union representing more than 34,000 members in Ohio, West Virginia, and Kentucky. Under his leadership, District 1199’s membership grew from 13,000 to more than 34,000.</p> <p>As a member of the SEIU Health Care Division Steering Committee, Mr. Regan helps plan and execute the union’s strategic work, including organizing, bargaining, and politics nationwide.</p>
 <p>560 Thomas L. Berkley Way Oakland, CA 94612 P: (510) 252-1210 E: dregan@seiu-uhw.org</p>	<p>Service Employees International Union-United Healthcare Workers West (SEIU-UHW) is a California union consisting of 90,000 members who work in hospitals, nursing homes, and in the community as home care providers. Its members are frontline caregivers, including respiratory care practitioners and dietary, environmental services, and nursing staff who keep Californians healthy.</p> <p>SEIU-UHW members live and work throughout California, from the Bay Area to Sacramento, Los Angeles, and the Central Valley. Its union of healthcare workers is driven to improve the healthcare system with a mission to provide quality care for all patients, expand access to excellent, affordable healthcare for all Californians, and improve living standards for all workers.</p>



<b>Edwin Lee</b> <b>Mayor   City and County of San Francisco</b>	
	<p>The 43rd mayor of San Francisco, <b>Edwin M. Lee</b> assumed leadership of the City while it was experiencing the greatest economic recession since the 1930s. Under policies laid out by Mayor Lee, San Francisco has experienced its most successful economic expansion in City history, with more than 140,000 jobs added during his tenure.</p> <p>Mayor Lee has added more homes to the housing market than any other Mayor in San Francisco history. As a result, eviction rates are down in San Francisco and average rental and home prices have dropped. In 2014, he made a pledge to create 30,000 new and rehabilitated homes by 2020 and, to date, the City is more than 17,000 units closer to that goal.</p> <p>A native of Seattle, Mayor Lee graduated from Bowdoin College in 1974, and from Boalt Hall School of Law at the University of California, Berkeley in 1978. Prior to becoming a civil servant, Mayor Lee worked as a housing activist and civil rights attorney.</p>
 <p>1 Dr. Carlton B. Goodlett Place San Francisco, CA 94102 P: (415) 554-6141 E: mayoredwinlee @sfgov.org</p>	<p>San Francisco is a vibrant and dynamic city, on the forefront of economic growth and innovation, urban development, arts and entertainment, as well as social issues and change. This rich tapestry of culture and ideas is sustained by the City's commitment to heighten the quality of life for San Franciscans and residents of the greater Bay Area.</p> <p>City and County employees play an important role not only in making San Francisco what it is today, but also in shaping its future. The City and County of San Francisco employ more than 28,000 individuals in a diverse array of services such as maintaining city streets and parks, driving buses and cable cars, providing public health services, keeping the streets safe, and firefighting.</p>

<b>Ellen Wu</b> <b>Executive Director   Urban Habitat</b>	
	<p><b>Ellen Wu</b> has dedicated her professional career to improving the health and well-being of low-income communities of color. Prior to joining Urban Habitat, she was Executive Director of the California Pan-Ethnic Health Network (CPEHN) for 12 years.</p> <p>Ms. Wu serves on numerous boards and advisory committees, including the City of Oakland’s Park and Recreation Commission, the Board of Directors for the California Budget Project, and the Board of Directors of California Association of Nonprofits. She was an adjunct faculty member at San Francisco State University and received her master’s degree in Public Health from UCLA.</p>
 <p>1212 Broadway, Suite 500  Oakland, CA 94612  P: (510) 839-9510  E: ellen@urbanhabitat.org</p>	<p>Urban Habitat works to democratize power and advance equitable policies to create a just and connected Bay Area for low-income communities and communities of color.</p> <p>The organization confronts structural inequities that impact historically disenfranchised communities and strives to increase their power and capacity through strategic partnerships.</p>



<b>Grace Crunican</b> <b>General Manager   San Francisco Bay Area Rapid Transit</b>	
	<p><b>Grace Crunican</b> was appointed General Manager of San Francisco Bay Area Rapid Transit (BART) by the BART Board of Directors on August 31, 2011. She oversees a staff of 3,137 full-time employees and a \$15 billion transportation infrastructure. The Board of Directors selected Ms. Crunican because of her 32 years of experience in the public transportation industry, her proven leadership abilities, and her focus on providing safe and reliable transportation services for all Bay Area communities. She brings to BART a reputation for transparency and accountability.</p> <p>Prior to coming to BART, Ms. Crunican was Director of the Seattle Department of Transportation (SDOT). She guided SDOT in meeting the goals of Bridging the Gap, Seattle’s transportation maintenance levy, and implemented the Transit Master Plan – Seattle Connections, Bike Master Plan, Freight Mobility Strategic Plan, and Pedestrian Master Plan. These are aimed at building a system to move more people and goods with fewer cars and helping Seattle achieve the U.S. Kyoto Protocol goals. Ms. Crunican holds a bachelor’s degree from Gonzaga University and a master’s in Business Administration from Willamette University.</p>
 <p>300 Lakeside Drive  23<sup>rd</sup> Floor, LKS-23  Oakland, CA 94612  P: (510) 464-6060  E: gcrunic@bart.gov</p>	<p>The San Francisco Bay Area Rapid Transit District (BART) connects the San Francisco Peninsula with Oakland, Berkeley, Fremont, Walnut Creek, Dublin/Pleasanton, and other cities in the East Bay.</p> <p>For more than 40 years, BART has provided fast, reliable transportation to downtown offices, shopping centers, tourist attractions, entertainment venues, universities, and other destinations for Bay Area residents and visitors.</p>



<b>Jake Mckenzie</b> <b>Mayor   City of Rohnert Park</b>	
	<p><b>Jake Mckenzie</b> is Mayor of the City of Rohnert Park. In addition to serving on the Water/Wastewater Issues and Education Committees, Mayor Mckenzie is also a Board Member of ICLEI U.S., Chair of the Public Policy Committee at Greenbelt Alliance, a member of the Sonoma Marin Area Rail Transit (SMART) SCTA Committee, and Chair of the Metropolitan Transportation Commission (MTC).</p> <p>He holds a B.S. in Agricultural Science and Farm Management from Edinburgh University in Scotland and an M.S. and Ph.D. in Weed Science from Oregon State University.</p>
 <p>130 Avram Avenue  City of Rohnert Park, CA  94928  P: (707) 584-1195  E: <a href="mailto:jmckenzie@rpcity.org">jmckenzie@rpcity.org</a></p>	<p>Located in Sonoma County, Rohnert Park was one of the first planned communities nationwide in the 1950s. Nicknamed “The Friendly City,” Rohnert Park has a population of just over 40,000 (2010 U.S. Census).</p>





<b>Jeremy Madsen</b> <b>CEO   Greenbelt Alliance</b>	
	<p><b>Jeremy Madsen</b> came to Greenbelt Alliance from The San Francisco Foundation, where he helped launch the Great Communities Collaborative and supported social equity, affordable housing, and smart growth efforts around the Bay Area. From 2001 to 2005, Mr. Madsen was Greenbelt Alliance’s Field Director, leading the organization’s policy campaigns and supervising the work of all its field offices.</p> <p>Previously, Mr. Madsen served as Field Director for Washington State’s Transportation Choices Coalition, coordinated fair trade campaigns for the Washington, D.C.-based Citizens Trade Campaign, and ran get-out-the-vote efforts for candidate and ballot measure campaigns. A graduate of George Washington University, he earned a master’s degree in Environmental Studies from the University of Oregon.</p>
 <p>312 Sutter Street, Suite 500  San Francisco, CA 94108  P: (415) 545-6771  E: <a href="mailto:jmadsen@greenbelt.org">jmadsen@greenbelt.org</a></p>	<p>Greenbelt Alliance is the champion of the places that make the Bay Area special. It defends natural and agricultural landscapes from development while helping create great cities and neighborhoods.</p>







<b>Julie Combs</b> <b>City Council Member   City of Santa Rosa</b>	
	<p><b>Julie Combs</b> serves as Councilmember for the City of Santa Rosa. Re-elected in 2016, Councilmember Combs envisions a city with beautiful tree-lined streets and preserved historic buildings full of innovative business. She further envisions a thriving region that leads to job creation, nurturing families, and maintaining the quality of life all deserve in Santa Rosa.</p> <p>Councilmember Combs holds a bachelor's degree in Psychology from the University of North Carolina at Greensboro and a bachelor's in Mechanical Engineering from Syracuse University.</p>
 <p>PO Box 1678  Santa Rosa, CA 95402  P: (707) 542-1906  E: jcombs@srcity.org</p>	<p>The City of Santa Rosa is the North Bay's premier location for technology and entrepreneurial businesses. As a business and service hub, Santa Rosa is the economic engine that drives the region.</p> <p>Just 55 miles north of San Francisco, you'll find a vibrant city overflowing with all you love about California.</p>

<b>Julie Pierce</b> <b>City Council Member   City of Clayton</b>	
	<p><b>Julie Pierce</b> serves as Councilmember for the City of Clayton and President of The Association of Bay Area Governments (ABAG). Having served the citizens of Clayton since 1984, Councilmember Pierce is receptive to their concerns, with a commitment to respond equitably to what the community needs. As a leader she values integrity and open and honest communication about issues.</p> <p>Councilmember Pierce is a team-builder who works cooperatively with all members of the community and city staff. She is a logical and independent thinker with the integrity and strength to make the tough decisions facing Clayton.</p>
 <p>6000 Heritage Trail  Clayton, CA 94517  P: (925) 673-7300  E: jpierce@ci.clayton.ca.us</p>	<p>Nestled at the bucolic base of picturesque Mt. Diablo, Clayton is in close proximity to the greater San Francisco Bay Area with all the amenities, sports, and cultural opportunities offered by that choice location.</p> <p>Clayton is a residential community of around 11,288 people. It is a town which values civic partnership with business leaders, community leaders, and neighbors.</p>

<b>Keith Carson</b> <b>District 5 Supervisor   County of Alameda</b>	
	<p>Supervisor <b>Keith Carson</b> serves as a member of the Alameda County Board of Supervisors, representing the Fifth District of Alameda County on a platform dedicated to inclusive and accessible government. The Fifth District includes the Albany, Berkeley, Emeryville, and Piedmont, as well as large portions of Oakland, namely the West Oakland, North Oakland, Rockridge, and Montclair neighborhoods, and portions of the Diamond, Bella Vista, and San Antonio districts.</p> <p>Supervisor Carson works to bring together people who have a wealth of talent and creative resources to address such challenges as access to health care, ending poverty, homelessness, crime, improving business retention, and addressing the scarcity of jobs in our communities.</p>
 <p>1221 Oak Street #536 Oakland, CA 94612 P: (510) 272-6984 E: supervisor.carson@acgov.org</p>	<p>One of 58 counties in California, Alameda County is home to over 1.5 million people living in 14 incorporated cities as well as in six unincorporated communities and rural areas throughout its 813 square miles.</p> <p>Alameda County enjoys a varied geography ranging from urban marinas, to rolling, open spaces, to hillside lakes and streams. Characterized by rich diversity and culture, Alameda County takes pride in being one of the most ethnically diverse regions in the Bay Area and the nation.</p> <p>Alameda County provides essential community services including health care, social services, public protection, and general government programs. These are provided by more than 9,000 employees working in 21 different agencies and departments.</p>

<b>Kofi Bonner</b> <b>Regional President, Northern California   FivePoint</b>	
	<p>Kofi Bonner has been FivePoint’s Regional President, Northern California since May 2016, leading development of the San Francisco Shipyard and Candlestick Point communities, as well as the communities managed for Lennar – Treasure Island and the Concord Naval Weapons Station.</p> <p>From 2005 until May 2016, Mr. Bonner was President of Lennar Urban, a division of Lennar. Before joining Lennar he was Executive Vice President and Chief Administrative Officer of the Cleveland Browns where he was responsible for the business affairs of the team and built the Cleveland Browns Stadium. Later, Mr. Bonner became the Regional Director and Executive Vice President of MBNA. Prior to that, he served as Chief Economic Advisor to Mayor Willie Brown in San Francisco. He also worked as Director of Community and Economic Development and Interim City Manager for the City of Oakland, Deputy Executive Director of the San Francisco Redevelopment Agency, and Redevelopment Director for the City of Emeryville.</p> <p>Mr. Bonner is a 2011 University of California, Berkeley College of Environmental Design Distinguished Fellow and a former non-resident Senior Fellow of the Brookings Institution’s Metropolitan Leadership Council. In 2010, Lambda Alpha International’s Golden Gate Chapter named Mr. Bonner Member of the Year. He currently serves on the Executive Committee of the Bay Area Council where he co-chairs the Housing Committee. He is also on the University of California, Berkeley’s College of Environmental Design Advisory Council, University of California, Berkeley Foundation’s Board of Trustees, the Board of Trustees of the Rock and Roll Hall of Fame Museum (Cleveland), and Board of the Museum of the African Diaspora.</p>
  One Sansome Street Suite 3200 San Francisco, CA 94104 P: (415) 995-1770	<p>FivePoint designs and develops mixed-use, master-planned communities in coastal California. Its vibrant and sustainable communities in Orange County, Los Angeles County, and San Francisco County offer homes, commercial, retail, educational, and recreational elements, as well as civic areas, parks, and open spaces.</p>

<b>Libby Schaaf</b> <b>Mayor   City of Oakland</b>	
	<p>Mayor <b>Libby Schaaf</b> was inaugurated Oakland, California's 50<sup>th</sup> mayor on January 5, 2015. A native Oaklander, Mayor Schaaf previously served one term as a member of the Oakland City Council.</p> <p>A former Council Chief of Staff and top mayoral aide to Jerry Brown, Mayor Schaaf has two decades of public service experience that began while she was a young attorney leading volunteer efforts in Oakland. She later left her legal career at Oakland's largest law firm to build and run the first centralized volunteer program for Oakland public schools at the Marcus Foster Institute. Mayor Schaaf eventually went on to become Public Affairs Director for the Port of Oakland.</p> <p>Mayor Schaaf is honored to serve the people of Oakland and to help promote her hometown as the greatest place to live, work, play, and do business. She is committed to revitalization that preserves and celebrates Oakland's diversity and leads to direct prosperity for long-time residents and newcomers. Her four areas of focus as mayor are 1) holistic community safety, 2) sustainable, vibrant infrastructure, 3) equitable jobs and housing, and 4) responsive, trustworthy government.</p>
 <b>CITY OF OAKLAND</b>  1 Frank H. Ogawa Plaza 3 <sup>rd</sup> Floor Oakland, CA 94612 P: (510) 238-7167 E: lschaaf@oaklandnet.com	<p>Incorporated in 1852, Oakland is the eighth largest city in California, with a population of 420,000 and a wealth of resources and opportunities.</p> <p>Located on the east side of the San Francisco Bay, Oakland is bordered by 19 miles of coastline to the west and rolling hills to the east, which provide unparalleled vistas of the Bay and the Pacific Ocean.</p>

<b>Matthew Franklin</b> <b>President   MidPen Housing Corporation</b>	
	<p><b>Matthew Franklin</b> is responsible for the strategic direction of MidPen and oversees all areas of the company including real estate development, property and asset management, corporate administration and resident services. Mr. Franklin came to MidPen from an appointed post as Executive Director of the San Francisco Mayor’s Office of Housing, where he coordinated all City housing policy and oversaw financing for 3,500 new affordable rental units and compliance monitoring for 24,000 existing affordable units.</p> <p>Mr. Franklin currently serves on the Board of Directors for the National Housing Trust and the Housing Partnership Network. He held previous board posts with the Nonprofit Housing Association of Northern California, where he served as Board Chair, the California Housing Consortium, California Housing Finance Agency, and the California Tax Credit Allocation Committee. He received a master’s degree in Public Policy from the John F. Kennedy School of Government at Harvard University and a bachelor’s degree in political science from Colgate University. Mr. Franklin also attended the London School of Economics and Political Science.</p>
 <p>303 Vintage Park Dr. Suite 250 Foster City, CA 94404 P: (510) 238-7167 E: mfranklin @midpen-housing.org</p>	<p>MidPen Housing is one of California’s largest nonprofit affordable housing developers. Its mission is to provide safe, affordable housing of high quality to those in need, to establish stability and opportunity in the lives of residents, and to foster diverse communities that allow people from all ethnic, social, and economic backgrounds to live in dignity, harmony, and mutual respect.</p> <p>Since 1970, MidPen has developed and professionally managed over 8,000 homes for low-income families, seniors, and those with special needs. MidPen Resident Services Corp. also provides professional onsite programs and services to help residents advance in every area of their lives.</p>



<b>Rebecca Prozan</b> <b>Chief of Public Policy and Government Affairs   Google</b>	
	<p><b>Rebecca Prozan</b> is a policy leader at Google, working to forge cutting-edge partnerships with San Francisco’s diverse communities. For almost two decades, Ms. Prozan has had opportunities to shape policy and help the public in varying roles, including the Mayor’s Office, the Board of Supervisors, the District Attorney’s Office, the Recreation and Park Commission, and the Elections Redistricting Task Force.</p> <p>Throughout her public sector career, Ms. Prozan has worked to find innovative solutions to the city’s problems by bringing people together, listening to different points of view, and crafting ways that make things work. She holds a bachelor’s degree in politics from U.C. Santa Cruz and a juris doctorate from Golden Gate University, School of Law.</p>
 <p>1600 Amphitheatre Parkway Mountain View, CA 94043 E: prozan@google.com</p>	<p>Google’s mission is to organize the world’s information and make it universally accessible and useful.</p> <p>Since its founding in 1998, Google has grown by leaps and bounds. From offering search in a single language, Google now offers dozens of products and services – including various forms of advertising and web applications for all kinds of tasks – in scores of languages. Starting from two computer science students in a university dorm room, Google now has thousands of employees and offices around the world.</p>







<b>Sam Liccardo</b> <b>Mayor   City of San Jose</b>	
	<p>Mayor <b>Sam Liccardo</b> serves as Mayor of San Jose. In prior public service, Mayor Liccardo prosecuted a range of felony cases as a federal and local criminal prosecutor, from sexual assault and child exploitation to international narcotics trafficking. In 2006, voters elected Mayor Liccardo to the first of his two terms on the City Council, where he led efforts to revitalize its downtown, preserve San Jose’s hillsides and open space, boost funding for affordable housing, and open a world-class soccer stadium for the San Jose Earthquakes.</p> <p>Mayor Liccardo serves on a number of boards of directors, including the Metropolitan Transportation Commission, the Valley Transit Authority Board, and the Bay Area Water Supply and Conservation Agency. He also is the Co-chair for Joint Venture Silicon Valley and a founding Board Member for Cristo Rey High School. He also holds senior fellowships for the American Leadership Forum and the Aspen Institute and is a member of the U.S. Conference of Mayors.</p> <p>Mayor Liccardo graduated from San Jose’s Bellarmine College Prep and Georgetown University, prior to receiving a juris doctorate from Harvard Law School and a master’s degree from Harvard’s John F. Kennedy School of Government.</p>
 <p>200 E. Santa Clara Street  San Jose, CA 95113  P: (408) 535-4800  E: sam.liccardo@sanjoseca.gov</p>	<p>From its founding in 1777 as California's first city, San Jose has been a leader driven by its spirit of innovation. Today, San Jose stands as the largest city in Northern California and the capital of Silicon Valley – the world's leading center of technology innovation.</p> <p>San Jose is the 10<sup>th</sup> largest city in the U.S. and is committed to remaining a top-ranked place to do business, work, live, play, and learn. San Jose is located in Santa Clara County at the southern edge of the San Francisco Bay, about 50 miles south of San Francisco, 390 miles north of Los Angeles.</p>







## ***TECHNICAL COMMITTEE***



<b>Abby Thorne-Lyman</b> <b>TOD Program Manager   San Francisco Bay Area Rapid Transit</b>	
	<p><b>Abby Thorne-Lyman</b> is Transit-oriented Development (TOD) Program Manager in the Strategic and Policy Planning group at BART, where she helps develop system-wide policies and programs and implement BART's new agency-wide TOD Policy and Strategic Plan.</p> <p>Formerly, she was the Director of the National Center for Transit-oriented Development, where she developed policies and strategies related to TOD for transit agencies and regional governments around the country.</p> <p>Ms. Thorne-Lyman holds a bachelor's degree in Growth and Structure of Cities from Bryn Mawr College and a master's degree in City Planning in Local and Regional Economic Development from U.C. Berkeley.</p>
 <p>300 Lakeside Drive  23<sup>rd</sup> Floor, LKS-23  Oakland, CA 94612  E: athorne@bart.gov</p>	<p>The San Francisco Bay Area Rapid Transit District (BART) connects the San Francisco Peninsula with Oakland, Berkeley, Fremont, Walnut Creek, Dublin/Pleasanton, and other cities in the East Bay.</p> <p>For more 40 years, BART has provided fast, reliable transportation to downtown offices, shopping centers, tourist attractions, entertainment venues, universities, and other destinations for Bay Area residents and visitors alike.</p>



<b>Amie Fishman</b> <b>Executive Director   Non-Profit Housing Association of Northern California (NPH)</b>	
	<p><b>Amie Fishman</b> joined NPH as Executive Director in 2015, after more than 20 years in the affordable housing and community development field. At NPH, she has launched a new initiative to grow public support and political will for affordable homes in the Bay Area through ballot measure campaigns. Prior to NPH, she was Executive Director of East Bay Housing Organizations (EBHO) from 2006 to 2014. During her tenure there, she initiated major affordable housing advocacy campaigns with broad-based community coalitions, developed strong membership committees, initiated a resident organizing program, and deepened EBHO's work throughout Alameda and Contra Costa Counties to advance local and regional policies for affordable housing and sustainable and equitable transit-oriented development.</p> <p>Ms. Fishman also worked as the Director of Supportive Housing at Mission Housing Development Corporation (MHDC) in San Francisco for 10 years, directing MHDC's supportive housing programs and community organizing collaborations for homeless and formerly homeless adults and families. She holds a master's degree in Public Administration, with a focus on public policy analysis related to affordable housing and community development, from the Wagner School of Public Service at NYU.</p>
 <p>369 Pine Street, Suite 350  San Francisco, CA 94104  P: (415) 989-8160  E: amiefishman@nonprofithousing.org</p>	<p>As the backbone organization for the affordable homes community since 1979, the Non-Profit Housing Association of Northern California creates the environment and generates the essential elements – land, funding, supportive policies, and political will – for developing, preserving, and operating service-enriched affordable homes for low-income individuals and families, seniors, veterans, and people with disabilities.</p> <p>NPH advocates for solutions at the federal, state, regional, and local levels, runs targeted, focused campaigns, and helps build capacity at member organizations through leadership development opportunities, networking, and training events, as well as through peer-to-peer sharing of best practices.</p>

<b>William A. Witte</b> <b>Chair and CEO   Related California</b>	
	<p><b>Mr. William Witte</b> is Chair and Chief Executive Officer of Related California. For the past 25 years, and since the founding of Related California, he has been responsible for the strategic direction of the company, overall management of the firm, pursuit of new development opportunities, and oversight of planning, financing, and construction of a development portfolio of more than 9,800 residential units totaling more than \$2.5 billion in assets.</p> <p>Mr. Witte previously served as Executive Assistant to Assistant Secretary for Housing/Federal Housing Commissioner Lawrence B. Simons at the U.S. Department of Housing and Urban Development (HUD) in Washington, D.C., as Legislative Director for the National Association of Housing and Redevelopment Officials, and with the Philadelphia Office of Housing and Community Development.</p> <p>He graduated from the University of Pennsylvania with a bachelor's degree in Urban Studies and a master's degree in City Planning.</p>
 <p>44 Montgomery Street Suite 1300 San Francisco, CA 94104 P: (415) 677-9000 E: bwitte@related.com</p>	<p>Related California is a fully integrated real estate firm with a 25-year track record delivering top-quality, mixed-income housing and mixed-use developments across California. The company has completed more than 10,000 residences and has a track record of consistently developing communities that set new industry benchmarks in design, construction, sustainability, and property management.</p> <p>The company is backed by one of the most prominent privately owned real estate firms in the nation, with a portfolio of over \$30 billion in developments. As long-term property owners committed to sustainability and stewardship, Related forms strong public-private partnerships with civic leaders, non-profit organizations, public officials, and neighbors throughout California to revitalize communities.</p>



<b>Bob Glover</b> <b>Executive Officer   Building Industry Association of the Bay Area</b>	
	<p><b>Bob Glover</b> is the Executive Officer of the Building Industry Association of the Bay Area. As a past member of local city commissions, he has been part of the development process as both a public-sector and private-sector representative, experiencing firsthand the importance of the public process and the need for collaboration in local and regional planning.</p> <p>Mr. Glover is currently serving as an elected Board Member of the Pleasant Hill Recreation and Park District. He was previously a member of the City of Pleasant Hill Redevelopment Advisory Committee and served as Board Chair of the City of Martinez Planning Commission. He graduated from the University of California at Davis with a degree in Communications.</p>
 <p>1350 Treat Boulevard  Suite 140  Walnut Creek, CA 94597  P: (925) 951-6840  E: <a href="mailto:bglover@biabayarea.org">bglover@biabayarea.org</a></p>	<p>The Building Industry Association of the Bay Area is a nonprofit membership association that advocates at the local, regional, and state levels in support of an adequate supply of quality homes for people of all income levels. BIA's 400-plus members are home builders, trade contractors, suppliers, and residential development industry professionals.</p> <p>Headquartered in the Contra Costa Centre Transit Village in Walnut Creek, BIA Bay Area's eight-member staff and consultant team is governed by a 25-member board of directors.</p>

Caitlyn Fox	
Policy   Chan Zuckerberg Initiative	
	<p><b>Caitlyn Fox</b> focuses on policy at the Chan Zuckerberg Initiative, a philanthropic initiative founded by Priscilla Chan and Mark Zuckerberg with the aim to “advance human potential and promote equality in areas such as health, education, scientific research, and energy.” She also served as Chief of Staff there prior to her current role.</p> <p>Ms. Fox was also a Leadership Fellow and the Director of The Wharton Social Venture Fund. Prior to attending Wharton, she worked for the Rockefeller Foundation, where she focused on strategic planning to identify and develop new areas of work for the foundation. Previously, Ms. Fox worked in management consulting for Booz &amp; Company and Katzenbach Partners, serving technology and financial services clients on corporate strategy. She earned a bachelor’s degree in Philosophy from Brown University and a master’s of Business Administration from The Wharton School.</p>
 <p>1 Hacker Way Menlo Park, CA 94025 E: caitlyn@chanzuckerberg.com</p>	<p>The Chan Zuckerberg Initiative (CZI) was launched by Facebook founder and CEO Mark Zuckerberg and Dr. Priscilla Chan, pediatrician and founder of the Primary School.</p> <p>CZI seeks to advance human potential and promote equal opportunity. Initially, focus areas will include personalized learning, curing disease, and building strong communities.</p>



<b>Claudia Cappio</b> <b>Assistant City Administrator   City of Oakland</b>	
	<p><b>Claudia Cappio</b> currently serves as Assistant City Administrator in the City of Oakland. Prior to her current role, Ms. Cappio was appointed Director of the Department of Housing and Community Development by Governor Jerry Brown in June 2014.</p> <p>She received her bachelor's degree in Urban Studies from Ohio Wesleyan University.</p>
 <b>CITY OF OAKLAND</b>  1 Frank H. Ogawa Plaza 3 <sup>rd</sup> Floor Oakland, CA 94612 P: (510) 444-2489 E: ccappio @oaklandnet.com	<p>Incorporated in 1852, Oakland is the eighth largest city in California, with a population of 420,000 and a wealth of resources and opportunities.</p> <p>Located on the east side of the San Francisco Bay, Oakland is bordered by 19 miles of coastline to the west and rolling hills to the east, which provide unparalleled vistas of the Bay and the Pacific Ocean.</p>

<b>Denise Pinkston</b> <b>Housing Committee Co-chair   Bay Area Council</b>	
	<p><b>Denise Pinkston</b> has over 30 years of experience in real estate including acquisitions, asset and construction management, marketing, leasing, planning/entitlements, transit and green building program development, and public affairs. Ms. Pinkston was named one of the Bay Area's Most Influential Women in Bay Area Business by the <i>San Francisco Business Times</i> in 2012 and 2013 and was named to their Forever Influential Honor Roll in 2014. Ms. Pinkston teaches real estate at the Lorry I. Lokey Graduate School of Business at Mills College.</p> <p>Ms. Pinkston attended the University of California, Berkeley where she earned a bachelor's degree in History and a master's degree in City and Regional Planning.</p>
  353 Sacramento St. 10 <sup>th</sup> Floor San Francisco, CA 94111 P: (415) 946-8777 E: dpinkston@tmgpartners.com	<p>The Bay Area Council is a business-sponsored, public-policy advocacy organization for the nine-county San Francisco Bay Area. The Council proactively advocates for a strong economy, a vital business environment, and a better quality of life for everyone who lives here.</p>





<b>Derecka Mehrens</b> <b>Executive Director   Working Partnerships USA</b>	
	<p><b>Derecka Mehrens</b>, Executive Director at Working Partnerships USA, brings 15 years of community organizing, civic engagement, and public policy experience working in communities of color and with low- and moderate-income families.</p> <p>Under Ms. Mehrens' leadership, Working Partnerships USA co-founded Silicon Valley Rising, a coordinated regional campaign to inspire a tech-driven economy where all workers, their families, and communities thrive. The unprecedented labor-faith-community alliance is working to build a new economic model that rebuilds the middle class, to raise wages and workplace standards for all workers in this valley, and to address a regional housing crisis that is pushing families and children to live in garages, cars, or near creek beds in order to survive.</p> <p>Ms. Mehrens graduated from the University of Oregon with a bachelor's degree in Sociology, History, and International Studies.</p>
 <p>2102 Almaden Road Suite 107 San Jose, CA 95125 P: (408) 809-2120 E: derecka@wpusa.org</p>	<p>Working Partnerships USA is a community organization that drives the movement for a just economy by bringing together public policy innovation and the power of grassroots organizing.</p> <p>Working Partnerships USA builds the capacity of workers, low-income neighborhoods, and communities of color to lead and govern. Based in Silicon Valley, it tackles the root causes of inequality and poverty by leading collaborative campaigns for quality jobs, healthy communities, equitable growth, and vibrant democracy.</p>



<b>Doug Shoemaker</b> <b>President   Mercy Housing California</b>	
	<p><b>Doug Shoemaker</b> was appointed President of Mercy Housing California in 2011. In this role, he is responsible for leading Mercy Housing’s operations in California, including the oversight of affordable housing development, fundraising, and resident services. Mr. Shoemaker has more than 15 years of experience in the affordable housing and community development industry.</p> <p>He received a bachelor’s degree in Comparative Area Studies from Duke University and has done studies toward a Ph.D. in Latin American History at the University of California, Berkeley.</p>
 <p>1360 Mission Street Suite 300 San Francisco, CA 94103 P: (303) 830-3300 E: dshoemaker@mercyhousing.org</p>	<p>Mercy Housing, a national nonprofit organization, is working to build a more humane world where poverty is alleviated, communities are healthy, and all people can develop their full potential. It is one of the nation’s largest affordable housing organizations.</p> <p>Mercy Housing participates in the development, preservation, management, and financing of affordable, program-enriched housing across the country. It serves a variety of populations with housing projects for low-income families, seniors, and people with special needs, acquiring and renovating existing housing, as well as developing new affordable rental properties.</p> <p>Mercy Housing is redefining affordable housing by creating a stable foundation where residents can explore their potential, supported by practical resident programs such as health classes, financial education, employment initiatives, parenting, and after- school programs for children.</p>

<b>Gabriel Metcalf</b> <b>President and CEO   SPUR</b>	
	<p><b>Gabriel Metcalf</b> is the President and CEO of SPUR. He is responsible for defining the overall vision and strategy for the organization and has led SPUR through a major expansion of its work.</p> <p>Mr. Metcalf has authored or co-authored articles titled “The Northern California Megaregion,” “Democracy and Planning,” “The San Francisco Exodus,” and “The Great Dithering.” He is also the author of <i>Democratic by Design: How Carsharing, Co-ops, and Community Land Trusts are Reinventing America</i>.</p> <p>A co-founder of City CarShare and the San Francisco Housing Action Coalition, Mr. Metcalf serves on numerous boards and commissions. A frequent writer and speaker on planning and policy topics, he earned a master’s degree in City and Regional Planning from the University of California, Berkeley College of Environmental Design.</p>
 <p>654 Mission Street  San Francisco, CA 94105  P: (415) 781-4015  E: gmetcalf@spur.org</p>	<p>With offices in San Francisco, San Jose, and Oakland, SPUR brings people together to address the major urban and regional issues of the day. Its work spans eight program areas: Community Planning, Disaster Planning, Economic Development, Good Government, Housing, Regional Planning, Sustainable Development, and Transportation.</p> <p>SPUR is recognized as a leading civic planning organization and respected for its independent and holistic approach to urban issues.</p>



<b>Jacky Morales Ferrand</b> <b>Housing Department Director   City of San Jose</b>	
	<p><b>Jacky Morales Ferrand</b> currently serves as Housing Department Director at the City of San Jose. Ms. Morales Ferrand has served as assistant director of the Housing Department since 2007 where she has overseen the planning and operations of programs with a combined annual budget of \$62 million, a portfolio of \$800 million of loans and grants, and a staff of 62 employees.</p> <p>Ms. Morales Ferrand received a bachelor's degree in American Studies from the University of Colorado, Boulder and a master's degree in Public Administration from the University of Colorado, Denver.</p>
 <p>200 E. Santa Clara Street  San Jose, CA 95113  P: (408) 535-3500  E: jacky.morales-ferrand@sanjoseca.gov</p>	<p>From its founding in 1777 as California's first city, San Jose has been a leader driven by its spirit of innovation. Today, San Jose stands as the largest city in Northern California and the capital of Silicon Valley – the world's leading center of technology innovation.</p> <p>San Jose is the 10<sup>th</sup> largest city in the U.S. and is committed to remaining a top-ranked place to do business, work, live, play, and learn. San Jose is located in Santa Clara County at the southern edge of the San Francisco Bay, about 50 miles south of San Francisco, 390 miles north of Los Angeles.</p>

<b>Janice Jensen</b> <b>President and CEO   Habitat for Humanity East Bay/Silicon Valley</b>	
	<p><b>Janice Jensen</b>, President and CEO of Habitat for Humanity East Bay/Silicon Valley, has more than 25 years of experience in nonprofit management primarily in the fields of healthcare and affordable housing. Ms. Jensen provides expertise in strategic planning, operations, fund development, marketing communications, and advocacy. She has worked closely with board members, corporate executives, elected officials, community leaders, and volunteers in a variety of capacities.</p> <p>In addition to her leadership role with Habitat East Bay/Silicon Valley, Ms. Jensen currently serves on the board of directors for SV@Home, Habitat for Humanity California State Support Organization, and California Housing Consortium Board of Governors. She is also the Vice Chair of Habitat for Humanity International's U.S. Council, serves on or leads several national committees, and chairs Habitat California's statewide Legislative Committee.</p> <p>Ms. Jensen joined the staff of Habitat for Humanity East Bay/Silicon Valley in 2005. Since then she has led her team to dramatically increase home production and families served. Ms. Jensen led two successful mergers between Habitat affiliates, the first in 2007 and the second in 2012. Habitat East Bay/Silicon Valley now serves three large counties – Alameda, Contra Costa, and Santa Clara – which includes 52 cities, unincorporated regions, and a population of more than 4.4 million.</p>
 <p>2619 Broadway Oakland, CA 94612 P: (510) 803-3314 E: <a href="mailto:jjensen@habitatebsv.org">jjensen@habitatebsv.org</a></p>	<p>Habitat East Bay/Silicon Valley continues on a growth path to serve more families by operating four ReStores and constructing, renovating, and repairing affordable homes using environmentally sustainable methodologies. Habitat is also a HUD-certified housing counseling agency, which assists hundreds of lower income people each year as they prepare for homeownership.</p> <p>Habitat is growing a strong community-building program and broadening community engagement so that substandard housing becomes socially, politically, and morally unacceptable to the community at large and more families will have an opportunity to own their own home.</p>



<b>Jennifer Hernandez</b> <b>Partner   Holland &amp; Knight</b>	
	<p><b>Jennifer L. Hernandez</b> leads the West Coast Land Use and Environment Practice Group at Holland &amp; Knight. She divides her time between the San Francisco and Los Angeles offices, and works on projects in Northern and Southern California, as well as the Central Valley. She has achieved national prominence in her work on brownfields redevelopment, wetlands, and endangered species, as well as the California Environmental Quality Act (CEQA). She represents a broad variety of private, nonprofit, and public sector clients, including real estate developers, public agencies, and operating companies in numerous industries.</p> <p>Ms. Hernandez holds a bachelor's degree with honors from Harvard University and a juris doctorate from Stanford Law School.</p>
<p><b>Holland &amp; Knight</b></p> <p>50 California Street  Suite 2800  San Francisco, CA 94111  P: (415) 743-6927  E: jennifer.hernandez@hklaw.com</p>	<p>Holland &amp; Knight is a global law firm with more than 1,200 lawyers and other professionals in 27 offices throughout the world. Holland &amp; Knight provides representation in litigation, business, real estate, and governmental law.</p>



<b>Dr. Jennifer Martinez</b> <b>Executive Director   Faith in Action Bay Area</b>	
	<p><b>Dr. Jennifer Martinez</b> currently leads Faith in Action Bay Area, a regional network of community and faith-based organizations. She has also been an organizer with the PICO National Network since 2001.</p> <p>Dr. Martinez has a bachelor's degree from Stanford University and a master's degree and Ph.D. from the University of Nottingham in England. Her graduate research focused on social movement strategies in the struggle for housing and land rights in Venezuela and South Africa. In 2011, her Ph.D. won the British International Studies Association thesis of the year award.</p> <p>She has several published works and, in addition to being a participant in faith-based movement-building, continues to write about the ways in which social movements transform people and places.</p>
 <p>1336 Arroyo Avenue  San Carlos, CA 94070  P: (650) 796-4160  E: Jennifer  @faithinactionba.org</p>	<p>Faith in Action Bay Area is a regional network of community and faith-based organizations working to create innovative solutions to problems facing urban and suburban communities in San Mateo and San Francisco Counties. Faith in Action Bay Area has successfully worked to increase access to health care, improve public schools, make neighborhoods safer, build affordable housing, redevelop communities, and revitalize democracy.</p> <p>The organization helps engage ordinary people in public life, building a strong legacy of leadership in local communities across the region, and is part of PICO, a national network of faith-based organizing groups. Faith in Action Bay Area is non-partisan, multi-faith, and multicultural.</p>





<b>Jonathan Fearn</b> <b>Vice President of Development   SummerHill Housing Group</b>	
	<p><b>Jonathan Fearn</b> is responsible at SummerHill Housing Group for entitlements and design development for both single family and multifamily projects. In addition to obtaining discretionary approvals, his primary responsibilities include due diligence, forecasting and budgeting, initial land and site planning, architecture and design, government relations, and community outreach.</p> <p>Prior to joining SummerHill in 2006, Mr. Fearn worked as Development Manager for Em Johnson Interest, a real estate development firm specializing primarily in affordable housing and economic development projects within low-income communities. Mr. Fearn is a licensed Real Estate Broker and both a certified LEED and GreenPoint-rated professional. Mr. Fearn holds a bachelor's degree in History from Wesleyan University in Connecticut and a master's degree in City Planning with a concentration in housing and community development from the University of California, Berkeley.</p>
 <p>3000 Executive Parkway Suite 450 San Ramon, CA 94583 P: (925) 244-7500 E: jfearn @shapartments.com</p>	<p>Over the past 35 years, SummerHill Housing Group has established a tradition of developing distinctive residential communities located within the most desirable settings throughout California.</p> <p>From large estate homes to urban condominiums and multifamily apartment homes, SummerHill builds a variety of home styles featuring high-quality architecture, rich character, and exceptional attention to detail.</p>




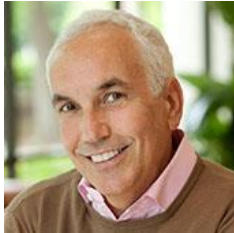

<b>Joseph Villarreal</b> <b>Executive Director   Contra Costa Housing Authority</b>	
	<p><b>Joseph Villarreal</b> currently serves as Executive Director of the Contra Costa County Housing Authority.</p> <p>He holds a degree in Applied History from Carnegie Mellon University.</p>
 <p>3133 Estudillo Street Martinez, CA 94553 P: (925) 957-8000 E: jvillarreal@contracostahousing.org</p>	<p>The Housing Authority of the County of Contra Costa provides rental subsidies and manages and develops affordable housing for low-income families, seniors, and persons with disabilities in Contra Costa County.</p>



<b>Joshua Howard</b> <b>Senior Vice President, Northern California   California Apartment Association – Tri County Division</b>	
	<p><b>Joshua Howard</b> serves as Senior Vice President, Northern California for the California Apartment Association (CAA).</p> <p>Mr. Howard has over 15 years of experience with the regional and local rental housing markets, and has served on several local, regional, and statewide committees on housing, transportation, and government finance. He serves on the Board of Directors for the Housing Industry Foundation, the San Mateo County Home for All Steering Committee, and other business advocacy organizations in the region.</p> <p>Prior to joining CAA, Mr. Howard served as Vice President of Public Policy for the San Jose/Silicon Valley Chamber of Commerce and as a Senior Aide to former San Jose Vice Mayor Pat Dando where he advised the Vice Mayor on transportation, environmental, and fiscal policy issues.</p> <p>In 2006, the <i>Silicon Valley Business Journal</i> named Mr. Howard one of the Bay Area’s “40 People to Watch under Age 40.” He holds a bachelor’s degree in Political Science from Santa Clara University and a master’s degree in Public Administration from the University of San Francisco.</p>
 <p>1530 The Alameda Suite 100  San Jose, CA 95126  P: (408) 342-3507  E: jhoward@caanet.org</p>	<p>CAA is the nation’s largest statewide trade group representing owners, investors, developers, managers, and suppliers of rental homes and apartment communities. For more than 75 years, CAA has served rental home and apartment owners and managers through its work in public affairs, education, and customer service.</p> <p>CAA represents members of the rental housing industry in all aspects of government affairs within California, and provides information, products, and services that contribute to the success of their businesses.</p>

<b>Ken Rich</b> <b>Director of Development   City of San Francisco Mayor's Office</b>	
	<p><b>Ken Rich</b> currently serves as Director of Development for the San Francisco Office of Economic and Workforce Development. He leads the City's team on major public-private development projects and advises Mayor Lee on planning and development issues in the city.</p> <p>Projects under Mr. Rich's management encompass a total of more than 10,000 residential units and several million square feet of office development, including the new Golden State Warriors Basketball Arena, the Pier 70 development project, the Mission Rock development project, the California Pacific Medical Center rebuild, the 5M project, the Schlage Lock project, and the Octavia Boulevard parcels.</p> <p>Before joining the Office of Economic and Workforce Development in 2010, Mr. Rich worked for more than 10 years doing long-range planning at the San Francisco Planning Department. He holds a master's degree in City Planning from University of California, Berkeley, as well as history degrees from U.C. Berkeley and Columbia University. Mr. Rich resides in the transit-oriented, walkable, bikeable San Francisco neighborhood Haight-Ashbury.</p>
 <p>1 Dr. Carlton B. Goodlett Place San Francisco, CA 94102 E: ken.rich@sfgov.org</p>	<p>San Francisco is a vibrant and dynamic city, on the forefront of economic growth and innovation, urban development, arts and entertainment, and social issues and change. This rich tapestry of culture and ideas is sustained by the City's commitment to heighten the quality of life for San Franciscans and residents of the greater Bay Area.</p> <p>The City and County of San Francisco employ more than 28,000 individuals in a diverse array of services such as maintaining city streets and parks, driving buses and cable cars, providing public health services, keeping the streets safe, and firefighting.</p>


<b>Linda Mandolini</b> <b>President   Eden Housing</b>	
	<p><b>Linda Mandolini</b> has served Eden Housing as a Project Developer, as Director of Real Estate Development, and since 2001 as President. She oversees affordable housing production, resident support services, and property management components of the organization, and a staff of more than 340 employees. She is guided in her work by Eden's active, volunteer Board of Directors.</p> <p>Under Ms. Mandolini's strong leadership, Eden has become one of the most productive and successful nonprofit affordable housing developers in California. Eden has received numerous awards including being named as a Best Place to Work in the Bay Area in 2012, 2015, and 2016 and Healthiest Employers in the Bay Area by the <i>San Francisco Business Times</i> for the past five years in a row (2012-2016).</p> <p>Ms. Mandolini received her A.B. from Wheaton College in Massachusetts and earned a master's of Business Administration at Boston University.</p>
 <p>22645 Grand Street Hayward, CA 94541 P: (510) 582-1460 E: lmandolini@edenhousing.org</p>	<p>Eden Housing revitalizes California communities through its affordable housing development and property management activities, through the partnerships it establishes and the investments it makes in California neighborhoods, and through the resident services programs it provides to meet the needs of its residents.</p> <p>Since its founding in 1968, Eden Housing has developed or acquired 7,450 affordable housing units in nearly 100 properties that have provided homes for more than 65,000 people. Eden currently has more than 1,000 units in its immediate pipeline.</p> <p>Eden's housing now includes rental apartments, cooperatives, and supportive living environments for families, seniors, and people with disabilities. Eden has so far partnered with 29 cities in 10 California counties and it is rapidly expanding its geographical operations to new communities, including the greater Sacramento area, the Central Valley, and Southern California.</p>

<b>Lynn Hutchins</b> <b>Attorney   Goldfarb Lipman LLP</b>	
	<p><b>Lynn Hutchins</b> has 30 years of experience in community economic development, affordable housing, environmental law, and real estate finance. Ms. Hutchins represents developers and public agencies in the development, financing and management of low- and moderate-income housing and community development projects. Her experience includes all phases of the development process, including developer selection, formation of special-purpose entities, land use entitlements, acquisition and disposition of property, loan and equity investment closings, advice relating to hazardous materials, CEQA, NEPA and land use issues, and syndication of housing and community development projects.</p> <p>Ms. Hutchins holds a bachelor's degree from Stanford University and a juris doctorate from the University of California, Davis.</p>
<p><b>goldfarb lipman attorneys</b></p> <p>1300 Clay Street, 11<sup>th</sup> Floor  Oakland, CA 94612  P: (510) 836-6336  E: lhutchins  @goldfarblipman.com</p>	<p>Goldfarb &amp; Lipman LLP is a leading California law firm in the fields of real estate, municipal law, affordable housing, and economic development. The practice is focused on all aspects of real estate law including housing and economic development, real estate syndications, public finance, land use, fair housing, cooperatives, condominium and other subdivisions, leasing, financing, environmental law, related areas of tax, corporate, and employment law, and litigation.</p> <p>Goldfarb &amp; Lipman combines the expertise of a small boutique firm with a wide array of services often only available from larger firms.</p>



<b>Mark Kroll</b> <b>Managing Director   Sares Regis Group</b>	
	<p><b>Mark Kroll</b> is Co-founder and Managing Director of Sares Regis Group of Northern California, LLC and Regis Homes Bay Area, LLC. Combined with its affiliate Sares Regis Group, headquartered in Irvine, the firm has a portfolio of real estate properties and fee-based management contracts valued in excess of \$4 billion, including 16,000 rental apartments and 15 million square feet of commercial and industrial space. Together with Rob Wagner, Mr. Kroll is responsible for the executive management of all operating divisions in Northern California.</p> <p>Mr. Kroll holds a bachelor's degree in Engineering from Lehigh University and a master's degree in Civil Engineering/Construction Management from Stanford University.</p>
  901 Mariners Island Blvd. San Mateo, CA 94404 P: (650) 378-2800 E: mkroll@srgnc.com	<p>Sares Regis Group of Northern California, LLC is a privately held commercial real estate development, project management, investment, and property management firm.</p> <p>The breadth and depth of expertise enables Sares Regis Group to manage a project from inception to occupancy and beyond, delivering exceptional results to tenants and superior returns to capital partners. Since its founding in 1992, Sares Regis Group of Northern California, LLC has developed and acquired 7 million square feet of office, research and development, and industrial assets valued at over \$2 billion.</p>



<b>Mary Murtagh</b> <b>President and CEO   EAH Housing</b>	
	<p><b>Mary Murtagh</b> joined EAH Housing as Executive Director in 1986. Professionally trained as an architect, Ms. Murtagh specialized in real estate finance and project management prior to joining EAH. Under her direction, EAH has successfully pursued development opportunities creating over 7,300 units throughout California and Hawaii, and increasing units under EAH property management by over 850% to more than 9,300. EAH has grown to a staff of 450, serving 20,000 residents.</p> <p>Ms. Murtagh graduated cum laude from Wellesley College with a bachelor's degree in Philosophy and Art History and has a master's degree in Architecture from Massachusetts Institute of Technology. Ms. Murtagh subsequently studied investment analysis and tax and real estate finance at the University of California, Los Angeles.</p>
 <p>2169 E. Francisco Blvd. Suite B San Rafael, CA 94901 P: (415) 258-1800 E: mary.murtagh@eahousing.org</p>	<p>EAH Housing is a nonprofit corporation founded with the belief that attractive affordable housing is the cornerstone to vibrant, sustainable, communities. Established in 1968, EAH has become one of the largest and most respected nonprofit housing development and management organizations in the western United States.</p> <p>With a staff of over 400, EAH develops and manages multifamily housing throughout California and Hawaii, and plays a leadership role in local, regional, and national housing advocacy efforts.</p>





<b>Matt Schwartz</b> <b>President and CEO   California Housing Partnership</b>	
	<p>As President and CEO of the California Housing Partnership, <b>Matt Schwartz</b> plays a leadership role in shaping housing-related legislation and regulations to expand the resources to preserve and create affordable housing for the state's lowest income residents. In recognition of this work, the Southern California Association of NonProfit Housing named Mr. Schwartz the 2010 Advocate of the Year and the NonProfit Housing Association of Northern California gave Mr. Schwartz its Inspirational Leader Award for 2013.</p> <p>Mr. Schwartz received a bachelor's degree from Stanford University and a master's degree in Public Policy from Harvard's Kennedy School of Government. He is also a recipient of Harvard's Robert F. Kennedy Award for Public Service and Stanford's Lloyd W. Dinkelspiel Award for Outstanding Public Service.</p>
 <p>369 Pine Street, Suite 300  San Francisco, CA 94104  P: (415) 433-6804  E: mschwartz@chpc.net</p>	<p>The California Housing Partnership Corporation is a private nonprofit organization dedicated to helping government and nonprofit housing agencies preserve and expand the supply of affordable homes for lower-income households throughout California.</p> <p>Since its incorporation in 1988, CHPC has helped its partners create and preserve more than 50,000 affordable homes in California and has provided training and technical assistance to more than 15,000 individuals.</p>





<b>Ophelia Basgal</b> <b>Visiting Scholar   Turner Center for Housing Innovation</b>	
	<p>Ophelia Basgal is a Visiting Scholar at the Turner Center for Housing Innovation. She has over 30 years of high-level management experience and extensive regulatory and policy knowledge of the U.S. Department of Housing and Urban Development's (HUD) programs and other state and local affordable housing programs. Prior to joining the Turner Center, Ms. Basgal was the HUD Region IX Regional Administrator where she led a team of approximately 650 employees in five field offices in the states of Arizona, California, Hawaii, Nevada, and the Territory of Guam, Commonwealth of the Northern Mariana Islands, and American Samoa.</p> <p>She previously held positions as Vice President for Community Relations for PG&amp;E and Executive Director of the Alameda County Housing Authority.</p> <p>Ms. Basgal holds a bachelor's degree in Sociology from Arizona State University and a master's degree in Social Welfare from U.C. Berkeley, with an emphasis on social welfare administration.</p>
 <p>318 Wurster Hall, MC 1850 Berkeley, CA 94720 P: (510) 642-2845 E: ophelia.basgal@gmail.com</p>	<p>The Turner Center for Housing Innovation at the University of California, Berkeley is a collaboration between the College of Environmental Design (CED) and the Fisher Center for Real Estate and Urban Economics at the Haas School of Business.</p> <p>The Turner Center leverages applied research and best practices to inform and advance innovation in the planning, financing, design, and development of the built environment.</p>

<b>Randy Tsuda</b> <b>Community Development Director   City of Mountain View</b>	
	<p><b>Randy Tsuda</b> has led Mountain View’s Community Development Department since 2008. His career includes experience in the public, private, and nonprofit sectors. He has over 20 years of experience in city planning, including four years as the Assistant Community Development Director in Los Gatos.</p> <p>Mr. Tsuda also served as Mountain View’s Zoning Administrator and Development Projects Manager from 1993 to 1998, during which he managed innovative public-private ventures to create new corporate campuses (including the Googleplex) and a city park. Mr. Tsuda was an adjunct faculty member for seven years in the Urban and Regional Planning program at San Jose State University.</p> <p>Mr. Tsuda has worked on and managed projects that have received a National Planning Award from the American Planning Association, National Honor Award from the American Society of Landscape Architects (ASLA), and the Centennial Medallion from the ASLA. He received his certification from the American Institute of Certified Planners in 1990.</p>
 <p>City Hall  500 Castro St., 1<sup>st</sup> floor  Mountain View, CA 94041  P: (650) 903-6306  E: randy.tsuda@mountainview.com</p>	<p>The Community Development Department is responsible for the review of development and building activity to ensure compliance with zoning and building codes, economic development goals, General Plan policies, the California Environmental Quality Act (CEQA), and community values.</p> <p>The Department assists the community in establishing land use plans, affordable housing and neighborhood programs, and ensures the quality of new projects through the design and development process.</p> <p>The Department staffs the Council Neighborhoods Committee, the Downtown Committee, the Environmental Planning Commission (EPC), the Visual Arts Committee and other citizen committees.</p>

<b>Raquel Gonzalez</b> <b>Market President Silicon Valley   Bank of America</b>	
	<p><b>Raquel Gonzalez</b> is Bank of America’s President for the Silicon Valley market. In addition, she serves as the Bank’s Executive for the Western States Region. In her role as Market President, Ms. Gonzalez is the company’s senior executive, responsible for coordinating operations of all the bank’s lines of business, serving area customers, and overseeing community development and philanthropic initiatives.</p> <p>She holds degrees from St. Mary’s College of California in Management and the Banking School at the University of Washington.</p>
  125 S. Market Street Suite 1050 San Jose, CA 95113 E: raquel.gonzalez @bankofamerica.com	<p>Bank of America is one of the world’s largest financial institutions, serving individuals, small- and middle-market businesses, and large corporations with a full range of banking, investing, asset management, and other financial and risk management products and services.</p> <p>The company serves approximately 56 million U.S. consumer and small business relationships. It is among the world's leading wealth management companies and is a global leader in corporate and investment banking and trading.</p>

<b>Richard Gross</b> <b>VP and Market Leader for Northern California Market   Enterprise Community Partners</b>	
	<p><b>Rich Gross</b> is Vice President and Northern California Market Leader for Enterprise Community Partners, Inc. He oversees Enterprise’s affordable housing, community development, investment, and strategic programs for the San Francisco Bay Area. Those efforts include launching Enterprise’s role in a groundbreaking program to revitalize public housing in San Francisco, greening existing affordable housing, working with Bay Area communities on the foreclosure crisis, and initiating investment in new affordable housing.</p> <p>Mr. Gross leads the Northern California effort to coordinate Enterprise solutions with partners and supports efforts to raise more capital for its work throughout the state. Previously, he managed and underwrote low-income housing tax credit investments in California for Enterprise.</p> <p>Mr. Gross received a bachelor’s degree in American history and a master’s degree in Urban and Regional Planning from the University of Wisconsin, Madison.</p>
 101 Montgomery Street Suite 1350 San Francisco, CA 94104 P: (415) 395-9466 E: rgross @enterprisecommunity.com	<p>Enterprise delivers the capital, develops the programs, and advocates for the policies needed to create and preserve well-designed homes that people can afford in inclusive and connected communities.</p>



<b>Robert Apodaca</b> <b>Principal, Zezen Advisors   California Community Builders</b>	
	<p><b>Robert Apodaca</b> has a 40-year professional and civic career that spans both private and public sectors and several industries. Following his service as Chair and Trustee of the Alameda County Retirement Board (pension fund), he joined the investment industry as a Senior Vice President and Partner of Kennedy Associates, an institutional investor for pension funds. New and retained accounts credited to his leadership include CalPERS, Chicago Transit Authority, San Diego County Retirement Board, Dallas Police and Fire, Kansas City Public Schools, N.Y.C. Fire Fighters and International Glass Molders. He was a frequent public speaker at conferences and participated in numerous state and national pension fund associations.</p> <p>Additionally, Mr. Apodaca represented Kennedy Companies on Barings Private Equity’s “Mexico Fund” board of directors. He later joined McLarand Vasquez Emsiek &amp; Partners, a leading international architectural and planning firm, as Senior Vice President of Business Development. During his tenure, he secured architectural contracts for developments that exceed \$1 billion in construction costs. He currently serves on numerous boards in California.</p>
 <p>1918 University Ave. Suite 1B  Berkeley, CA 94704  P: (510) 868-0991  E: robert  @zezenadvisors.com</p>	<p>California Community Builders Inc. (CCB) is an outgrowth of the Greenlining Institute but is an independent organization with its own 501(c)(3) nonprofit status, board of directors, and mission.</p> <p>Founded in 2006, CCB is a nonprofit organization seeking to decrease the homeownership gap for low-income residents in California beginning with pilot projects in the Central Valley. CCB strives to create positive change at familial, communal, and regional levels through holistic development, homeownership opportunities, and a new high-density model for affordable housing development.</p>

<b>Tomiquia Moss</b> <b>Executive Director and CEO   Hamilton Families</b>	
	<p><b>Tomiquia Moss</b> joined Hamilton Families in February 2017 with more than 20 years of nonprofit leadership and management experience. Ms. Moss is locally and nationally recognized as a dynamic nonprofit leader with expertise in public policy and community planning. From 2014 to 2017, she served directly under the Mayors of both San Francisco and Oakland, and most recently as Chief of Staff for Oakland Mayor Libby Schaaf.</p> <p>Previously, Ms. Moss was the Executive Director of the HOPE SF Initiative, a public housing and neighborhood revitalization effort with San Francisco Mayor Edwin Lee’s office. Prior to that, she was SPUR’s Community Planning Policy Director. Ms. Moss also was the founding Project Director of the San Francisco Community Justice Center of the Superior Court of California and served as director of the Community Organizing Department for the Tenderloin Neighborhood Development Corporation.</p> <p>Ms. Moss has been a social worker and community activist working as an advocate for social justice and economic equality in many communities around the country. She holds a master’s degree in public administration from Golden Gate University.</p>
 <p>1631 Hayes Street  San Francisco, CA 94117  P: (415) 409-2100  E: tmoss  @hamiltonfamilies.org</p>	<p>Established in 1985, Hamilton Families is San Francisco’s leading service provider to homeless families, with carefully designed programs to prevent homelessness, provide shelter and stability, return families to permanent housing, and support the well-being of children experiencing homelessness.</p>

## ***STAFF AND CONSULTANT TEAM***

<b>Ken Kirkey</b> <b>Planning Director   Metropolitan Transportation Commission</b>	
	<p><b>Ken Kirkey</b> is the Planning Director for the Metropolitan Transportation Commission (MTC), assuming this position in July 2012. As Planning Director, he is the agency's lead staff for the development of Plan Bay Area, the region's Sustainable Communities Strategy and Regional Transportation Plan. Mr. Kirkey also oversees MTC's Planning Section, which guides planning and implementation projects related to a broad range of issue areas and programs.</p> <p>Prior to joining MTC, Mr. Kirkey was the Planning and Research Director with the Association of Bay Area Governments (ABAG) where he directed a variety of programs. These included the consensus-based process for developing the Bay Area's regional blueprint plan (known as the FOCUS Program) for over 150 Priority Development Areas and more than 100 Priority Conservation Areas, and the Regional Housing Needs Allocation (RHNA) process.</p> <p>Mr. Kirkey has more than 20 years of experience related to regional land use and transportation planning. Prior to joining ABAG he worked in the public, private, and nonprofit sectors on regional growth management policy, general plans, specific plans, and development agreements in the San Francisco Bay Area and New England.</p> <p>On July 1, 2017, Mr. Kirkey began a new role as Planning Director of the Integrated Regional Planning Program, a consolidation of the MTC and ABAG Planning Departments intended to better serve the region. Mr. Kirkey is Project Manager of CASA, the first major new initiative associated with the integrated program.</p>
 <p><b>METROPOLITAN TRANSPORTATION COMMISSION</b></p> <p>375 Beale Street San Francisco, CA 94105 P: (415) 778-6790 E: <a href="mailto:kkirkey@mtc.ca.gov">kkirkey@mtc.ca.gov</a></p>	<p>The Metropolitan Transportation Commission connects the nine-county Bay Area's communities by allocating regional, state, and federal funds for transportation projects, planning for the future, and coordinating the participation of governments and residents in the planning process.</p> <p>The Commission's central purpose is to make sure that the transportation networks that connect the residents and communities within the Bay Area region function smoothly and efficiently. Its job is to plan responsibly to meet the mobility needs of residents, now and in the future.</p>



<b>Jennifer LeSar</b> <b>Co-President and Co-CEO   Estolano LeSar Perez Advisors</b>	
	<p><b>Jennifer LeSar</b> is the founding CEO of LeSar Development Consultants and a founding Co-CEO of Estolano LeSar Perez Advisors, two firms working together to grow thriving, healthy, and vibrant communities. Ms. LeSar's background includes more than three decades in community development, real estate development, and investment banking. She has a deep working knowledge of ecosystem change management and organizational strategy. This expertise supports clients in achieving impactful and scalable solutions to today's most vexing policy challenges, including addressing our global housing affordability crisis and ending homelessness in the United States.</p> <p>Ms. LeSar has served on numerous local and regional boards in the public, philanthropic, and nonprofit sectors. She received both her master's of Business Administration in Real Estate and Finance and a master's in Urban Planning from the University of California, Los Angeles and earned a bachelor's degree from Bryn Mawr College in Political Science and Economics. She also completed the Executive Program in Social Entrepreneurship at Stanford Graduate School of Business.</p>
 <p>448 South Hill St. Suite 618  Los Angeles, CA 90013  P: (619) 236-0612 x101  E: jennifer@elpadvisors.com</p>	<p>Estolano LeSar Perez Advisors (ELP Advisors) is a Los Angeles-based firm that helps clients build better communities. Founded in 2011, it achieves this goal by working with clients to craft a strategic vision that is guided by principle and tempered by pragmatism. ELP Advisors provides fresh solutions to complex problems, applying expertise in housing, workforce and economic development, sustainability, transportation, and community engagement. Its clients include public agencies, foundations, business associations, and other stakeholders that are looking to improve their communities.</p> <p>ELP Advisors is led by recognized thought leaders supported by a team of diverse technical experts. Jennifer LeSar and Cecilia Estolano comprise the leadership team, with 50-plus years of combined experience in land use and environmental law and policy, real estate development and financing, transportation, planning, affordable housing, and economic and workforce development. The firm's diverse technical experts provide research and planning services in their fields of expertise.</p>

<b>Cecilia V. Estolano</b> <b>Co-President and Co-CEO   Estolano LeSar Perez Advisors</b>	
	<p><b>Cecilia V. Estolano</b> is a land use and environmental lawyer, urban planner, and expert in equitable and sustainable economic development. As Co-founder of Estolano LeSar Perez (ELP) Advisors, Ms. Estolano has advised local governments, nonprofits, and foundations on urban revitalization and transit oriented community policies, workforce development and sector strategies, the planning and financing of freeway cap parks, green infrastructure and energy efficiency programs, and community benefits negotiations. Ms. Estolano provides real estate advisory services and leads planning, developer solicitation, negotiations, and project approval processes for mixed-income, urban infill projects on behalf of public and institutional clients.</p> <p>Ms. Estolano previously served as Chief Executive Officer of the Community Redevelopment Agency of the City of Los Angeles, Of Counsel at the law firm Gibson, Dunn &amp; Crutcher LLP, Special Assistant City Attorney in Los Angeles, and Senior Policy Advisor to the Assistant Administrator of Air and Radiation at the U.S. Environmental Protection Agency. Ms. Estolano is a graduate of the University of California, Berkeley School of Law and holds an M.A. in Urban Planning from the University of California, Los Angeles. She received her undergraduate degree in Social Studies with honors from Harvard-Radcliffe Colleges. Ms. Estolano has taught urban planning at UCLA and U.C. Berkeley and serves as President of the California Community Colleges Board of Governors.</p>
 <p><b>Estolano LeSar Perez</b> ADVISORS</p> <p>448 South Hill St. Suite 618 Los Angeles, CA 90013 P: (213) 612-4545 E: cecilia@elpadvisors.com</p>	<p>Estolano LeSar Perez Advisors (ELP Advisors) is a Los Angeles-based firm that helps clients build better communities. Founded in 2011, it achieves this goal by working with clients to craft a strategic vision that is guided by principle and tempered by pragmatism. ELP Advisors provides fresh solutions to complex problems, applying expertise in housing, workforce and economic development, sustainability, transportation, and community engagement. Its clients include public agencies, foundations, business associations, and other stakeholders that are looking to improve their communities.</p> <p>ELP Advisors is led by recognized thought leaders supported by a team of diverse technical experts. Jennifer LeSar and Cecilia Estolano comprise the leadership team, with 50-plus years of combined experience in land use and environmental law and policy, real estate development and financing, transportation, planning, affordable housing, and economic and workforce development. The firm's</p>



	diverse technical experts provide research and planning services in their fields of expertise.
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<b>Carol Galante</b> <b>Faculty Director   Turner Center for Housing Innovation</b>	
	<p><b>Carol Galante</b> is the I. Donald Turner Distinguished Professor in Affordable Housing and Urban Policy and the Faculty Director of the Turner Center for Housing Innovation at the University of California, Berkeley. She also co-chairs the Policy Advisory Board of the Fisher Center of Real Estate and Urban Economics.</p> <p>As Faculty Director for the Turner Center, Professor Galante oversees the center's work and co-leads the center's research agenda, supervising projects that identify, develop, and advance innovative solutions in local, state, and federal housing policy and practice. In her role as I. Donald Turner Distinguished Professor in Affordable Housing and Urban Policy, Professor Galante teaches graduate courses on housing policy and community development, including a semester-long studio intensive course on the design and finance of affordable housing development.</p> <p>Professor Galante served in the Obama Administration for over five years as the Assistant Secretary for Housing/Federal Housing Commissioner at the U.S. Department of Housing and Urban Development (HUD) and as the Deputy Assistant Secretary for Multifamily Housing programs. Prior to her appointment at HUD, Professor Galante was President and Chief Executive of BRIDGE Housing Corporation, the largest nonprofit developer of affordable, mixed-income and mixed-use developments in California.</p> <p>Professor Galante has held numerous volunteer leadership positions at the federal and state level, and has received a number of notable industry and academic honors for her leadership and commitment to addressing the housing challenges and needs of all families. She holds a bachelor's degree from Ohio Wesleyan and a master's degree in City Planning from U.C. Berkeley.</p>
 318 Wurster Hall, MC 1850 Berkeley, CA 94720 P: (510) 642-2845 E: carol.galante	<p>The Turner Center for Housing Innovation at the University of California, Berkeley is a collaboration between the College of Environmental Design and the Fisher Center for Real Estate and Urban Economics at the Haas School of Business.</p> <p>The Turner Center leverages applied research and best practices to inform and advance innovation in the planning, financing, design, and development of the built environment.</p>



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<b>Karen Chapple</b> <b>Faculty Research Affiliate   Turner Center for Housing Innovation</b>	
	<p><b>Karen Chapple, Ph.D.</b>, is a Professor of City and Regional Planning at the University of California, Berkeley. Professor Chapple specializes in regional planning, housing, and economic development. Her recent book (Routledge, 2015) is entitled <i>Planning Sustainable Cities and Regions: Towards More Equitable Development</i>. She is currently finishing two books, <i>Transit-Oriented Displacement? The Effects of Smarter Growth on Communities</i> (with Anastasia Loukaitou-Sideris, MIT Press, 2018) and <i>Fragile Governance and Local Economic Development: Evidence from Peripheral Regions in Latin America</i> (with Sergio Montero, Routledge, 2018).</p> <p>In fall 2015, she launched the Urban Displacement Project, a research portal examining patterns of residential, commercial, and industrial displacement, as well as policy and planning solutions. In 2015, Professor Chapple's work on climate change and tax policy won the University of California-wide competition for the Bacon Public Lectureship, which promotes evidence-based public policy and creative thinking for the public good.</p> <p>Professor Chapple holds a bachelor's degree in Urban Studies from Columbia University, an M.S.C.R.P from the Pratt Institute, and a Ph.D. from U.C. Berkeley.</p>
 318 Wurster Hall, MC 1850 Berkeley, CA 94720 P: (510) 642-2845 E: c_reid@berkeley.edu	<p>The Turner Center for Housing Innovation at the University of California, Berkeley is a collaboration between the College of Environmental Design and the Fisher Center for Real Estate and Urban Economics at the Haas School of Business.</p> <p>The Turner Center leverages applied research and best practices to inform and advance innovation in the planning, financing, design, and development of the built environment.</p>

<b>Duane Bay</b> <b>Assistant Director of Planning and Research   Association of Bay Area Governments</b>	
	<p><b>Duane Bay</b> joined the Association of Bay Area Governments (ABAG) in September 2013 with a focus on affordable housing, the Regional Housing Need Allocation, and overall housing policy. Mr. Bay came to ABAG with an extensive background in housing planning that includes serving as the Director of the San Mateo County Department of Housing from 2005 to 2013. He has also served as a Councilmember and Mayor for the City of East Palo Alto.</p>
 <p>375 Beale Street  San Francisco, CA 94105  P: (415) 820-7933  E: duaneb@abag.ca.gov</p>	<p>The Association of Bay Area Governments is the comprehensive regional planning agency and Council of Governments for the nine counties and 101 cities and towns of the San Francisco Bay Region. The region encompasses Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma Counties.</p>

<b>Vikrant Sood</b> <b>Senior Social Equity Planner   Metropolitan Transportation Commission (MTC)</b>	
	<p><b>Vikrant Sood</b> is a Senior Planner at MTC, the metropolitan planning organization for the San Francisco Bay Area. Mr. Sood has over 20 years of experience in land use, housing, transportation, economic development, and education policy and planning at the local and regional level. At MTC, Mr. Sood conducts the Environmental Justice and Title VI analysis for the region’s long-range plan and manages the Northern California Mega-region Goods Movement Study.</p> <p>Before joining MTC, Mr. Sood managed the Bay Area Regional Prosperity Plan, a \$5 million program of the U.S. Department of Housing and Urban Development that addressed housing affordability and economic opportunity in the region. Before that, Mr. Sood managed the Health-Works project at SANDAG, a \$3 million program of the U.S. Centers for Disease Control and Prevention that addressed health inequity in the county. Mr. Sood has a graduate degree in City and Regional Planning from the University of California, Berkeley.</p>
 <p><b>METROPOLITAN TRANSPORTATION COMMISSION</b></p> <p>375 Beale Street San Francisco, CA 94105 P: (415) 778-5228 E: vsood@mtc.ca.gov</p>	<p>The Metropolitan Transportation Commission connects the nine-county Bay Area’s communities by allocating regional, state, and federal funds for transportation projects, planning for the future, and coordinating the participation of governments and residents in the planning process.</p> <p>The Commission’s central purpose is to make sure that the transportation networks that connect the residents and communities within the Bay Area region function smoothly and efficiently. Its job is to plan responsibly to meet the mobility needs of residents, now and in the future.</p>



<b>Chirag Rabari</b> <b>Public Affairs Analyst   Metropolitan Transportation Commission</b>	
	<p><b>Chirag Rabari</b> is currently a Public Affairs Analyst at the Metropolitan Transportation Commission (MTC). Previously, he served as Principal Analyst with Harvey M. Rose Associates, LLC. He has also served as an Analyst with the San Francisco Board of Supervisors Budget and Legislative Analyst's Office and as Staff Research Associate Supervisor at the UCLA Luskin School of Public Affairs.</p> <p>Mr. Rabari holds a bachelor's degree in Journalism from Northeastern University, a bachelor's in Economics from the University of Massachusetts, Amherst, and a master's degree in Urban and Regional Planning from the University of California, Los Angeles.</p>
 <p><b>METROPOLITAN TRANSPORTATION COMMISSION</b></p> <p>375 Beale Street  San Francisco, CA 94105  P: (415) 778-5247  E: <a href="mailto:crabari@mtc.ca.gov">crabari@mtc.ca.gov</a></p>	<p>The Metropolitan Transportation Commission connects the nine-county Bay Area's communities by allocating regional, state, and federal funds for transportation projects, planning for the future, and coordinating the participation of governments and residents in the planning process.</p> <p>The Commission's central purpose is to make sure that the transportation networks that connect the residents and communities within the Bay Area region function smoothly and efficiently. Its job is to plan responsibly to meet the mobility needs of residents, now and in the future.</p>





CASA Technical Committee Workshop  
Meeting Summary  
June 28, 2017

Start: 2:07 pm

**I. Welcome and Introductions (Co-Chairs)**

**Blackwell – Welcome**

Goal is to put together a set of actionable strategies that will have an impact on the region. We have the opportunity to do something different with this group and the infrastructure we have.

Two things are important:

- 1) Have good, innovative ideas based on best practice
- 2) Coordinated, high-level, united advocacy to push those ideas over the finish line

The Technical Committee is charged with identifying potential solutions. The Steering Committee is the group that we are hopeful that will lead the thoughtful, coordinated, united advocacy to turn those ideas into reality at all levels.

We tried to invite those who agree we have a crisis, but disagree on how we'll get there.

**Covarrubius** (via video): Has been involved in Bay Area real estate for 30+ years. Market is in peril. MTC plus everyone in the room is our best avenue to address those issues. We have 100 jurisdictions, no regional agency. Have to deal with all those city councils. In Washington DC the word "compromise" does not exist. We need to compromise and think about the greater good. We may each have to give something up, put something in for the team. Bay Area Council had some victories at the state level. Goal is to use MTC's clout and get good feedback from all.

**Blackwell:** At SFF we've been thinking a lot about our role as the community foundation. After quite a bit of work, have concluded that the issue of the day is we have a tremendous economic growth occurring, but access to that is limited based on where they live, their family situation, their skin color. Equity is our priority, and the lack of housing production is a serious issue. Doing a lot of work to support the bond measures, renter protection efforts, housing production. This is one of the issues of the day. There have been a lot of frustrating conversations, but it is worthwhile to give this another go. When Ken Kirkey and Steve Heminger asked me if I'd be willing to co-chair, I was enthusiastic, despite the challenges. We have assembled the right folks from a technical and political POV, and the Bay Area has the ability to rise to the occasion. You cannot meet anyone who has not been impacted by this crisis in some way. Be prepared to compromise for the greater good.

**Corsiglia:** This is an exceptional group, happy to work with Steve and his team. This is a big day. I'm hopeful this is the time to make change, want to give it one more try. SV@Home is a new housing advocacy and policy organization. We have some real challenges. We have approximately 100,000 people who drive into Santa Clara County every day for work. We have a supply problem and an affordability problem. Spending a lot of time educating councils and bringing forward our community.

Presentation:

- Population growth plus traffic – soon it will be a full time parking lot. We are adding jobs faster than housing units. In Silicon Valley, 400,000 new jobs, 58,000 new housing unit permits since 2010. We believe we need a ratio of 1 house per 1.4 jobs.
- Jobs - Housing fit also important.
- The hidden costs of development: delays caused by outdated codes that slow down development.
- Second units: many jurisdictions contain building codes that make it challenging, even with new state law.
- Lost 67% of AH funding we had in 2008.
- Land is expensive.
- Political and community will is key. Councilmembers are supportive in private, change their mind when angry neighbors show up.

**Blackwell:** The framework for this work:

1. We need to work on 3 things: Production (at all income levels); Preservation (of existing AH stock); Protection (there are vulnerable populations that need protection)
2. How to get there: Financing, legislation, regulatory environment in local jurisdictions.

**Steve Heminger:**

Why am I here? I'm the transportation guy. I've got three reasons:

- 1) Bay Area has transportation problems, but we have a housing crisis. That crisis itself is becoming a transportation problem. In MTC's Board meeting this morning, housing conversation broke out in the middle of a transportation discussion -- that happens all the time. Housing is driving a lot of our troubles.
- 2) MTC will oversee 60 former staff of ABAG as one consolidated staff. The two boards will still exist, but in the meantime we have consolidated the staff because these two issues belong together. Planning staff for those two agencies plus the Bay Area Air District already sit together.
- 3) I believe that the housing question has a moral dimension. We are failing as human beings if we can't house our people. Founding text of our civilization "clothe the naked, house the homeless."

Presentation:

- 2011-2015, Bay Area wide 500,000 jobs increased but only 65,000 houses built
- We are underperforming on very low, low and moderate rate
- MTC is a \$2 billion a year bank. That money can have effect on how housing is produced – e.g., OBAG. Not a lot of money, but a lesson in the power of incentive (Housing Element).
- Three legged stool:
  - o **Regulatory relief** – will require legislation in Sacramento (possibly a Bay Area pilot)
  - o **MTC allocation conditions** – can we do more like OBAG – how we allocate funds. We can make those changes largely without asking for permission from Sacramento.
  - o **Regional self-help** – will require legislation in Sacramento (possibly a Bay Area pilot) and locally raised money
- Team working on this:
  - o Ken Kirkey is the leader.
  - o UC Berkeley research team
  - o ELP – facilitation and engagement

- We need to compromise, but sometimes we need to argue too. We need to say what we mean -
- not mince words. Hope discussions are candid, maybe pointed. Tell the truth.

## **II. Process Overview /Team Introductions**

### **Jennifer LeSar: The Process**

- July meeting will be in Mountain View on Wednesday July 19 from 1 to 3 p.m. at SVCF. Agenda will be shaped by what we hear today.
  - o In process: a presentation and briefing on key policies in the region and activities to date. Please email us at [casa@mtc.ca.gov](mailto:casa@mtc.ca.gov) if you have items you want us to include.
  - o Survey for people who will not be involved in the process.
  - o Draft work plan for review and discussion at the July meeting.
  - o Proposal for a governance process.
- Technical Committee will meet 14 times over the next 16 months – will not meet in August nor November.
- Steering Committee will meet 5 times, concluding by October 2018.
- All Technical Committee members will be invited to attend steering committee meetings, and may have a presenting role.

### **Cecilia Estolano: We will ...**

- Make this an inclusive process. We will always start on time and we will end on time.
- Will have post-it notes so ideas can be captured, even if there's no time to speak.
- Will always have fixed time for public engagement, and will have Post-it notes for participants.
- Please share if you have thoughts regarding the survey and methodology to ensure members of the community can engage with us.

## **III. Effects of the Crisis /Looking for Solutions**

**Janice Jensen, Habitat for Humanity:** before RDA crisis, we did zero advocacy at any level but got organized after that. Most significant action was getting organized to lobby for low-income homeownership. Program expanded due to the needs of constituency expanded. Key obstacles: Lack of comprehensive public policy that treats housing holistically. Lack of dedicated source funding. History of public private partnership going down the drain.

**Linda Mandolini, Eden Housing:** have 22,000 households on waiting list. People are desperately looking for a place to live. For a 150-unit project, 4500 applications. Have invested in local ballot initiatives, as well as legislative advocacy. Chapter 40B in Mass. Part of Los Gatos situation. NIMBYs are really daunting right now. If we don't figure out how to mitigate the local impacts, I don't know how we solve this. How do we incentivize a yes? There is no silver bullet, we need to do everything all at once.

**Jennifer Martinez, Faith in Action Bay Area:** We do AH advocacy, affected by displacement crisis. Getting rent control passed. Take the conversation outside the urban centers of the region, into the suburban places that are often not part of the conversation. We don't have a vision for the region. We don't have a narrative about how our region will look in 20-50 years. That lack of vision is forcing people into thinking about yesterday, being very transactional in their thinking.

**Derecka Mehrens, Working Partnerships:** Addressing inequality. Community is labor unions but also working people who lack a voice. Silicon Valley Rising: working to organize 10,000 tech service workers who are subcontractors. Housing is a huge issue for them. No matter the wage increase, the housing is too expensive. So housing and displacement is a big priority for us. Key obstacles: Power and

constituency and voice in this debate. There is not enough organized infrastructure for folks to have a voice at tables like this. Too much siloed advocacy (housing, labor, health) – these issues are multi-dimensional. How can we give carrots to the NIMBYs, need flexible funds for locals.

**Gabe Metcalf, SPUR:** SPUR started as a housing group in 1910 but we work on a lot of other issues, but still do a lot on housing. Co-chaired SF bond campaign. Most effective at planning work, trying to shift the fight to neighborhood planning scale, rather than project by project. Currently working in Oakland and San Jose on those strategies. Work is broken into 2 categories: Resources (money) and Reform (housing supply at all levels). Obstacles: lack of permanent source, NIMBY opposition, post Prop 13 exactions on developers to pay for public good; process that privileges homeowners over those who need housing; lack of transportation funding fuels NIMBY concerns. What to do: permanent source, need to rethink the delegation of planning authority to cities. Cities that are not good actors should have their authority taken away.

**Tomiquia Moss, Hamilton Families:** Working to end homelessness. The complexion has changed for homeless families. 50% of families we serve were employed. Doubling of homelessness for families. We were housing most of our families before 2012 in San Francisco, are now placing families all over the region, as far as Sacramento. What happens when families lose their communities and networks, when the only available housing is somewhere else? What partnerships do we need to support families when they relocate into new communities? Recognize that homelessness is a regional problem. Establish public private partnerships, which are key.

**Ken Rich, City of San Francisco:** Currently building a lot of housing in SF. Updated area plans to make it easier. \$310m bond, housing trust fund, aggressive inclusionary requirement, invest in using the city land to do deep affordability. We need an attitude adjustment and financial tools (e.g., transportation funding), more regulatory teeth from state so folks do their fair share.

**Matt Schwartz, CA Housing Partnership:** Our constituencies are low income people which the market is not serving, and non-profit housing developers. Provide TA and financing. Our role is to do research and publish reports that become tools for advocates. New report we're doing with UCB displacement project, looking at how displacement patterns in the Bay Area have been triggered by housing changes. We also provide ideas for legislation, e.g., state LIHTC expansions. Bay Area advocates undermine and don't coordinate with one another. Need a governor who believes the market alone can't solve this problem.

**Joseph Villarreal, Contra Costa Housing Authority:** Tens of thousands of people on waiting list. Section 8 landlords getting out of business. Even with Section 8 vouchers, people cannot find housing. It's all about Federal Government for us, but we are now tying project-based vouchers and RAD funding to address homelessness, have housed 300 people. Helped fund 1,500 units throughout the county. On homeless side, have been able to expand. Need \$700 million to rehab public housing, we don't have nearly enough monies to do that -- we will lose a lot of housing if we don't.

**Bill Witte, Related:** Active developers of both 100% affordable and market rate mixed income. Have a waiting list of 4,000 for Mission Bay project. Very concerned about temporarily relocating people during rehab of Sunnyvale project. I believe that most initiatives will have to happen locally. Project on landfill, water authority said no residential. Obstacles: San Francisco has done about as much as any city can do on land use plans, but it takes too long to get entitled in SF, mostly due to CEQA. We need to do for housing what we did for the Kings arena in Sacramento. Also, cost is too high: \$700k per unit in SF, because there are so many bells and whistles required of these projects.

**Denise Pinkston, Bay Area Council:** it's almost like a religious conversion we go through. I get hate twitters on a regular basis. We have to get out of our silos, and it's "us versus everyone else in the Bay Area." Employers can't hire workers because they can't afford to live here. Entire business units are being moved out of California. 47% of people under the age of 35 are planning to leave the Bay Area because it is so expensive. We can't get cities to yes on housing, and pro-housing councils turn over. We need state interventions. ADU bill was a step in the right direction. Stuff should be ministerial. Create a court of last resort. We should not be allowed to turn down 100% affordable projects. Use Housing Accountability Act. That law is being strengthened this year. Amend CEQA, no discretionary review. This problem has to be scaled up to solve it. And the costs are too high.

**Lynn Hutchins, Goldfarb Lipman:** Our clientele are diverse, working a lot on tenant protection and rent control ordinances. In terms of what we can do: ditto to everything, and its money-money-money and regulatory reform. We do need to have some kind of appeal or third party process. I drive by tent cities every day and its worse than it's ever been. This will be politically difficult, but we need to give the locals an out by having the state do it.

**Rich Gross, Enterprise Community Partners:** largest investor in AH through equity and debt programs nationally. We work on regional solutions, also at the state level. Work a lot with HOPE-SF and RAD programs. Our constituencies are cities, counties and non-profit developers. We need to act quickly and on a large scale. We cannot build AH without major subsidy. We have an economy on steroids, and we need to capture that wealth to create equity. We can capture it a lot of ways. We also need regional solutions: fair share, bigger carrots and sticks.

**Raquel Gonzales, Bank of America:** The primary challenge for us is attracting and retaining talent. People come temporarily and then they leave. BofA has long been a partner in AH, have financed 2,000 units in last 10 years, but clearly that's not enough. PPPs are so important, e.g., our partnership with MidPen on projects like Edwina Benner in Sunnyvale.

**Caitlyn Fox, Chan Zuckerberg:** We are not housing experts, we are enablers of experts. We are new to the space, investing in 3 areas: 1) Better data and evidence around housing, e.g., rates of eviction; 2) Building grassroots advocacy locally, enabling communities to have the voice to advocate for their community; 3). Invest in innovation – change how housing is built, delivered and financed. Creating the innovation space for people who build housing. Some reflections: Change the conversation – there are a lot of 'dirty words' like affordable and NIMBY and it becomes volatile – this is a social justice issue and we have a broken system; bring private sector and employers along, pressure them and encourage them to be part of the solution, not just because their employees can't find housing, but also because they benefit from this region.

**Amie Fishman, NPH:** We work to ensure vulnerable families have a home. This is not a crisis, it's a catastrophe. Our constituents are builders of AH. It's harder and harder to build. We created a regional electoral strategy, won \$2 billion in 3 counties. Recently issued a new report highlighting issues: production, preservation, protection. We think there are real solutions to close \$1.4 billion annual gap, want to incentivize agencies to do the right thing. There should be more bonds on next year's ballot. We need more infrastructure to run campaigns that will turn into power. We need to shift the conversation around NIMBYs. Last year's voter engagement – we created infrastructure to engage our voter blocks, and we saw very high support for affordable solutions. It's a top concern over everything else.

**Jonathan Fern, Summerhill Housing Group:** Recently appointed to Oakland planning commission. We are a builder. Los Gatos spent 5 years on specific plan, but when integral projects come through, they get re-litigated. We need to change that. This is a societal problem, needs a societal response. Market

won't be the entire solution. We need a huge public sector intervention. The bonds we've passed won't take care of it. We do need to elevate this at the federal level, despite what it looks like in Washington right now. This is not just a Bay Area problem – it's increasingly national. On a regional basis, wants to explore a regional transfer tax for appreciation that is used for AH or transportation. Don't see us solving this problem if we don't address our land use policy and pattern. If we're going to be zoned for one unit primarily, we cannot solve this problem. We need duplexes, triplexes, quadplexes like pre-war neighborhoods did. Homogenize our communities and even our developers. We are sacrificing our cultural soul for our physical structure.

**Ophelia Basgal, Turner Center:** Has been in this business for 45 years. Markets are not static. When we think about solutions, we need to remember that. Has a foot in public housing, one with philanthropy. We start to coalesce about specific solutions and get tactical, but also wants us to think broadly and in a more innovative way. When I was at HUD, we had huge foreclosure problems – why have some roared back, while some have not? Interconnected to health, education etc. If ACA changes, it will have an impact on dollars available for housing in California. There is no idealized end state, the solutions will be incremental, so think about taming the problem rather than solving it. During foreclosure crisis, SF families moved into homes in Contra Costa County because they were available, but not anymore.

**Carol Galante, Turner Center:** Turner Center was created to provide evidence-based research that is actionable. Both public policy ideas and private sector innovation are needed. This will take more than policy to meet these challenges. We are here in a staff capacity to provide research as needed. I have strong opinions but I will keep them to myself.

**Jennifer Hernandez, Holland & Knight:** Steady erosion of CEQA from a fabulous law to a cynical litigation tool used to oppose infill housing, transit, and renewable energy. The abuse of this statute is unconscionable. Even when hard political votes are taken, a single opponent can derail a project. 1) Require transparency 2) eliminate duplicative lawsuits that comply with plans 3) limit nuclear option – aka Kings Arena. By-right proposal or some other CEQA reform will be a key focus area for Jennifer.

**Linda Mandolini:** Where are the other cities? Answer: the Steering Committee has more members which represent Clayton, Rohnert Park etc. We don't want this group to be too large.

## **Open Discussion: How can we address the obstacles? How can we avoid pitfalls that have undermined similar efforts?**

**Bill Witte:** Everyone regresses to local control. We all agree we should address it regionally. SF alone can't address it, so how do we REALLY do things regionally? How do we have teeth in something regional?

**Linda Mandolini:** We should come up with solutions that more than one city can adopt. For example, Seattle has 12-year property tax abatement for market rate projects that include 20% AFF housing. Could different cities all adopt something similar? Moving affordable supply might not just be about building, it might also be acquisition of older product (NOAH: naturally occurring affordable housing). Get outside the box. There are things we can do that are not as difficult as changing CEQA, maybe backed up by legislation.

**Tomiquia Moss:** Convincing humans to do something different is challenging. How about a parallel process of community engagement. I don't want us to be in an echo chamber without engaging networks and constituencies. As we build recommendations, what is a way for our network partners to

engage who are willing to talk differently about how these issues really play out in people's lives? I want to do that, and I think it will have a multiplier effect.

*Jennifer:* Can we engage our networks of influencers?

*Moss:* When Plan Bay Area started, we had multiple random [people] coming out. Let's not do that on the back end, let's do it on the front end, be strategic about it.

**Ken Rich:** If the "Brisbanes" aren't here in the room, how are we going to get regional agreement? Can 3 big cities muscle it through?

*Blackwell:* There is a relationship between this issue and what Tomiqua just said. Good ideas get cratered by the people who aren't in the room, so we need a process by which people who are not in the room have input.

*Leslye:* We've had conversation about that very issue. We do want to bring those voices in. Fred and I have talked about having our own 'kitchen cabinets' of stakeholders to take what we have and make it broader. I don't know how we get all the cities at the table, but we need to think about it as we develop our policies and suggestions.

*Steve:* There has to be a coalition of the willing, but before we're done we need to engage the adversaries. Those who don't want housing built in their neighborhood have too many tools, so we can take away those tools, but maybe that is too bare-knuckled.

*Cecilia:* organizing and outreach will be key.

*Jennifer:* we have some resources to do a survey, and we should figure out how we do that in a way that brings the voices in, and maybe keep them involved.

**Jennifer Martinez:** We were involved in the Regional Prosperity Plan by MTC, which was not taken up in many parts of the region. So I question if MTC is the vehicle, and if it's not, then is there something else? I have deep concerns about local jurisdictions adopting, have been in many processes. I was making my own list of 10 people. We are partnering with SVCF on a series of conversations about the housing crisis, so perhaps we can leverage that. We want 5,000 people in housing conversation in a single week, 8-10 people around the table. Maybe we think about doing that at the regional scale.

**Amy Fishman:** Lay out what is possible in short, medium and long terms. We should build on successes and deep partnerships from last electoral cycle, and think about this as a campaign. Also, break out areas of agreement and disagreement and dig deep in those places where disagreement exists, then go back to our constituencies. All communities want local control, but they also want transportation funding, and MTC controls that. So I'm very enthusiastic about what could be possible with the resources we have.

**Gabe Metcalf:** I loved the go-around and how much agreement there was but its known if we go a level deeper, it's not quite like that. Getting to pitfalls from similar processes, it's because there are opponents to good ideas. I want to name some of those important constituencies who are not here: Building Trades, doesn't see CEQA like Jennifer Hernandez does. Nothing will happen in the legislature that Building Trades hates. Can we engage them in a different way than other than how it has happened before? Apartment owners are also an important constituency who see things differently. There are smaller cities who see local land use as their primary purpose. The only way I've seen progress made is through grand bargains. If we all make a grand bargain with each other, that's not a grand bargain. It would only be that if we truly had to give something up in exchange for something else. Does that happen inside this process or outside this process?

*Blackwell:* A Building Trades member who will be part of the CASA Steering committee, as well as Andreas Cluver. We agree they, and service workers, are essential. We are looking at a matrix across geography, race, gender, issue area, so we are prepared to defend that, but we are also open to your suggestions about who is missing.

*Corsiglia:* The apartment association is here today.

**Denise Pinkston:** Big coalition that includes cities with a small idea (that's what we did on ADUs), and what we're doing on Housing Accountability Act changes; Lots of folks agree about what developers should do, but often we can't actually do those things. So we should daylight what we can do, and what we can't do. EG higher impact fees, which kill projects. Maybe we let go of some of the type of products where labor doesn't build anyway. Can we come up with possibilities that we can compromise on?

**Janice Jensen:** Ditto. We need more bare-knuckled approaches, we need to be bold and take the tools away. The bad actors are deplorable but we are all enablers. We need to get ballsy and do something.

### **Public Comment**

**Mashaël Majid, Urban Habitat:** CASA must be linked with anti-displacement targets and strategies in Plan Bay Area, which will be adopted next week. Agree with Tomiqua Moss regarding public outreach and non-traditional partners like public health districts, schools, legal service providers. Don't kick the can to a future hypothetical process. Take direction from local housing movement victories e.g., just cause eviction and rent control measures. Frame around a strong racial justice lens. We know that displacement has a disparate impact on families of color. A moral failure.

**Val Menotti, BART:** Abby Thorne-Lyman was not able to be here today. Interested in TOD and AH. BART has several projects, 25-30% of housing on our parking lots has been affordable. Three things to mention: 1) having tools like RDA. 2) gap closure for AH – we have 250 developable acres, board adopted a policy in 2016 with goal of 35% affordable units, especially VLI. 3) Also want to ensure ridership growth over time, so parking is an important issue. Board has given us flexibility to look at non-parking solutions in urban areas, so working with local governments on access to stations very important.

**David Zisser, Public Advocates:** Members of 6 Wins for social equity network. Very involved in Plan Bay Area advocacy. Appreciate the framing laid out here. Lack of AH results in both exclusion of people coming into the bay area, as well as displacement of residents out of the region. So protection must be a co-equal priority. Housing crisis has a racial dimension, black and brown people disproportionately affected. Above moderate units are not the problem. When we talk about public participation, need to go beyond standard, have meaningful engagement. We should not be told a week in advance that we can provide input on a survey, we need more time. We've been promised public comment at 4:30, rather than cutting into that, we can increase the amount of time each speaker has. Focus on communities that experience this crisis the most. They are rarely consulted, and we need buy-in from them. Need to engage them at the beginning and throughout. Consider later time meetings. Don't jump right into policy, start with input. MTC and Six Wins invested a lot of time in Plan Bay Area. Getting an action plan was a very important piece of that, we don't want that pushed aside. The action plan can be a starting point – figure out how to build on that and implement it.

**Ken Bukowski, Regional Video and former member of Emeryville City Council:** statewide ballot measure to re-establish redevelopment. Marijuana businesses can't put their money in the bank – can they put it into housing? Whenever we have a housing project near freeway, we should make the land under freeway available for meeting parking requirements.



## VII. Closing Remarks

- Acknowledgement: Asking for a lot of your time: please come back
- Scary words were spoken: local and regional can be scary but we have to think beyond those two terms.
- We have sub-regional partnerships, doesn't have to be binary.

Meeting adjourned: 5:03 pm



# CASA Literature Review

Overview and Analysis of Policy Recommendations



COMMITTEE TO HOUSE  
THE BAY AREA

# Goals of Literature Review

- Establish a baseline of information about regional housing trends and concerns from diverse perspectives
- Accelerate discussion to build on top of policy work done by stakeholders to date
- Create a reservoir of good ideas to draw upon
  - Which policy recommendations have already been researched and formulated?
  - Which policy recommendations enjoy broad cross-sector support?
- Distill thousands of pages of documents into a concise and consistent format

# Methodology for Selecting Documents

- Bay Area housing and displacement-focused documents
- Published online in 2014 or later
- 8 Categories of organizations:
  1. Local Government (emphasis on 3 big cities + countywide ballot measures)
  2. Regional Agency
  3. Housing Advocacy (both affordable and market-rate)
  4. Housing Research and Finance
  5. Social Equity and Anti-Displacement
  6. Business
  7. Labor
  8. Smart Growth and Sustainability
- Started with committee members and radiated outward to affiliated organizations

# Criteria for *Prioritizing* Documents

1. Major foundational documents (e.g. Plan Bay Area, State of the Region)
2. Prepared by a committee member or their staff, grantee, or coalition
3. Prepared by a leading voice in a constituency not represented on the committee
4. Includes specific, relevant policy recommendations
5. Includes unique, relevant existing conditions information



# Literature Review Results

- 102 documents reviewed
- 66 documents summarized and included in draft literature review
- Appendix of relevant organizations and resources that don't appear elsewhere in literature review

Category	Number of Docs Reviewed	Number of Docs Included
Local Government	19	13
Regional Agency	19	12
Housing Advocacy	14	8
Housing Research & Finance	17	10
Social Equity	14	8
Business	7	6
Labor	6	4
Smart Growth & Sustainability	6	5

# Analysis: Most Frequent Policy Recommendations from Literature Review

Policy Recommendation	Number of Mentions	Cross-Sector Support?
Increase local & regional funding for affordable housing	15	Strong
Utilize surplus public land for affordable housing	12	Strong
Preserve existing affordable housing at risk of conversion	10	Strong
Expand housing impact fees & inclusionary requirements	10	Moderate
Streamline permitting for infill housing (affordable & market-rate)	9	Moderate
ADUs: Ease restrictions and create incentives to build	6	Strong
Encourage new units that are affordable by design (micro-units, modular etc.)	6	Strong



# Most Frequent Policy Recommendations from June Technical Committee Meeting

Policy Recommendation	Mentions at June Meeting
Increase local/regional funding for affordable housing	8
State legislation to enforce housing laws and/or appeal local decisions	6
Reform local codes and streamline approval processes	5
Create incentives for cities and residents to support new housing	4
Use regional transportation funds as leverage	4
State legislation to create a permanent funding source for affordable housing	4

# Other Policy Recommendations from June Meeting

- Strengthen renter protections
- Make it easier to build ADUs
- Expand public-private partnerships
- Create a regional vision
- Increase preservation and rehab of existing Affordable Housing
- CEQA reform
- Shift the conversation around NIMBYs
- Focus on adaptive, incremental solutions
- Regional strategies “with teeth”
- Reduce impact fees and costs associated with new development
- Identify local solutions that multiple jurisdictions can adopt
- Declare a housing emergency or catastrophe to help remove obstacles
- Expand density bonus
- Align tax policies: Prop 13, sales tax sharing, make bonding easier

# Comparing Most Frequent Policy Recommendations from Literature Review and June Meeting

Policy Recommendation	Literature Review Mentions	June Meeting Mentions
Increase local & regional funding for affordable housing	15	8
Streamline/fix local permitting processes & codes for infill housing	9	5
Preserve existing affordable housing at risk of conversion	10	2
State legislation to enforce housing laws and/or appeal local decisions	4	6
Tie transportation funding to housing outcomes	4	4
ADUs: ease restrictions and create incentives to build	6	1
Encourage new units that are affordable by design (micro-units, modular etc.)	6	1
State legislation to create permanent source of funding	2	4

# Finalizing the Literature Review: Input Needed

1. Are there essential documents missing from this review?
2. Organizations or online resources to add to appendix
3. Suggestions for maximizing usefulness of lit review

Priority	Category	Organization	Report Name	Date	Link
1	Business	Urban Land Institute	Bay Area in 2015: A ULI Survey of Views on Housing, Transportation, and Community in the Greater San Francisco Bay Area	September 2015	<a href="https://sf.uli.org/wp-content/uploads/sites/47/2011/05/Bay-Area-in-2015-final.pdf">https://sf.uli.org/wp-content/uploads/sites/47/2011/05/Bay-Area-in-2015-final.pdf</a>
1	Business	Bay Area Council Economic Institute	Another Inconvenient Truth: To Achieve Climate Change Goals, California Must Remove Barriers to Sustainable Land Use.	August 2016	<a href="http://www.bayareaeconomy.org/files/pdf/Another_Inconvenient_Truth_BACEI16.pdf">http://www.bayareaeconomy.org/files/pdf/Another_Inconvenient_Truth_BACEI16.pdf</a>
1	Business	Bay Area Council Economic Institute	Solving the Housing Affordability Crisis: How Policies Change the Number of San Francisco Households Burdened by Housing Costs.	October 2016	<a href="http://www.bayareaeconomy.org/files/pdf/BACEI_Housing_10_2016.pdf">http://www.bayareaeconomy.org/files/pdf/BACEI_Housing_10_2016.pdf</a>
1	Business	Bay Area Council Economic Institute	A Roadmap for Economic Resilience: The Bay Area Regional Economic Strategy	2015	<a href="http://www.bayareaeconomy.org/wp-content/uploads/2015/BACEI-RES-Report.pdf">http://www.bayareaeconomy.org/wp-content/uploads/2015/BACEI-RES-Report.pdf</a>
1	Business	McKinsey Global Institute	A Toolkit to Close California's Housing Gap: 3.5 Million Homes by 2025	October 2016	<a href="http://www.mckinsey.com/~media/McKinsey/Global%20Themes/Urbanization/Closing%20Californias%20housing%20gap/Closing-Californias-housing-gap-Full-report.ashx">http://www.mckinsey.com/~media/McKinsey/Global%20Themes/Urbanization/Closing%20Californias%20housing%20gap/Closing-Californias-housing-gap-Full-report.ashx</a>
1	Business	Facebook, Public Advocates, and Envision Transform Build coalition	Community Compact to Increase Equity, Opportunity, and Access in Silicon Valley	November 2016	<a href="http://www.publicadvocates.org/wp-content/uploads/ETB-Facebook-CBA-2016-Fully-Executed.pdf">http://www.publicadvocates.org/wp-content/uploads/ETB-Facebook-CBA-2016-Fully-Executed.pdf</a>
1	Equity	PolicyLink	A Roadmap Toward Equity: Housing Solutions for Oakland, California	2016	<a href="http://www.policylink.org/find-resources/library/roadmap-toward-equity">http://www.policylink.org/find-resources/library/roadmap-toward-equity</a>
1	Equity	San Francisco Anti-Displacement Coalition	San Francisco's Eviction Crisis 2015	2015	<a href="http://www.sfccho.org/wp-content/uploads/2015/06/SFADC-Eviction-Report-2015.pdf">http://www.sfccho.org/wp-content/uploads/2015/06/SFADC-Eviction-Report-2015.pdf</a>
1	Equity	Urban Habitat	Race, Inequality, and the Resegregation of the Bay Area	2016	<a href="http://urbanhabitat.org/sites/default/files/UH%20Policy%20Brief2016.pdf">http://urbanhabitat.org/sites/default/files/UH%20Policy%20Brief2016.pdf</a>
1	Equity	Public Advocates	Civil Rights Law & The Displacement Crisis in San Francisco's Mission District	2016	<a href="http://www.publicadvocates.org/wp-content/uploads/fair_housing_framework_for_san_franciscos_mission_district.pdf">http://www.publicadvocates.org/wp-content/uploads/fair_housing_framework_for_san_franciscos_mission_district.pdf</a>
1	Equity	Six Wins Network	Comment Letter on Plan Bay Area Equity, Environment and Jobs Scenario	September 2015	<a href="http://www.publicadvocates.org/wp-content/uploads/2016/04/6_wins_eej_scenario_letter.pdf">http://www.publicadvocates.org/wp-content/uploads/2016/04/6_wins_eej_scenario_letter.pdf</a>
1	Equity	East Bay Housing Organizations (EBHO)	The Impact of Short Term Rentals on Affordable Housing in Oakland: A Report and Recommendations.	December 2015	<a href="http://www.ebho.org/images/Research_and_Reports/EBHO%20Short%20Term%20Rental%20Impact%20Report.pdf">http://www.ebho.org/images/Research_and_Reports/EBHO%20Short%20Term%20Rental%20Impact%20Report.pdf</a>
1	Equity	Greenlining Institute	Locked Out of the Market: Poor Access to Home Loans for Californians of Color	June 2017	<a href="http://greenlining.org/issues/2016/locked-market-poor-access-home-loans-californians-color/">http://greenlining.org/issues/2016/locked-market-poor-access-home-loans-californians-color/</a>
1	Equity	Causa Justa Just Cause	Development Without Displacement: Resisting Gentrification in the Bay Area		<a href="http://www.acphd.org/media/343952/cjic2014.pdf">http://www.acphd.org/media/343952/cjic2014.pdf</a>
1	Housing Advocacy	Non-Profit Housing Association of Northern CA	On Track Together - Housing and Transportation: Building the Bay Area's Vibrant, Sustainable, and Affordable Future Together	2017	<a href="http://nonprofithousing.org/wp-content/uploads/nph-on-track-together-documentFINAL.pdf">http://nonprofithousing.org/wp-content/uploads/nph-on-track-together-documentFINAL.pdf</a>
1	Housing Advocacy	East Bay Housing Organizations	Framing Paper on Gentrification, Displacement, and Public Benefits	May 2014	<a href="http://www.ebho.org/images/Campaigns_and_Programs/PBZ_framing_language_for_Housing_Element_and_Specific_Plans_FINAL_5-24-14.pdf">http://www.ebho.org/images/Campaigns_and_Programs/PBZ_framing_language_for_Housing_Element_and_Specific_Plans_FINAL_5-24-14.pdf</a>
1	Housing Advocacy	San Francisco Housing Action Coalition	Housing Action Plan for San Francisco	September 2014	<a href="http://www.sfhac.org/wp-content/uploads/2014/03/2014-Housing-Action-Plan1.pdf">http://www.sfhac.org/wp-content/uploads/2014/03/2014-Housing-Action-Plan1.pdf</a>
1	Housing Advocacy	California Housing Partnership Corporation	Preservation of Affordable Homes Near Transit Toolkit	March 2015	<a href="http://chpc.net/wp-content/uploads/2015/11/10-CHPCPreservationToolkit.pdf">http://chpc.net/wp-content/uploads/2015/11/10-CHPCPreservationToolkit.pdf</a>
1	Housing Advocacy	Silicon Valley @ Home	How do we tackle the affordable housing crisis?	May 2016	<a href="http://s3-us-east-2.amazonaws.com/s3athome/2017/03/26195816/How-Do-We-Tackle-the-Affordable-Housing-Crisis-A-Policy-Roadmap.pdf">http://s3-us-east-2.amazonaws.com/s3athome/2017/03/26195816/How-Do-We-Tackle-the-Affordable-Housing-Crisis-A-Policy-Roadmap.pdf</a>
1	Housing Advocacy	Non-Profit Housing Association of Northern CA	Meeting Local Housing Needs: Housing Elements Snapshots Across the Bay Area	November 2016	<a href="http://nonprofithousing.org/wp-content/uploads/Housing-Element-Report-FINAL-FINAL.pdf">http://nonprofithousing.org/wp-content/uploads/Housing-Element-Report-FINAL-FINAL.pdf</a>
1	Housing Advocacy	Silicon Valley Community Foundation	Silicon Valley's Housing Crisis: How did we get here, and what can we do about it?	May 2017	<a href="https://www.siliconvalleycf.org/sites/default/files/publications/housing-brief-spring.pdf">https://www.siliconvalleycf.org/sites/default/files/publications/housing-brief-spring.pdf</a>
1	Housing Advocacy	Tenants Together	The New Single-Family Home Renters of California	May 2017	<a href="http://www.tenants-together.org/new-single-family-home-renters-california-0">http://www.tenants-together.org/new-single-family-home-renters-california-0</a>
1	Housing Research & Finance	Enterprise Community Partners	Projecting Trends in Severely Cost-Burdened Renters: 2015–2025	2015	<a href="http://www.enterprisecommunity.org/resources/projecting-trends-severely-cost-burdened-renters-13350">http://www.enterprisecommunity.org/resources/projecting-trends-severely-cost-burdened-renters-13350</a>

Priority	Category	Organization	Report Name	Date	Link
1	Housing Research & Finance	California Department of Housing and Community Development	2014 California Affordable Housing Cost Study	October 2014	<a href="http://www.treasurer.ca.gov/ctcac/affordable_housing.pdf">http://www.treasurer.ca.gov/ctcac/affordable_housing.pdf</a>
1	Housing Research & Finance	California Legislative Analyst's Office	California's High Housing Costs: Causes and Consequences	March 2015	<a href="http://www.lao.ca.gov/reports/2015/finance/housing-costs/housing-costs.aspx">http://www.lao.ca.gov/reports/2015/finance/housing-costs/housing-costs.aspx</a>
1	Housing Research & Finance	The Institute of Governmental Studies, University of California, Berkeley	Housing Production, Filtering and Displacement: Untangling the Relationships	May 2016	<a href="http://www.urbandisplacement.org/sites/default/files/images/udp_research_brief_052316.pdf">http://www.urbandisplacement.org/sites/default/files/images/udp_research_brief_052316.pdf</a>
1	Housing Research & Finance	Terner Center for Housing Innovation	Borrowing Innovation, Achieving Affordability: What We Can Learn From Massachusetts Chapter 40B	August 2016	<a href="http://ternercenter.berkeley.edu/uploads/California_40B_Working_Paper.pdf">http://ternercenter.berkeley.edu/uploads/California_40B_Working_Paper.pdf</a>
1	Housing Research & Finance	Public Policy Institute of California	California's Future: Housing	January 2017	<a href="http://www.ppic.org/main/publication.asp?i=984">http://www.ppic.org/main/publication.asp?i=984</a>
1	Housing Research & Finance	National Low Income Housing Coalition	Out of Reach Report	June 2017	<a href="http://nlihc.org/sites/default/files/orr/OOR_2017.pdf">http://nlihc.org/sites/default/files/orr/OOR_2017.pdf</a>
1	Housing Research & Finance	Center for California Real Estate/ Terner Center for Housing Innovation	Expanding Housing Supply in California: A New Framework for State Land Use Regulation	Summer 2016	<a href="http://ternercenter.berkeley.edu/uploads/CCRE_Journal_-_Expanding_Housing_Supply_in_California_-_A_New_Framework_for_State_Land_Use_Regulation.pdf">http://ternercenter.berkeley.edu/uploads/CCRE_Journal_-_Expanding_Housing_Supply_in_California_-_A_New_Framework_for_State_Land_Use_Regulation.pdf</a>
1	Housing Research & Finance	State of California Strategic Growth Council	Affordable Housing and Sustainable Communities Program (AHSC)		<a href="http://www.sgc.ca.gov/Grant-Programs/AHSC-Program.html">http://www.sgc.ca.gov/Grant-Programs/AHSC-Program.html</a>
1	Housing Research & Finance	State of California	AB 1335 (Atkins) which was not passed in the California Assembly's 2015-2016 Regular Session	2015-2016	<a href="http://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=20152016AB1335">http://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=20152016AB1335</a>
1	Labor	Council of Community Housing Organizations	Affordable Housing, Wages, and "AMI"	February 2016	<a href="http://www.sfccho.org/wp-content/uploads/2016/02/Affordable-Housing-Wages-and-AMI_2-9-16_final.pdf">http://www.sfccho.org/wp-content/uploads/2016/02/Affordable-Housing-Wages-and-AMI_2-9-16_final.pdf</a>
1	Labor	Working Partnerships	Tech's Invisible Workforce	March 2016	<a href="http://www.wpusa.org/Publication/TechsInvisibleWorkforce.pdf">http://www.wpusa.org/Publication/TechsInvisibleWorkforce.pdf</a>
1	Labor	Northern California Carpenters Regional Council/California Economic Summit	California's Housing Crisis, Construction Labor, & the Costs of Multi-Family Housing	November 2016	<a href="http://caeconomy.org/reporting/entry/californias-housing-crisis-construction-labor-the-costs-of-multi-family-hou">http://caeconomy.org/reporting/entry/californias-housing-crisis-construction-labor-the-costs-of-multi-family-hou</a>
1	Labor	Northern California Carpenters Regional Council/California Economic Summit	The 1,000,000 Homes Challenge: Will workers who build new housing be left housing cost-burdened?	November 2016	<a href="http://caeconomy.org/reporting/entry/the-1000000-homes-challenge-will-workers-who-build-new-housing-be-left-hous">http://caeconomy.org/reporting/entry/the-1000000-homes-challenge-will-workers-who-build-new-housing-be-left-hous</a>
1	Local Government	City of Oakland	Oakland Affordable Housing Action Plan Short Term	February 2016	<a href="http://www2.oaklandnet.com/w/OAK057421">www2.oaklandnet.com/w/OAK057421</a>
1	Local Government	Santa Clara County	Measure A approved by voters: \$950 million in bonds for affordable housing	November 2016	<a href="https://ballotpedia.org/Santa_Clara_County,_California,_Affordable_Housing_Bonds_Measure_A_(November_2016)">https://ballotpedia.org/Santa_Clara_County,_California,_Affordable_Housing_Bonds_Measure_A_(November_2016)</a>
1	Local Government	City of Oakland	Measure JJ approved by voters: Just-Cause Eviction Requirements and Rent Increase Approval	November 2016	<a href="https://ballotpedia.org/Oakland,_California,_Just-Cause_Eviction_Requirements_and_Rent_Increase_Approval_Measure_JJ_(November_2016)">https://ballotpedia.org/Oakland,_California,_Just-Cause_Eviction_Requirements_and_Rent_Increase_Approval_Measure_JJ_(November_2016)</a>
1	Local Government	City of Oakland	Measure KK approved by voters: \$600 million in bonds for infrastructure and affordable housing	November 2016	<a href="https://ballotpedia.org/Oakland,_California,_Bond_Issue_Measure_KK_(November_2016)">https://ballotpedia.org/Oakland,_California,_Bond_Issue_Measure_KK_(November_2016)</a>
1	Local Government	Alameda County	Measure A1 approved by voters: \$850 in bonds for affordable housing	November 2016	<a href="https://www.lwvbae.org/county-of-alameda-measure-a1-2016/">https://www.lwvbae.org/county-of-alameda-measure-a1-2016/</a>
1	Local Government	City of San Francisco	Measure C approved by voters: \$261 million in bonds for affordable housing	November 2016	<a href="http://voterguide.sfelections.org/en/loans-finance-acquisition-and-rehabilitation-affordable-housing">http://voterguide.sfelections.org/en/loans-finance-acquisition-and-rehabilitation-affordable-housing</a>
1	Local Government	City of San Jose	2016 Annual Progress Report to HCD on Housing Element	March 2017	<a href="http://www.sanjoseca.gov/DocumentCenter/View/67402">http://www.sanjoseca.gov/DocumentCenter/View/67402</a>
1	Local Government	City of San Francisco	Housing Balance Report	May 2017	<a href="http://default.sfplanning.org/publications_reports/20170512_HousingBalance5_BoS.pdf">http://default.sfplanning.org/publications_reports/20170512_HousingBalance5_BoS.pdf</a>
1	Local Government	Office of Mayor Edwin Lee (San Francisco)	Housing 2014 Work Group Recommendations	2014	<a href="http://sfmayor.org/sites/default/files/FileCenter/Documents/431-FINAL%20HWG%20Findings%20and%20Recommendations%2012%2010%2014.pdf">http://sfmayor.org/sites/default/files/FileCenter/Documents/431-FINAL%20HWG%20Findings%20and%20Recommendations%2012%2010%2014.pdf</a>
1	Local Government	21 Elements - San Mateo County	21 Elements: San Mateo Countywide Housing Element Update Kit		<a href="http://www.21elements.com/">http://www.21elements.com/</a>
1	Local Government	San Mateo County	Home for All (San Mateo County Task Force Report)	2016	<a href="http://homeforallsmc.com/">http://homeforallsmc.com/</a>
1	Local Government	Seattle Housing and Livability Agenda (HALA)	Refers to Seattle's Housing Affordability and Livability Agenda (HALA)	2015	<a href="http://murray.seattle.gov/wp-content/uploads/2015/11/BACEI-RES-Report.pdf">http://murray.seattle.gov/wp-content/uploads/2015/11/BACEI-RES-Report.pdf</a>
1	Local Government	Grand Boulevard Initiative (GBI)	GBI information	2013-2015	<a href="https://www.grandboulevard.net/about/grand-boulevard-initiative">https://www.grandboulevard.net/about/grand-boulevard-initiative</a>
1	Regional Agency	Association of Bay Area Governments (ABAG)	Toward Opportunity: Fair Housing and Equity Assessment of the San Francisco Bay Area.	2015	<a href="http://abag.ca.gov/files/1_FHEAFinalReport_3.13.15.pdf">http://abag.ca.gov/files/1_FHEAFinalReport_3.13.15.pdf</a>
1	Regional Agency	Metropolitan Transportation Commission (MTC)	Job growth, housing affordability, and commuting in the Bay Area	May 2015	<a href="http://www.planbayarea.org/sites/default/files/pdf/prosperity/research/Jobs-Housing_Report.pdf">http://www.planbayarea.org/sites/default/files/pdf/prosperity/research/Jobs-Housing_Report.pdf</a>

Priority	Category	Organization	Report Name	Date	Link
1	Regional Agency	Association of Bay Area Governments (ABAG)	Addressing Displacement in the Bay Area	August 2015	<a href="http://www.abag.ca.gov/files/ABAGDisplacementWhitePaper.pdf">http://www.abag.ca.gov/files/ABAGDisplacementWhitePaper.pdf</a>
1	Regional Agency	Bay Area Rapid Transit (BART)	Transit Oriented Development Policy	June 2016	<a href="http://www.bart.gov/sites/default/files/docs/BART%20Board%20-%20TOD%20Policy%20Draft%206-9-16%20Adopted%20FINAL_0.pdf">http://www.bart.gov/sites/default/files/docs/BART%20Board%20-%20TOD%20Policy%20Draft%206-9-16%20Adopted%20FINAL_0.pdf</a>
1	Regional Agency	Metropolitan Transportation Commission (MTC)	Plan Bay Area 2040 Draft Plan	April 2017	<a href="http://2040.planbayarea.org/reports">http://2040.planbayarea.org/reports</a>
1	Regional Agency	Association of Bay Area Governments (ABAG)	State of the Region 2015 (April 2016 update)	Feb 2015/Apr 2016	<a href="http://reports.abag.ca.gov/sotr/2015/SOTR2014FinalReport_RHNAAddendumLowRes.pdf">http://reports.abag.ca.gov/sotr/2015/SOTR2014FinalReport_RHNAAddendumLowRes.pdf</a>
1	Regional Agency	Association of Bay Area Governments (ABAG)	Fair Housing and Equity Assessment		<a href="http://www.abag.ca.gov/planning/housing/publications.html#equity">http://www.abag.ca.gov/planning/housing/publications.html#equity</a>
1	Regional Agency	Association of Bay Area Governments (ABAG)/Metropolitan Transportation Commission (MTC)	Maintaining Housing Affordability and Neighborhood Stability in the Bay Area	February 2016	<a href="http://mtc.ca.gov/sites/default/files/ABAG_Housing_Toolkit.pdf">http://mtc.ca.gov/sites/default/files/ABAG_Housing_Toolkit.pdf</a>
1	Regional Agency	Association of Bay Area Governments (ABAG)	People, Places and Prosperity	2015	<a href="http://reports.abag.ca.gov/ppp/2015/index.php">http://reports.abag.ca.gov/ppp/2015/index.php</a>
1	Regional Agency	Association of Bay Area Governments (ABAG)	Bay Area Housing Opportunity Sites Inventory:		<a href="http://abag.ca.gov/planning/housing/datasets.html#maps">http://abag.ca.gov/planning/housing/datasets.html#maps</a>
1	Regional Agency	Regional Prosperity Plan (RPP)	Regional Initiatives		<a href="http://www.planbayarea.org/resources/bay-area-prosperity-plan">http://www.planbayarea.org/resources/bay-area-prosperity-plan</a>
1	Regional Agency	Housing Leadership Council of San Mateo (HLC)	California Housing Element Policy Best Practices Toolkit		<a href="http://abag.ca.gov/planning/housing/elements-strategies.html">http://abag.ca.gov/planning/housing/elements-strategies.html</a>
1	Smart Growth	SPUR	8 Ways to Make San Francisco More Affordable	February 2014	<a href="http://www.spur.org/sites/default/files/publications_pdfs/SPUR_8_Ways_to_Make_San_Francisco_More_Affordable.pdf">http://www.spur.org/sites/default/files/publications_pdfs/SPUR_8_Ways_to_Make_San_Francisco_More_Affordable.pdf</a>
1	Smart Growth	Greenbelt Alliance	Fixing the Foundation: Local Solutions for Infill Housing	2013	<a href="http://www.greenbelt.org/wp-content/uploads/2013/10/Greenbelt_Alliance_Fixing_the_Foundation.pdf">http://www.greenbelt.org/wp-content/uploads/2013/10/Greenbelt_Alliance_Fixing_the_Foundation.pdf</a>
1	Smart Growth	Prevention Institute	Healthy Development Without Displacement	October 2015	<a href="https://www.preventioninstitute.org/publications/healthy-development-without-displacement">https://www.preventioninstitute.org/publications/healthy-development-without-displacement</a>
1	Smart Growth	Great Communities Collaborative	Funding Affordable Housing Near Transit in the Bay Area Region	May 2017	<a href="http://www.greatcommunities.org/wp-content/uploads/Funding-Affordable-Housing-Near-Transit-in-the-Bay-Area-Region_5917.pdf">http://www.greatcommunities.org/wp-content/uploads/Funding-Affordable-Housing-Near-Transit-in-the-Bay-Area-Region_5917.pdf</a>
1	Smart Growth	Transform and CHPC	Why Creating and Preserving Affordable Homes Near Transit is a Highly Effective	2014	<a href="http://www.transformca.org/transform-report/why-creating-and-preserving-affordable-homes-near-transit-highly-effective-climate">http://www.transformca.org/transform-report/why-creating-and-preserving-affordable-homes-near-transit-highly-effective-climate</a>
	Smart Growth	SPUR	SPUR's Agenda for Change	2016	<a href="http://www.spur.org/sites/default/files/publications_pdfs/SPUR%27s_Agenda_for_Change_2016.pdf">http://www.spur.org/sites/default/files/publications_pdfs/SPUR%27s_Agenda_for_Change_2016.pdf</a>
	Business	Bay Area Council Economic Institute	A Roadmap for Economic Resilience: The Bay Area Regional Economic Strategy	November 2015	<a href="http://www.bayareaeconomy.org/files/pdf/BACEI-RES-Report.pdf">http://www.bayareaeconomy.org/files/pdf/BACEI-RES-Report.pdf</a>
	Business	Bay Area Council Economic Institute	The Northern California Megaregion: Innovative, Connected, and Growing	June 2016	<a href="http://www.bayareaeconomy.org/files/pdf/The_Northern_California_Megaregion_2016c.pdf">http://www.bayareaeconomy.org/files/pdf/The_Northern_California_Megaregion_2016c.pdf</a>
	Equity	Causa Justa Just Cause	Rebuilding Neighborhoods, Restoring Health: A Report On The Impact Of Foreclosures On Public Health	2015	<a href="https://cjjc.org/wp-content/uploads/2015/11/foreclose2.pdf">https://cjjc.org/wp-content/uploads/2015/11/foreclose2.pdf</a>
	Equity	PolicyLink	Homes for All: Good for Families, Communities, and the Economy	2016	<a href="http://www.policylink.org/find-resources/library/casey-equal-voice-series-homes">http://www.policylink.org/find-resources/library/casey-equal-voice-series-homes</a>
	Equity	East Bay Housing Organizations (EBHO)	Together for Housing Justice: Affordable Housing Guidebook 2017-18	2017	<a href="http://www.ebho.org/images/EBHO_Guidebook2016_web.pdf">http://www.ebho.org/images/EBHO_Guidebook2016_web.pdf</a>
	Equity	East Bay Housing Organizations (EBHO)	Survey & Study on Parking Needs & Utilization in Affordable Housing Developments in the East Bay	January 2015	<a href="http://www.ebho.org/images/Research_and_Reports/Parking_Report_2015-02-17_2.pdf">http://www.ebho.org/images/Research_and_Reports/Parking_Report_2015-02-17_2.pdf</a>
	Equity	San Francisco Information Clearinghouse	Whose Future? “Smart Growth” in San Francisco	June 2015	<a href="http://www.sfccho.org/wp-content/uploads/2014/02/Silicon-Valley-Institute-for-Regional-Studies_Income-Inequality-in-SF-06-2015.pdf">http://www.sfccho.org/wp-content/uploads/2014/02/Silicon-Valley-Institute-for-Regional-Studies_Income-Inequality-in-SF-06-2015.pdf</a>
	Housing Advocacy	National Low Income Housing Coalition	Advocates' Guide 2017	2017	<a href="http://nlihc.org/sites/default/files/2017_Advocates-Guide.pdf">http://nlihc.org/sites/default/files/2017_Advocates-Guide.pdf</a>
	Housing Advocacy	Non-Profit Housing Association of Northern CA	Untapped Resources	January 2015	<a href="https://gallery.mailchimp.com/847944ec9d8fe15de5e490f4a/files/Untapped_Resources_Executive_Summary_Feb_2015_01.pdf">https://gallery.mailchimp.com/847944ec9d8fe15de5e490f4a/files/Untapped_Resources_Executive_Summary_Feb_2015_01.pdf</a>
	Housing Advocacy	Non-Profit Housing Associate of Northern California	Jobs/Housing Fit and the Effect on Bay Area Health, Equity, and Environment	September 2015	<a href="http://nonprofihousing.org/wp-content/uploads/JH-Fit-Fact-Sheet-FINAL-9.15.pdf">http://nonprofihousing.org/wp-content/uploads/JH-Fit-Fact-Sheet-FINAL-9.15.pdf</a>
	Housing Advocacy	SF Housing Action Coalition	SFHAC Position on Prop C – “Affordable Housing Requirements”	May 2016	<a href="http://www.sfhac.org/sfhac-position-prop-c-affordable-housing-requirements/">http://www.sfhac.org/sfhac-position-prop-c-affordable-housing-requirements/</a>
	Housing Advocacy	California Housing Partnership Corporation	Housing Need 2017 - Alameda	May 2017	<a href="https://chpc.net/wp-content/uploads/2017/05/Alameda-County-2017.pdf">https://chpc.net/wp-content/uploads/2017/05/Alameda-County-2017.pdf</a>
	Housing Research & Finance	American Bar Association	Addressing California's Housing Shortage: Lessons from Massachusetts Chapter 40B	2017	<a href="http://ternercenter.berkeley.edu/uploads/AH_25-2_15Reid.pdf">http://ternercenter.berkeley.edu/uploads/AH_25-2_15Reid.pdf</a>
	Housing Research & Finance	Public Policy Institute of California	Parcel Taxes as a Local Revenue Source in California	April 2015	<a href="http://www.ppic.org/content/pubs/report/R_415JSR.pdf">http://www.ppic.org/content/pubs/report/R_415JSR.pdf</a>
	Housing Research & Finance	California Housing Partnership Corporation	San Francisco Begins Second Phase oi RAD Public Housing Initiative	October 2016	<a href="http://1p08d91kd0c03rlxhmhtydr.wpengine.netdna-cdn.com/wp-content/uploads/2016/11/RADPhase-II.pdf">http://1p08d91kd0c03rlxhmhtydr.wpengine.netdna-cdn.com/wp-content/uploads/2016/11/RADPhase-II.pdf</a>

Priority	Category	Organization	Report Name	Date	Link
	Housing Research & Finance	Center for Community Innovation	Gentrification, Displacement and the Role of Public Investment: A Literature Review	March 2017	<a href="http://iurd.berkeley.edu/uploads/Displacement_Lit_Review_Final.pdf">http://iurd.berkeley.edu/uploads/Displacement_Lit_Review_Final.pdf</a>
	Housing Research & Finance	Center for Community Innovation	Developing a New Methodology for Analyzing Potential Displacement	April 2017	<a href="https://www.arb.ca.gov/research/apr/past/13-310.pdf">https://www.arb.ca.gov/research/apr/past/13-310.pdf</a>
	Housing Research & Finance	UC Berkeley Institute of Governmental Studies	Displacement in San Mateo County, California: Consequences for Housing, Neighborhoods, Quality of Life, and Health	May 2017	<a href="http://www.urbandisplacement.org/sites/default/files/images/impacts_of_displacement_in_san_mateo_county.pdf">http://www.urbandisplacement.org/sites/default/files/images/impacts_of_displacement_in_san_mateo_county.pdf</a>
	Housing Research & Finance	California Association of Realtors	The Journal of Case Study Research. Volume 1. Housing Affordability	Summer 2016	<a href="http://www.car.org/ccre/pdf/Journal_of_Case_Study_Research-CCRE-Housing_Affordability.pdf">http://www.car.org/ccre/pdf/Journal_of_Case_Study_Research-CCRE-Housing_Affordability.pdf</a>
	Labor	Working Partnerships	Cashing In on Renters	April 2017	<a href="http://www.wpusa.org/Publication/CashingInOnRenters.pdf">http://www.wpusa.org/Publication/CashingInOnRenters.pdf</a>
	Labor	Federal Reserve Bank of SF	The Rise of Underemployment: Supporting the Needs of Low-Income Workers	April 2017	<a href="http://www.frbsf.org/community-development/publications/working-papers/2017/april/rise-of-underemployment-supporting-needs-of-low-income-workers/">http://www.frbsf.org/community-development/publications/working-papers/2017/april/rise-of-underemployment-supporting-needs-of-low-income-workers/</a>
	Local Government	City of San Francisco	2015-2019 Consolidated Plan and 2015-2016 Action Plan	2015	<a href="http://sfmohcd.org/sites/default/files/Documents/MOHCD%202015-19%20Con%20Plan%20and%202015-16%20Action%20Plan.pdf">http://sfmohcd.org/sites/default/files/Documents/MOHCD%202015-19%20Con%20Plan%20and%202015-16%20Action%20Plan.pdf</a>
	Local Government	City of San Francisco	State of the Housing Market Update 2014	August 2014	<a href="http://sfmohcd.org/sites/default/files/FileCenter/Documents/8295-SF%20State%20of%20the%20Housing%20Market%20Study%202014%20%28rev.%20102114%29.pdf">http://sfmohcd.org/sites/default/files/FileCenter/Documents/8295-SF%20State%20of%20the%20Housing%20Market%20Study%202014%20%28rev.%20102114%29.pdf</a>
	Local Government	City of San Jose	California Supreme Court Upholds San Jose's Affordable Housing Rules	June 2015	<a href="https://ww2.kqed.org/news/2015/06/15/california-supreme-court-upholds-san-joses-affordable-housing-rules/">https://ww2.kqed.org/news/2015/06/15/california-supreme-court-upholds-san-joses-affordable-housing-rules/</a>
	Local Government	City of San Jose	San Jose: New law makes city first to allow “tiny homes” for homeless	October 2016	<a href="http://www.mercurynews.com/2016/10/07/san-jose-new-law-would-make-city-first-to-allow-tiny-homes-for-homeless/">http://www.mercurynews.com/2016/10/07/san-jose-new-law-would-make-city-first-to-allow-tiny-homes-for-homeless/</a>
	Local Government	City of San Jose	Affordable Housing Investment Plan (FY 2016/17-FY 2017/18)	May 2017	<a href="http://www.sanjoseca.gov/DocumentCenter/View/69125">http://www.sanjoseca.gov/DocumentCenter/View/69125</a>
	Local Government	City of San Francisco	Board of Supervisors to Consider Compromise Inclusionary Housing Legislation	June 2017	<a href="http://www.unfamiliarterrain.law/2017/06/board-of-supervisors-consider-compromise-inclusionary-housing-legislation/">http://www.unfamiliarterrain.law/2017/06/board-of-supervisors-consider-compromise-inclusionary-housing-legislation/</a>
	Regional Agency	Association of Bay Area Governments (ABAG)	Transit Oriented Development and Affordable Housing: A Survey of Residents in Five East Bay Properties	November 2014	<a href="http://reports.abag.ca.gov/other/Transit-and-Affordable-Housing-Survey.pdf">http://reports.abag.ca.gov/other/Transit-and-Affordable-Housing-Survey.pdf</a>
	Regional Agency	Bay Conservation and Development Commission	Adapting to Rising Tides: Community Land Use Vulnerability and Risk Profile	April 2015	<a href="http://www.adaptingtorisingtides.org/wp-content/uploads/2015/04/CommunityLandUseProfileSheet_20130326.pdf">http://www.adaptingtorisingtides.org/wp-content/uploads/2015/04/CommunityLandUseProfileSheet_20130326.pdf</a>
	Regional Agency	Association of Bay Area Governments (ABAG)	People, Places and Prosperity	September 2015	<a href="http://reports.abag.ca.gov/ppp/2015/ABAG_PPP_2015_lowres.pdf">http://reports.abag.ca.gov/ppp/2015/ABAG_PPP_2015_lowres.pdf</a>
	Regional Agency	Bay Area Air Quality Management District	Planning Healthy Places: A Guidebook for addressing local sources of air pollutants in community planning	May 2016	<a href="http://www.baaqmd.gov/~/media/files/planning-and-research/planning-healthy-places/php_may20_2016-pdf.pdf?la=en">http://www.baaqmd.gov/~/media/files/planning-and-research/planning-healthy-places/php_may20_2016-pdf.pdf?la=en</a>
	Regional Agency	Bay Area Rapid Transit (BART)	Transit-Oriented Development Policy Performance Measures and Targets	December 2016	<a href="http://www.bart.gov/sites/default/files/docs/Adopted%20TOD%20Performance%20Targets%202040%20for%20BART%20Board%202012-1-16%20.pdf">http://www.bart.gov/sites/default/files/docs/Adopted%20TOD%20Performance%20Targets%202040%20for%20BART%20Board%202012-1-16%20.pdf</a>



# CASA Workplan Development

How should the Bay Area grow?

Planned future: I want some greenfield development, and some development along major transit corridors, and some development in existing urban areas. I want to see a mix of housing types, including single-family homes, townhomes, and multi-family units.

More urban: I want the majority of development to be focused around transit and in walkable areas. I want to see more multi-family units, townhomes, and smaller single-family homes. I want to see more bicycle facilities and more transit options.

Most urban: I want all growth to be accommodated through infill and redevelopment in existing urban areas, with significant investment on transit, walking and bicycle facilities.

## ACTION

*CASA is all about **action** and positive **traction**.*

Together, we select, plan, launch, advance and in some cases finish specific projects that can substantially increase housing supply and affordability and reduce displacement —among them adoption of a Regional Housing Implementation Strategy.

## GOALS & STRATEGIES

*CASA's good fortune: a reservoir of goals, strategies and projects — worthy prospective CASA projects.*

EXAMPLES

### GOALS

More \$\$  
for  
Affordable  
Housing

### STRATEGIES

Local  
Self-Help  
\$

### PROJECTS

Pass ballot  
measure

## PROJECT SOURCING

*CASA's good fortune: a reservoir of goals, strategies and projects—worthy prospective CASA projects.*

Harvesting good ideas from:

- Literature Review — Members' Contributions
- Literature Review — Others' Contributions
- Technical Committee's June Workshop
- Technical Committee in July & August

## PROJECT ATTRIBUTES

*CASA project prospects can be tagged and sorted in so many useful ways.*

*Expect a tool in September.*

- **Action Paths**
- **Who benefits**
- **Outcome ETA**
- **Outcome type** — production, preservation, protection
- **Outcome scale** — # new homes, # new affordable homes, # stabilized homes
- **Barrier breached**
- **Political feasibility** — degree of CASA consensus, power to succeed
- **Technical readiness** — conceptual versus actionable
- **Actionable by CASA**
- **Untoward side-effects** — first do no harm
- **Type of legislation needed, or not** — statewide, state enables, region/local

## ACTION PATHS

*CASA projects can go down parallel paths,  
each with different methods and means.*

### Examples

#### **Grand Legislative Bargain**

- > Streamlining permits
- > Dedicated State funds

#### **Incremental State/Region Progress**

- > 40B ala Massachusetts

#### **Region-Scale Innovation**

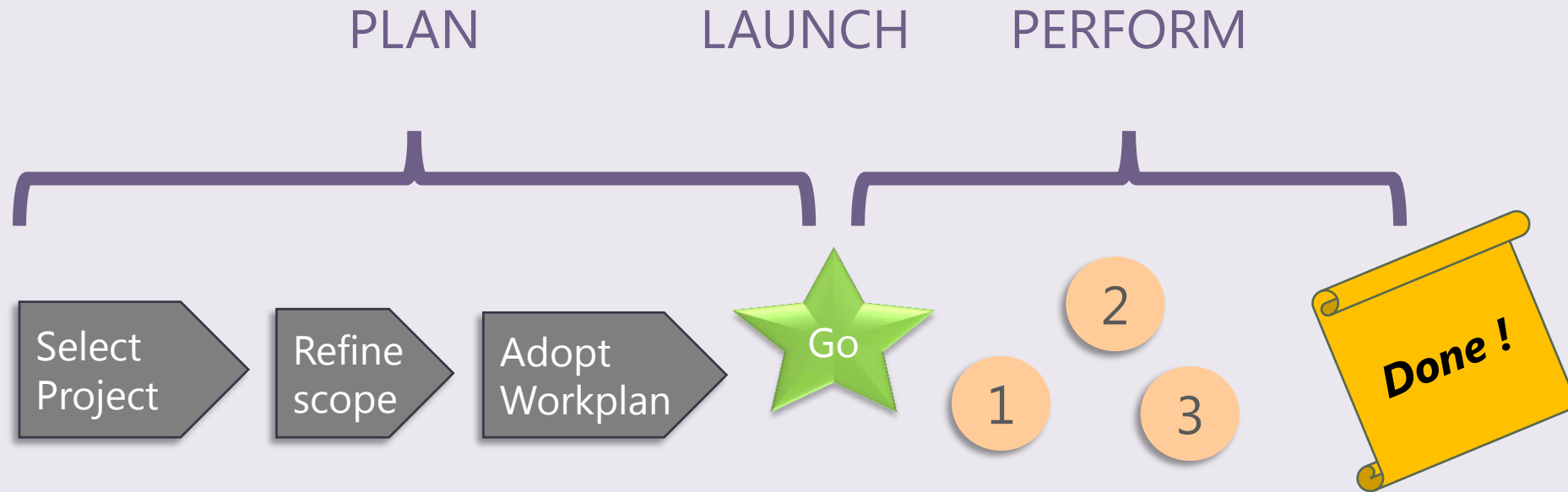
- > **Regional Housing Strategy**
- > **Conditioning transportation funding allocation**

#### **Accelerating Best-Practice**

- > Local ADU enabling

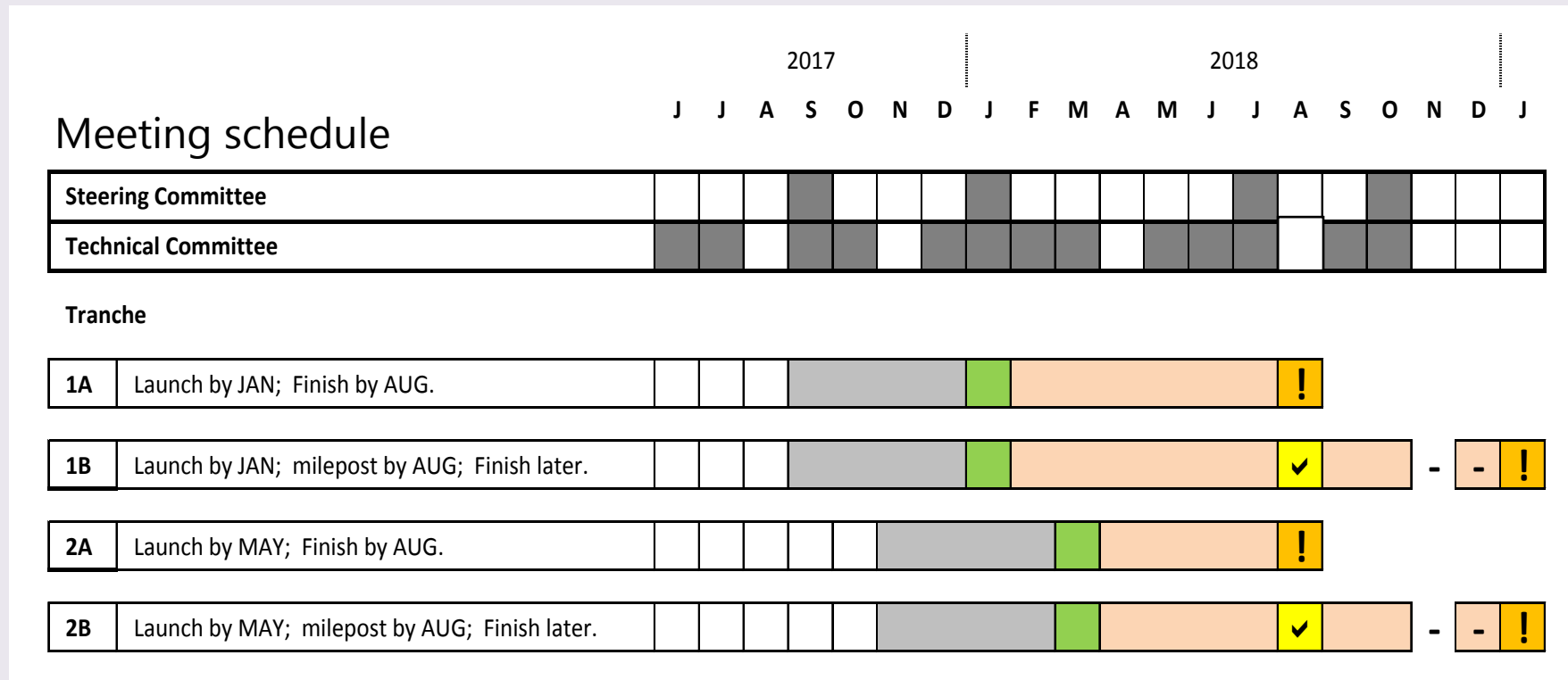
# PROJECT WORKPLAN DEVELOPMENT

*CASA: Together, we select, plan, launch, advance,  
and in some cases finish specific **achievable** projects.*



## FOUR TRANCHES

*CASA is all about **action** and positive **traction**.*






PROJECT BIN  
EXAMPLES

*CASA projects bins—sort by action **path** and **pace** of design / build / make a difference.*

	2018			
Start by:	JAN	JAN	MAY	MAY
Finish by:	AUG	LATER	AUG	LATER

CASA Projects	1A	1B	2A	2B
Grand Legislative Bargain				
Incremental Legislative Progress				
Region-Scale Innovation	RHIS			
Accelerating Best-Practice				

Note: RHIS, Regional Housing Implementation Strategy;  
Conditioning transportation funding allocation (carrot and stick)

SEPTEMBER 2017

*CASA Technical Committee: come to September workshop ready to sift, sort and stage for selection.*

**In September Packet:**

- Compendium of goals and strategies from literature review, committee and stakeholders
- Harvested list of prospective projects to sort
- Sorting tools

## HOMework

*CASA Technical Committee: come to September workshop ready to sift, sort and stage for selection.*

### **Homework in advance of September meeting:**

- Review the Literature Review for gaps
- Propose specific projects for committee to consider
- Talk and listen with your constituencies and each other





# **Literature Review**

## **Housing-focused Publications in the California Bay Area**

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# Introduction

Dear CASA Committee Members,

We are excited to share the enclosed literature review with you. We hope this document will accelerate our discussion by establishing a shared baseline about what's happening in our communities and by building on the policy development that stakeholders have already done.

Our team distilled dozens of recent housing and displacement-focused documents from across the Bay Area to prepare this snapshot of the Bay Area's housing crisis. We condensed each document into a consistent one-page format that emphasizes three components: a general overview, key findings, and policy recommendations. We hope that you will draw upon this reservoir of good ideas throughout the CASA process. We have also included an index of other organizations and online resources that you may find useful as we work together to identify a set of strategies for addressing the Bay Area's housing crisis.

We encourage you to review the summaries that are included here and use the included links to access the full reports. We also welcome your feedback. If there are essential documents missing from this review, please let us know.

Sincerely,



Jennifer LeSar, Co-CEO, Estolano LeSar Perez Advisors

CASA Lead Facilitator



Cecilia V. Estolano, Co-CEO, Estolano LeSar Perez Advisors

CASA Co-Lead Facilitator

# Executive Summary

The enclosed literature review was conducted by Estolano LeSar Perez (ELP) Advisors on behalf of MTC and CASA: the Committee to House the Bay Area. The goals of this endeavor were to:

- Establish a baseline of information about regional housing trends and the impacts and concerns identified by diverse constituencies.
- Accelerate the CASA discussion by building on policy work done by stakeholders to date.
- Create a reservoir of good ideas to draw upon throughout the CASA process.
- Distill thousands of pages of documents of relevant material into a concise and consistent format.

This review was particularly interested in identifying policy recommendations that have already been researched and vetted by stakeholders and enjoy broad cross-sector support.

## Methodology

In preparing this literature review, we went through three sequential phases. In the first phase, we used a set of search criteria to find documents online and build an internal library. In the second phase, we used a set of criteria to prioritize which documents should be included in the final report. Lastly, we prepared a one-page summary for each of the documents to be included in the final report.

In the first phase, we used the following search criteria to find documents and build our library:

1. Bay Area housing and displacement-focused documents
2. Published online in 2014 or later
3. Was prepared by one of the following types of organizations:
  - Regional Agency
  - Local Government (emphasis on three big cities plus countywide ballot measures)
  - Housing Advocacy (both affordable and market-rate)
  - Housing Research and Finance
  - Social Equity and Anti-displacement
  - Business
  - Labor
  - Smart Growth and Sustainability

We began our search by visiting the websites of CASA committee members and then radiated outward to affiliated organizations.

In the second phase, we prioritized documents for inclusion in the final report that met one or more of the following criteria:

1. Major foundational documents (e.g., Plan Bay Area, State of the Region)
2. Prepared by a committee member or their staff, grantee, or coalition
3. Prepared by a leading voice in a constituency not represented on the committee
4. Includes specific, relevant policy recommendations
5. Includes unique, relevant existing conditions information



## Results

We found 102 documents to review. Of those, we selected 68 to include in the final report. The table below shows the breakdown of those documents by organization type.

Category	Number of Docs Reviewed	Number of Docs Included
Local Government	19	13
Regional Agency	19	12
Housing Advocacy	14	9
Housing Research & Finance	17	10
Social Equity	14	9
Business	7	6
Labor	6	4
Smart Growth & Sustainability	6	5

Each of the documents in the final report includes an overall summary, key findings, and policy recommendations.

## Top Policy Recommendations

Not all the documents included in this review contained policy recommendations. Among those that did specific policy prescriptions, certain commonalities emerged from our review. We tallied the frequency with which certain policy recommendations appeared in these documents, as well as the degree of cross-sector support. The table below includes the top policy recommendations.

Policy Recommendation	Number of Mentions	Cross-Sector Support?
Increase local and regional funding for affordable housing	15	Strong
Use surplus public land for affordable housing	12	Strong
Preserve existing affordable housing at risk of conversion	10	Strong
Expand housing impact fees and inclusionary requirements	10	Moderate

Policy Recommendation	Number of Mentions	Cross-Sector Support?
Streamline permitting for infill housing (affordable and market-rate)	9	Moderate
ADUs: ease restrictions and create incentives to build	6	Strong
Encourage new units that are affordable by design (micro-units, modular, etc.)	6	Strong

The broad cross-sector support for these recommendations can provide a useful starting point for CASA discussions. While these are by no means the only set of policies which should be considered for inclusion in CASA discussion, some of these could represent low-hanging fruit that can be agreed upon – and hopefully implemented – fairly quickly.

# Regional Agencies

## 1. Association of Bay Area Governments (ABAG). (August 2015). *Addressing Displacement in the Bay Area*.

<http://www.abag.ca.gov/files/ABAGDisplacementWhitePaper.pdf>

**Summary:** The current period of growth is marked by the polarization of wages combined with limited housing production and increased demand among high-wage workers for housing close to transit. In contrast to previous periods, displacement is taking place regionally rather than in a handful of core urban neighborhoods. This creates social and economic instability for low and moderate income households, increases tensions, and exacerbates regional congestion.

### **Key Findings:**

- Areas of highest displacement are the East Bay BART corridor between Hayward and Richmond, Caltrain on the Peninsula, and in the region's three largest cities.
- Many African-American households are moving from San Francisco and Oakland to Eastern Contra Costa County and the Central Valley.
- While the Latino population is increasing in all other cities, it is declining in San Francisco.
- Most cities have affordable housing production strategies. Fewer cities have preservation strategies. Only a handful have adopted just cause eviction and rent control ordinances.
- The expansion of community services and middle-wage jobs can work in concert with housing strategies to address displacement.
- As priority development areas (PDAs) grow, they will attract investment and become more desirable. Jurisdictions and regional agencies must ensure that existing longtime residents in PDAs can remain in place as these areas grow.

### **Recommendations:**

Regional agencies should participate in cross-sector collaborations in each of the following areas:

- **Research and analysis:** Develop robust data that pinpoints areas of displacement.
- **Funding:** Support efforts to develop more local and regional sources of funding to build and preserve affordable housing. Leverage regional resources to support programs such as the Transit-Oriented Affordable Housing (TOAH) fund. Pursue state and federal funding sources, and create a more supportive environment for infill development.
- **Planning support:** Incentivize local policies that address displacement and facilitate production of housing at all income levels. Develop regulatory approaches to spur production of market rate and affordable housing that is consistent with adopted local plans. Leverage underutilized publicly-owned land for affordable housing production. Foster knowledge transfer and provide technical assistance to local jurisdictions about effective anti-displacement tools.

2. **Association of Bay Area Governments. (2015) *Bay Area Housing Opportunity Sites Inventory*.** <http://abag.ca.gov/planning/housing/datasets.html#maps>

**Summary:** ABAG used data from local jurisdictions' housing plans to inventory and map land suitable for housing development. The database can be used to understand how development looks within each neighborhood, zoning and density constraints and opportunities, and identify other challenges for housing development. The database does not indicate information about a parcel's development timeline or future.

3. **Association of Bay Area Governments. (2015) *Bay Area Housing Policy Database*.** <http://abag.ca.gov/planning/housing/datasets.html#maps>

**Summary:** This database inventories housing policies from almost all ABAG jurisdictions. The searchable database includes 30 different policy types, which are organized into the six categories of: market-rate housing production strategies, affordable housing production strategies, anti-displacement strategies, locally-funded affordable housing strategies, other locally-funded housing strategies, and by-right development strategies.

4. **Plan Bay Area 2040. (2015). *Bay Area Prosperity Plan*.** <http://www.planbayarea.org/resources/bay-area-prosperity-plan/research-projects>

**Summary:** HUD funded ABAG and MTC to carry out a 3-year, integrated planning process for housing, jobs, and transportation in the Bay Area region. A cross-sector Steering Committee oversaw implementation of the grant program. A sub-grant program that funded more than 50 pilot projects at the local and sub-regional level to address three challenges:

1. Providing affordable housing near transit and jobs
2. Expanding economic opportunities and mobility for lower wage workers
3. Mitigating displacement risks in vulnerable neighborhoods

5. **Association of Bay Area Governments/Metropolitan Transportation Commission (February 2016) *Maintaining Housing Affordability and Neighborhood Stability in the Bay Area*.** [http://mtc.ca.gov/sites/default/files/ABAG\\_Housing\\_Toolkit.pdf](http://mtc.ca.gov/sites/default/files/ABAG_Housing_Toolkit.pdf)

**Summary:** This toolkit compiles policy recommendations from thirteen toolkits and reports related to housing in the Bay Area, that were produced by nine agencies and organizations. For each policy recommendation, the toolkit indicates the relevant report source(s).

**Recommendations:** The toolkit offers policy recommendations for ten solutions categories. Each category helps to advance one or more of regional housing goals to protect residents from displacement, develop new housing, and preserve affordable housing and access. The toolkit offers specific recommendations for each of the following broader policy recommendations.

- Build new market-rate homes.
- Require affordable units to be built within market-rate development projects, or charge fees for off-site affordable housing development, to create new mixed-income communities.
- Acquire and rehab affordable units, and make them permanently affordable.
- Apply creative policies to existing housing stock such as accessory dwelling units, retrofit assistance, affordability contracts.
- Embrace resident-based solutions in utilizing existing housing through programs such as homebuyer loans, home-sharing, fair housing enforcement.
- Adopt local policies to protect tenants and prevent displacement.
- Reduce development costs through measures that lower entitlement and permitting costs.
- Create and grow funding sources to support housing development.
- Support local plans that include new housing, and facilitate the implementation of housing plans through the permitting process.

**6. Association of Bay Area Governments (2015). *People, Places and Prosperity*. <http://reports.abag.ca.gov/ppp/2015/index.php>**

**Summary:** This reports aims to serve as the foundation for a regional conversation related to the Plan Bay Area 2040 updates project. The report provides context around key livability issue areas and trends in the Bay Area, along with recommendations for how to address major regional issues in four key areas. One of the reports four sections focuses on increasing housing choices and affordability, with a clear set of strategies recommended for addressing the region's housing needs.

**Recommendations:** the following strategies are recommended to increase housing choice and affordability.

- Build more and different types of housing to accommodate the needs of a changing population.
- Develop housing on under-utilized public land near transit and jobs centers.
- Increasing funding and tools available for affordable housing development and preservation, including incentives.
- Build support for affordable housing and the community and state levels.
- Remove barriers to providing housing, particularly in low-income, vulnerable areas.
- Promote policies that preserve affordability and help stabilize neighborhoods.
- Support alternative housing ownership models.
- Discourage development in highly hazardous areas.
- Retrofit existing affordable housing units.
- Prepare for affordable housing stock replacement following a natural disaster.

7. **Association of Bay Area Governments (ABAG). (April 2016). *State of the Region 2015: Economy Population Housing*.**  
[http://reports.abag.ca.gov/sotr/2015/SOTR2014FinalReport\\_RHNAAddendumLowRes.pdf](http://reports.abag.ca.gov/sotr/2015/SOTR2014FinalReport_RHNAAddendumLowRes.pdf)

**Summary:** This report examines present conditions in the context of historic trends and future expectations. It finds a population shift fueled by continuing domestic and foreign in-migration by those seeking opportunities in the expanding economy, as well as a baby-boom population moving into retirement years. Recent housing trends show a slowdown in the pace of new housing construction compared to previous decades, and a shift in the balance of growth from single to multifamily dwellings and from suburban/rural to urban job centers.

**Key Findings:**

- Between April 2010 and January 2014, employment grew by 9.8% and population grew by 3.8 percent, while the housing stock expanded by only 1.4 percent.
- The Bay Area has outpaced both California and the US in job recovery and expanding output. The three fastest growing major occupation categories are computer and mathematical, food preparation, and sales and related occupations.
- The location of population growth has shifted from suburban/rural counties in the 1990s and 2000s to more urban counties since 2010.
- The median age has dropped since 2007 in San Francisco, Santa Clara, Alameda, and San Mateo counties, but is increasing in the North Bay counties.
- The share of the white population has dropped from a majority in 2000 to 41% in 2013. The Asian population has overtaken the Hispanic population as the most rapidly expanding population group.
- The region's housing stock grew by less than 40,000 between 2010 and 2014.
- New permits are focusing more on existing job centers, and multifamily units are a growing proportion of new stock. During the 1990s, San Francisco and San Jose accounted for 22% of all units added. Since 2010, the share has risen to 37 percent. Approximately 15,000 single-family and 23,000 multifamily units were added.
- Only 25% of the region's needed production goals have been met for very low, low, and moderate income housing, compared to over 80% for above moderate income.

8. **Association of Bay Area Governments. (March 2015). *Toward Opportunity: Fair Housing and Equity Assessment of the San Francisco Bay Area*.**  
[http://abag.ca.gov/files/1\\_FHEAFinalReport\\_3.13.15.pdf](http://abag.ca.gov/files/1_FHEAFinalReport_3.13.15.pdf)

**Summary:** The regional Fair Housing Equity Assessment (FHEA) looks closely at local and regional data to determine how accessible infrastructure, services, and opportunities are in relation to housing. Although the Bay Area has surpassed other regions in policy innovation, the area is still home to segregation and unequal access. The FHEA provides high-level recommendations on how the region can address these disparities.

**Key Findings:**

- Segregation continues, especially for the Black population, and has had a steady presence since 1990 despite the region's increasing population diversity.
- There are income and opportunity disparities between racial groups. Areas of high opportunity have few affordable housing choices. Black and Hispanic households living in poverty are least likely to live in census tracts with high opportunity.
- Affordable housing tends to exist in low-income and low opportunity areas that are also more likely to be vulnerable to climate change and natural disasters.
- A significant number of fair housing complaints have been filed, and fair housing tests confirm that housing discrimination occurs in the Bay Area.

**Recommendations:**

- Adopt goals, invest in more programming, and improve enforcement.
- Tie funding dollars to fair housing outcomes.
- Strengthen the housing element to analyze policy impacts on vulnerable populations.
- Promote development and preservation of affordable housing, especially in high opportunity areas, through mechanisms such as incentives and zoning.
- Increase economic investments in low opportunity areas.
- Consider access to opportunity (jobs, services, amenities) when planning and implementing transportation investments.
- Protect affordable units during natural disaster recovery, and rebuild any lost or damaged units.

**9. Housing Leadership Council of San Mateo, East Bay Housing Organizations, Association of Bay Area Governments, HIP Housing, the Law Foundation of Silicon Valley, and the Northern California Land Trust. (2014). *Housing Element Policy Best Practices Toolkit*. <http://abag.ca.gov/planning/housing/elements-strategies.html>**

**Summary:** This toolkit is a compilation of housing policies currently being implemented by jurisdictions in various parts of the region. The toolkit aims to serve government practitioners and community organizations in their work to address the Bay Area's pressing housing challenges. The report covers 28 types of housing policy. For each policy type, the toolkit provides a summary and overview of its benefits, a list of potential policies, and a list of model ordinances and additional resources. The policy types include:

1. Anti-displacement policies
2. Condo conversion requirements
3. Just-cause eviction
4. Preservation of existing affordable housing
5. Preservation of mobile home park housing
6. RDA protections – continue compliance with RDA protection
7. Relocation benefits, replacement housing, and first right of return



8. Rent stabilization
9. Return foreclosed properties to lower income supply
10. Housing overlay zone (HOZ)
11. Incentive zoning/density bonus and public benefit zoning
12. Inclusionary housing
13. Source of income ordinance
14. Commercial linkage fee
15. Housing impact fee
16. Rededication of “boomerang” funds to affordable housing
17. Affordable housing sites
18. Priority development areas
19. Parcel assembly
20. Parking
21. Site and building regulations
22. Universal design standards for apartments
23. Emergency shelters and homeless persons (SB 2)
24. Reasonable accommodations (SB 520)
25. Second-unit law (AB1866)
26. State density bonus law
27. Permanently affordable homeownership – community land trusts
28. Home sharing

**10. Alex Karner, PhD and Chris Benner, PhD. (May 2015). *Job Growth, housing affordability, and community in the Bay Area.***

[http://www.planbayarea.org/sites/default/files/pdf/prosperity/research/Jobs-Housing\\_Report.pdf](http://www.planbayarea.org/sites/default/files/pdf/prosperity/research/Jobs-Housing_Report.pdf)

**Summary:** This analysis sought to answer the question of how growth in high-wage jobs in one jurisdiction affects job growth and affordable housing in multiple jurisdictions. Overall, the analysis provides evidence that the concerns about changing patterns of affordability are well-founded. The datasets used for this analysis covered the period of 2008-2011.

**Key Findings:**

- High-wage and low-wage jobs are not growing equally everywhere. High-wage job growth was geographically dispersed throughout major portions of the region. Low-wage job growth, in contrast, was more heavily focused in the three core cities of San Francisco, San Jose, and Oakland.
- Relationship between high-wage and low-wage jobs varies substantially, though they are closely related in the largest job centers. In the three core cities, there was a close association between high-wage and low-wage job growth; in smaller jurisdictions, this relationship is much weaker. When all jurisdictions are included, there is no statistically significant relationship between change in low- and high-wage jobs.
- Overall jobs-housing balance has not changed dramatically, but jobs-housing fit has significantly worsened. Measures of total housing indicates that most jurisdictions have added housing roughly in proportion to the increase in total



jobs. However, disaggregating these values by wage levels and housing affordability reveals a significantly different picture with substantial imbalances and inequities.

- *San Francisco jobs-housing fit worsened:* San Francisco was responsible for the largest growth in low-wage jobs, and added total numbers of housing units in rough proportion to the total number of new jobs, but saw no net increase in the number of affordable units.
- *In Oakland and San Jose, affordable housing production tracked low-wage job growth.* Oakland added both low-wage jobs and had an increase in affordable housing while San Jose lost low-wage jobs but had an increase in affordable housing.
- *Commute patterns show that new workers are travelling farther distances than existing workers.* The patterns are generally worse for low-wage workers. In San Francisco, for example, new workers in the lowest wage category travel 4.4 times further than new workers in the high wage category. In San Jose, the figure is 3.6.

**11. Metropolitan Transportation Commission and Association of Bay Area Governments. (March 2017). *Plan Bay Area 2040 Draft Plan*.  
[http://www.2040.planbayarea.org/sites/default/files/2017-03/PBA\\_2040\\_033017%20web%20display.pdf](http://www.2040.planbayarea.org/sites/default/files/2017-03/PBA_2040_033017%20web%20display.pdf)**

**Summary:** Plan Bay Area 2040 projects household and employment growth over the next 24 years and provides integrated land use and transportation investment strategy for accommodating that growth. The Bay Area is expected to add 1.3 million jobs and 2 million residents by 2040, further intensifying the challenge.

**Key Findings:**

- Lengthy review processes, state and local regulations, tax policy, and CEQA litigation have hindered the production of higher-density, mixed-used infill housing development.
- Funding for affordable housing has declined drastically in recent years, with redevelopment dissolution and federal funding cuts in excess of 50% since 2000.
- Production of housing affordable to low- and moderate-incomes has lagged higher-income housing production. Since 1999, only 35% of the housing units required to meet the needs of vulnerable populations have been built.
- The most significant shortfall has been in the moderate-income category.
- There are currently half a million lower-income households at risk of displacement.
- Housing pressures have driven low- and moderate-income households to the periphery of the region, leading to longer commutes, increased traffic congestion, and a variety health and environmental impacts. Overall commute time is the highest on record.
- Failure to address the housing crisis and its resultant transportation challenges could impact the Bay Area's future economic growth. Researchers estimate that the Bay Area is already losing billions in economic output due to housing supply constraints.

- To accommodate projected growth, PDAs will need significant policy interventions, such as higher densities, office space caps, reduced parking requirements, and streamlined environmental approvals.

**Recommendations:**

- Advance funding and legislative solutions for housing identified by CASA
- Implement the housing initiatives adopted in the One Bay Area Grant (OBAG) program.
- Spur housing production at all levels and directly invest in affordable housing. Identify opportunities to incentivize housing production and affordability in new funding sources.
- Use housing performance to prioritize funding for long-range transportation projects.
- Strengthen policy leadership by expanding technical assistance for local jurisdictions.
- Close data gaps, disseminate information, and create an accessible database to inform policy development.

## Local Government

1. **Alameda County. (November 2016). Measure A1 approved by voters: \$850 million in bonds for affordable housing.**  
[https://ballotpedia.org/Alameda County, California, Affordable Housing Bond Issue, Measure A1 \(November 2016\)](https://ballotpedia.org/Alameda_County,_California,_Affordable_Housing_Bond_Issue,_Measure_A1_(November_2016))

**Summary:** Measure A1 authorized Alameda County to issue up to \$580 million in general obligation bonds for the purpose of providing affordable local housing and preventing displacement of vulnerable populations, including low- and moderate-income households, veterans, seniors, and persons with disabilities; providing supportive housing for homeless people countywide; and assisting low- and middle-income households to purchase homes and stay in their communities.

**Key Findings:**

The measure states that:

- “Proceeds will be used to acquire or improve real property to provide up to 8,500 units of affordable local rental housing and housing for the homeless.”
- “Proceeds will also help low and middle-income households purchase homes.”

2. **City of Oakland. (November 2016). Measure JJ approved by voters: Just-Cause Eviction Requirements and Rent Increase Approval.**  
[https://ballotpedia.org/Oakland, California, Just-Cause Eviction Requirements and Rent Increase Approval, Measure JJ \(November 2016\)](https://ballotpedia.org/Oakland,_California,_Just-Cause_Eviction_Requirements_and_Rent_Increase_Approval,_Measure_JJ_(November_2016))

**Summary:** In November 2016, Measure JJ (approved by voters) appeared on the ballot as follows: “Shall Oakland’s Just Cause For Eviction and Rent Adjustment Ordinances be amended by: (1) extending just-cause eviction requirements from residential rental units offered for rent on or before October 14, 1980 to those approved for occupancy before December 31, 1995; and (2) requiring landlords to request approval from the City before increasing rents by more than the cost-of-living adjustment allowed by City law?”

**Key Findings:**

Measure JJ changes two ordinances (Oakland’s Rent Adjustment Ordinance and the Rent Adjustment Program) to allow more units to be covered by just-cause eviction requirements, and to require landlords to obtain advance approval before raising rents by more than the cost-of-living adjustment (COLA). Measure JJ also amends the Rent Adjustment Ordinance to require the City to provide an annual notice to residents and owners of all covered units stating the amount of the allowable COLA increase and providing guidance about how to get information to petition for a rent increase exceeding the COLA, or how to challenge such a petition.

3. **City of Oakland. (November 2016). Measure KK approved by voters: \$800 million in bonds for infrastructure and affordable housing.**  
[https://ballotpedia.org/Oakland, California, Bond Issue, Measure KK \(November 2016\)](https://ballotpedia.org/Oakland, California, Bond Issue, Measure KK (November 2016))

**Summary:** Measure KK authorizes the City to issue up to \$600 million in general obligation bonds to finance infrastructure projects and affordable housing. The City has the authority to impose an annual ad valorem property tax to pay the principal and interest due on the bonds.

**Key Findings:**

- According to the language of the measure, proceeds from the sale of the bonds could only be used to pay for specific types of projects:
  - Street paving and reconstruction, bikeways, sidewalks, paths, stairs, streetscape, curb ramps, and traffic-calming improvements;
  - Construction, purchase, improvement or rehabilitation of City facilities including fire, police, library, parks, recreation, and senior facilities;
  - Water, energy and seismic improvements consistent with the City's Energy and Climate Action Plan; and
  - Anti-displacement and affordable housing preservation projects including acquisition, rehabilitation, or new construction according to the City Affordable Housing Bond Law.
- Under the ordinance, the City Council would prioritize the projects financed by the bonds in accordance with the City's Capital Improvement Plan. The order in which projects are completed would take into consideration social and geographic equity, improvements to existing core capital assets, impacts on existing operations and maintenance costs, and impacts on energy consumption, resiliency, and mobility.

This measure authorizes the City to use bond proceeds to develop, construct, and acquire up to 2,000 rental housing units for low-income households.

4. **City of Oakland. (February 2016). Oakland Affordable Housing Plan Short Term.**  
[www2.oaklandnet.com/w/OAK057421](http://www2.oaklandnet.com/w/OAK057421)

**Summary:** The February 2016 Affordable Housing Action Plan Short Term for the City of Oakland describes strategies, actions, who is to be served, lead partners, and timelines.

**Key Findings:**

Actions to be implemented under the Housing Action Plan are listed as follows:

- Strategies to protect affordability for current residents
  - Improve renters' services
  - Strengthen renters' protections and enforcement
  - Help existing residents by buying, fixing up, and converting homes to permanent affordability
  - Address homelessness
  - Keep artists in Oakland
- Strategies to increase affordable housing

- Adopt affordable housing impact fees, including an option to incentivize building affordable units within market-rate developments
- Create a public land policy that helps fund and build more affordable housing
- Pursue an Alameda County Bond measure for affordable housing construction funds
- Establish an Enhanced Infrastructure Finance District focused on affordable housing
- Pursue Affordable Housing and Sustainable Communities funds for affordable housing, transit, and public works
- Strategies to increase market-rate housing
  - Educate and publicize property owners on the new secondary unit legislation
  - Support the creation of units that are efficient to construct
  - Ensure that the permitting process provides certainty and makes the best use of city resources and public input
  - Proceed with Exclusive Negotiating Agreements and Disposition and Development Agreements leading to development of Redevelopment Successor Agency properties.

**5. City of San Francisco. (May 2017). *Housing Balance Report.***

[http://default.sfplanning.org/publications\\_reports/20170512\\_HousingBalance5\\_BoS.pdf](http://default.sfplanning.org/publications_reports/20170512_HousingBalance5_BoS.pdf)

**Summary:** This report was submitted by the City of San Francisco to comply with Ordinance No. 53-15 requiring the Planning Department to monitor and report on the housing balance between new market-rate and new affordable-housing production. It covers the 10-year period from 2007 through 2016.

**Key Findings:**

- The Housing Balance Report states the following: “In the 2007-2016 Housing Balance Period, 22% of net new housing produced was affordable. By comparison, the expanded Citywide Cumulative Housing Balance is 23%, although this varies by district. Distribution of the Cumulative Housing Balance over the 11 Board of Supervisor Districts ranges from –197% (District 4) to 67% (District 5). This variation, especially with negative housing balances, is due to the larger number of units permanently withdrawn from rent control protection relative to the number of total net new units and net affordable units built in those districts.”
- The report states that the Projected Housing Balance citywide is 14%. However, it notes that three major development projects were excluded in the projected housing balance calculations until site permits are obtained. Completion of the remaining phases for these three projects would add up to 22,000 net units including over 4,900 affordable units, thereby increasing the projected housing balance to 20%.

**6. City of San Francisco. (November 2016). *Measure C approved by voters: \$261 million in bonds for affordable housing.***

<http://voterguide.sfelections.org/en/loans-finance-acquisition-and-rehabilitation-affordable-housing>

**Summary:** In November 1992, San Francisco voters approved an ordinance authorizing the City to issue up to \$350 million in general obligation bonds to seismically upgrade

unreinforced masonry buildings that are at risk from strong earthquakes. Use of the money from these bonds was restricted to the following purposes:

- \$150 million to provide loans to pay for seismic upgrades to unreinforced masonry buildings for affordable housing (Affordable Housing Loan Program)
- \$200 million to provide loans to pay for seismic upgrades to market-rate residential, commercial, and institutional unreinforced masonry buildings (Market Rate Loan Program)

**Key Findings:**

Approximately \$45 million in loans have been issued under the Affordable Housing Loan Program and approximately \$50 million in loans under the Market Rate Loan Program. Approximately \$261 million in bonds can still be issued. However, Measure C as an ordinance changes how the City can use the remaining bond revenues. In addition to the provision of the 1992 ordinance, funds may now be used for loans to acquire, improve, and rehabilitate at-risk multi-unit residential buildings in need of seismic, fire, health, or safety upgrades or other major rehabilitation and to convert those buildings to permanent affordable housing.

**7. City of San Jose. (March 2017). 2016 Annual Progress Report to HCD on Housing Rules.**

<http://www.sanjoseca.gov/DocumentCenter/View/67402>

**Summary:** This report summarizes the City's progress towards meeting its RHNA goals and other housing objectives as published in its Housing Element.

**Key Findings:**

Among the key accomplishments included in the report for 2016 are:

- San Jose is moving forward to implement an inclusionary housing ordinance.
- The City established a \$17 housing impact fee on new market-rate rental housing developments that total three or more units.
- Funding commitments have been made for 293 affordable units with 308 units anticipating city funding.
- San Jose issued a homelessness NOFA to fund permanent supportive housing developments and is exploring interim housing options for homeless residents.

**8. Grand Boulevard Initiative. (2015). Housing Toolkit.**

<https://www.grandboulevard.net/about/grand-boulevard-initiative>

**Summary:** The Housing Toolkit was developed in collaboration with GBI member organizations. It is designed to help cities along the El Camino Real (Daly City to San Jose) build housing that is welcoming, people-oriented, and affordable to all income levels. The toolkit offers data on existing conditions, policy and program recommendations, and strategies for implementation. The resources site is currently under development.

**9. Office of San Francisco Mayor Edwin Lee. (2014). Housing 2014 Work Group Findings and Recommendations.**

<http://sfmayor.org/sites/default/files/FileCenter/Documents/431-FINAL%20HWG%20Findings%20and%20Recommendations%2012%2010%2014.pdf>

**Summary:** In 2014, the Mayor's Office of Housing and Community Development commissioned an analysis of San Francisco's demographics and market trends. The purpose was to better understand the City's housing market, which populations were most affected by increased housing costs, the extent of the housing gap based on local income levels, and to better define pain points within the housing market. The analysis had a focused on middle class families in San Francisco (earning 50-150% of AMI or earning \$44,000-\$131,000 for a 3-person household).

**Key Findings:**

- Forty percent of San Francisco households are middle class. Thirty-one percent of the City's households earn less than 50% of the AMI earn more than 150% of the AMI.
- The City's middle class has been shrinking during the past twenty years,
- Compared to their low-income counterparts, it is increasingly difficult for middle-class families to afford rising rents, because they are ineligible for various rental assistance programs. Despite this, middle-income jobs continue to grow as the local tech sector expands.
- Households earning less than 120% of AMI are currently priced out of the rental market. The threshold to affordable goes up 150% of AMI for larger households.
- In July 2014, the average rent for a new two-bedroom was \$4214, which is only affordable to households earning more than 150% of AMI, or \$131,000 annually. The average 2-bedroom home in San Francisco is priced at \$950,000. This is only affordable to householders earning 245% AMI (annual income of \$215,000).

**Recommendations:**

- Scale up the Affordable Housing Preservation/Neighborhood Stabilization Program.
- Help preserve buildings with tenants at risk of displacement.
- Be accountable to commitments to rebuild public housing.
- Allocate more funds for affordable housing development.
- Dedicate more public revenue dedicated to affordable housing (General Obligation Bonds; Tax Increment).
- Create a Housing Affordability Fund via a public-private partnership.
- Allow developers to create housing affordable to more income levels who are priced out of the market.
- Pilot a series of experimental Mixed Income Projects that includes a set of middle-income units that create workforce housing.
- Expand the reach of Down Payment Assistance Loan Programs to serve households who earn more than 120% AMI and still priced out of the market.
- Implement a Density Bonus Program.
- Use publicly owned sites for affordable and mixed income housing.



- Amend the City's Inclusionary Program so that more private developers are incentivized to provide their land for the City's off-site affordable housing development.
- Negotiate rezoning requests with aggressive affordability requirements.
- Facilitate the environmental review process during the waiting time required for planner assignment and building review.
- Reduce redundancies in the development approval process, while still ensuring significant input and deliberate review.
- Provide real-time approval information to developers and the public.

**10. Santa Clara County. (November 2016). *Measure A approved by voters: \$950 million in bonds for affordable housing.***

[https://ballotpedia.org/Santa Clara County, California, Affordable Housing Bonds, Measure A \(November 2016\)](https://ballotpedia.org/Santa_Clara_County,_California,_Affordable_Housing_Bonds,_Measure_A_(November_2016))

**Summary:** In November 2016, the following item appeared on the ballot regarding Measure A: "To provide affordable local housing for vulnerable populations including veterans, seniors, the disabled, low and moderate income individuals or families, foster youth, victims of abuse, the homeless and individuals suffering from mental health or substance abuse illnesses, which housing may include supportive mental health and substance abuse services, shall the County of Santa Clara issue up to \$950 million in general obligation bonds to acquire or improve real property subject to independent citizen oversight and regular audits?"

**Key Findings:**

- Measure A allows Santa Clara County to borrow up to \$950 million by issuing general obligation bonds, for the purpose of acquiring or improving real property to provide affordable housing for vulnerable populations that face challenges securing stable housing.
- Housing acquired or improved using bond funds can be sold or rented at below-market rates. Bond funds also may be used to provide housing with supportive mental health and substance abuse services. Up to \$150 million of the bond proceeds can be used to provide affordable housing for moderate-income households making between 80-120% of AMI. In addition, up to \$50 million of that amount can be used to provide financial assistance to moderate-income first-time homebuyers.
- Measure A requires the County to produce a public report each year describing the amount of the funds collected and spent, and the status of any projects paid for with bond funds. The measure also creates a Citizens' Oversight Committee to review each annual report, and requires an independent auditor to review the County's spending of bond funds.
- Measure A also allows the County to increase the property tax rate to pay debt service on the bonds.



**11. San Mateo County. Home for All: Action Plan. *Strides toward Closing the Gap.* (2016). <http://homeforallsmc.com/>**

**Summary:** The action plan outlines how San Mateo jurisdictions are working to create and preserve more affordable housing. The action plan is updated to reflect to goal progress and completion.

**Key Findings:**

- “Between 2010 and 2014, 54,600 new jobs were created in San Mateo County, while only 2,100 new housing units were built, a 26:1 ratio. Generally, San Mateo County has not produced as much housing as other inner Bay Area Counties.”
- “Despite significant jobs losses during the dot-com bust and the Great Recession, overall, San Mateo County job growth has far outpaced housing permits over the past decades.”

**Recommendations:**

- Build community partnerships and support.
  - Convene cross-sector agencies and entities educate civic leaders on the housing crisis.
  - Engage business leaders with concise outline of the business and economic impacts of a jobs-housing gap, and the ways they can support solutions.
  - Engage a communications team to educate County residents on housing affordability issues and solutions.
- Support all types of housing development.
  - Create an online resources portal with information on housing and actionable ways to get involved. San Mateo completed this action.
  - Support second unit development with marketing, design resources, and technical assistance.
  - Pilot a community engagement process that facilitates meaningful discussion with neighbors regarding new development.
- Funding affordable housing, specifically:
  - Create a San Mateo County affordable housing endowment and land trust.
  - Pursue a revenue measure to provide additional funding for affordable housing or housing and transportation combined. The County has completed this action.
  - Establish an Affordable Rental Housing Preservation Fund.
- Securing land and strengthening community infrastructure.
  - Improve regional public transportation and East Bay-Peninsula connectivity.
  - Ensure that developments incorporate best practices in water-efficiency and land use.
  - Review and analyze the development feasibility of available sites countywide, focusing on publicly-owned land in Priority Development Areas and transit corridors. Establish minimum affordability targets for housing development on public land.

## 12. 21 Elements: San Mateo Countywide Housing Element Update Kit.

<http://www.21elements.com/>

**Summary:** 21 Elements is a collaborative that works with San Mateo County jurisdictions to develop local housing elements. In addition, the 21 local jurisdictions, the California Department of Housing and Community Development, and San Mateo County's Department of Public Health are also project partners. 21 Elements is developing a comprehensive tool kit to support jurisdictions with housing element updates. 21 Elements encourages thoughtful policy related to impact fees, short term rentals, and accessory units, to name a few.

# Housing Advocacy

1. **California Housing Partnership Corporation. (May 2017). *Alameda County Renters in Crisis: A Call for Action*. <https://chpc.net/wp-content/uploads/2017/05/Alameda-County-2017.pdf>**

**Summary:** This report shows how high housing costs are contributing to rising poverty rates in Alameda County. The report offers a roadmap for California's legislators and local leaders.

## **Key Findings:**

The report lists the following statistics:

- Cuts in funding have amounted to more than \$115 million annually since 2008.
- Median rent has increased 29% since 2000 while median renter household income has increased only 3%, when adjusted for inflation.
- Renters need to earn nearly four times local minimum wage to afford the median asking rent of \$2,593 in Alameda County.
- The lowest-income renters spend 56% of income on rent.
- When housing costs are considered, the poverty rate rises from 12% to 17.6%.
- The County needs 60,173 more homes to meet the needs of its lowest income renters.

## **Recommendations:**

The report offers the following statewide policy recommendations:

- Create new sources of long-term revenue by passing the Building Homes and Jobs Act and an expansion of the state Low Income Housing Tax Credit Program (AB 71).
- Give voters a chance to approve new state funding for affordable housing by passing the Affordable Housing Bond Act of 2018 (SB 3).
- Lower the voter approval threshold for local housing infrastructure bonds to 55% as it is for education facility bonds (ACA 4).
- Reduce the loss of existing affordable homes by strengthening the State Preservation Notice Law through improved monitoring and enforcement (AB 1521).
- Restore the ability of local governments to require apartment developers to include affordable rental homes within each development (AB 1505).

The report offers the following local recommendations for Alameda County:

- Allocate Measure A1 housing bonds quickly and efficiently while leveraging state and federal funding for the households most in need.
- Encourage cities to use business taxes on rental property to fund the creation and preservation of affordable rental housing.
- Protect existing affordable rental housing by limiting condo conversions and preventing loss of single-room occupancy hotels.
- Adopt or increase inclusionary housing requirements, housing impact fees, and commercial jobs/housing linkage fees.
- When public land suitable for residential development is sold or leased, require that it be used for affordable housing.

- Require inclusion of affordable homes as a condition of rezoning, relaxing development standards, or reducing parking requirements.
- Prioritize funds to cities providing affordable housing and preventing displacement.
- Streamline the approval process for 100% affordable housing developments.

**2. California Housing Partnership Corporation. (March 2015). *Preservation of Affordable Homes Near Transit Toolkit*. <http://chpc.net/wp-content/uploads/2015/11/10-CHPCPreservationToolkit.pdf>**

**Summary:** Preserving affordable rental homes near transit is a critical strategy as these homes offer benefits to low-income households; however, growing demand risks displacement of these very households. The Toolkit offers an approach for assessing properties at risk and identifying priority preservation areas.

**Key Findings:**

- The Toolkit finds that rent-restricted affordable housing properties with HUD mortgages and expiring affordability requirements are most at risk in the next five years (2015-2020).
- Identifying priority preservation areas can help cities focus funds and leverage resources to help lower-income families remain in their homes.
- It is critical that cities, nonprofits, and other community-based organizations analyze the demand created by proximity to transit and job centers and the risk of conversion due to such demand, as well as develop displacement strategies.

**Recommendations:**

The Toolkit recommends the following:

- Advocates and jurisdictions should use the California Housing Partnership's database to assess at-risk properties.
- Local preservation strategies should focus on housing with existing rent restrictions as well as those without property-specific restrictions.
- Designate as priority preservation areas those that include some combination of new investments in transportation, vulnerable populations, and large amounts of at-risk housing.
- Track and preserve at-risk properties by annually assessing conversion risk; maintaining contact with owners of the most at-risk properties; enforcing laws requiring advance notices of terminations of rental assistance, subsidy programs or affordability restrictions; and assessing the potential benefits of passing a local preservation ordinance.
- Adopt anti-displacement tools such as creating a right of first refusal to purchase; imposing demolition restrictions; instituting a right of return; requiring relocation assistance; funding legal services for low-income tenants at risk of displacement; funding tenant organizing and owner outreach; actively enforcing building and fire codes; creating a preservation/anti-displacement working group; implementing condo conversion controls; regulating short-term rentals; revitalizing and preserving public housing; requiring one-for-one replacement of rent-controlled apartments; implementing or strengthening rent control; and monitoring rent controlled properties and evictions.

3. **East Bay Housing Organizations. (May 2014). *Framing Paper on Gentrification, Displacement and Public Benefits in Oakland.***  
[http://www.ebho.org/images/Campaigns\\_and\\_Programs/PBZ\\_framing\\_language\\_for\\_Housing\\_Element\\_and\\_Specific\\_Plans\\_FINAL\\_5-24-14.pdf](http://www.ebho.org/images/Campaigns_and_Programs/PBZ_framing_language_for_Housing_Element_and_Specific_Plans_FINAL_5-24-14.pdf)

**Summary:** Due to a rebounding housing market, and a regional focus on transit-oriented development, Oakland plans to develop 7,500 new units of housing. The East Bay Housing Organizations (EBHO) support affordable housing measures, particularly in priority development areas (PDAs), and anti-displacement measures such as strengthening the rent stabilization and condo conversion ordinances.

**Key Findings:**

- Oakland currently has unmet need for affordable housing and will have future need due to job growth. For the 2015-2023 Housing Element period, the City must accommodate development of nearly 15,000 units, including over 4,100 units for very low- and low-income households.
- Most new development will take place in PDAs and along transit corridors due to public investment in transportation and infrastructure and rezoning to encourage higher densities. As such, land values in these areas could rise significantly, pricing out existing residents.

**Recommendations:**

EBHO recommendations for policies on expansion of affordable housing, prevention of displacement, and preservation of existing housing include the following:

- A community benefits policy that ensures the community gets its fair share of the new value created, by requiring the inclusion of affordable units, land dedication, or the payment of a housing impact fee.
- Establish and include in specific plans citywide policies to ensure inclusion of affordable housing in PDAs, specific plan areas, and other major development areas, as well as to prevent displacement.
- Consider programs for acquisition and land banking of opportunity sites.
- Strengthen existing and adopt new policies to prevent displacement and encourage preservation, such as strengthening the Rent Stabilization Ordinance; strengthening relocation benefits; strengthening the City's Condominium Conversion Ordinance by extending protections to 2-4 unit buildings, eliminating provisions that allow condominium conversion credits to be generated by existing rather than newly developed housing, and establishing mandatory tenant protections; requiring one-for-one replacement of all housing units demolished or converted; and developing and implementing programs for the acquisition and rehabilitation of existing rental housing and its preservation as permanently affordable housing.

4. **Non-Profit Housing Association of Northern California. (November 2016). *Meeting Local Housing Needs: Housing Element Snapshots Across the Bay Area.*** <http://nonprofithousing.org/wp-content/uploads/Housing-Element-Report-FINAL-FINAL.pdf>

**Summary:** This report focuses on the top 16 jurisdictions that received two-thirds of the housing allocation for the Bay Area region. Past performance, the identification of key demographic factors related to housing affordability, and an analysis of the sites and policies proposed in housing elements is presented for each jurisdiction. The data cited in this report comes from the adopted housing elements for RHNA 5.

**Key Findings:**

- Housing production has not kept pace with job growth. In 2015, the region added 89,000 new jobs while building only 15,832 new homes.
- The region's cities have failed to build enough homes for the largest growing segment of the workforce – those earning between \$24,800 and \$98,500 per year.
- There are many reasons housing the entire workforce is beneficial, including maintaining a competitive advantage; advancing equity and opportunity; reducing carbon footprint and vehicle miles driven; reducing health care costs; increasing academic achievement; and maintaining diverse communities and a stable workforce at all income levels and for all sectors of the economy.

**Recommendations:**

The report recommends the following policies to increase the stock of affordable housing within the 16 jurisdictions slated to accommodate most of the anticipated population growth in the coming decades:

- Inclusionary zoning ordinances
- Impact fees on new development
- “Boomerang” funds
- Land for affordable housing

5. **Non-Profit Housing Association of Northern California. (2017). *On Track Together: Housing and Transportation: Building the Bay Area's Vibrant, Sustainable, and Affordable Future Together.*** <http://nonprofithousing.org/wp-content/uploads/nph-on-track-together-documentFINAL.pdf>

**Summary:** This report examines and identifies the causes of California and the Bay Area's underproduction of affordable housing and housing in general, features recent successful models as agencies have developed policies toward housing vulnerable populations, and presents key recommendations to build out the region's transportation and housing infrastructure.

**Key Findings:**

The report lists the following trends based on extensive research:

- The Bay Area has for decades severely under-produced affordable housing and housing overall relative to demand.

- Local governments have favored office and commercial development over residential development.
- Land is expensive and constrained, and there are inadequate densities and zoning.
- Urban construction tends to be expensive.
- Local opposition and aggressive use of CEQA blocks projects, especially affordable development, and furthers racial and economic segregation.
- The region has seen a significant decline in affordable housing investment from state and federal sources.

### **Recommendations:**

The report offers the following solutions to the Bay Area's housing problems that involve three high-level actions known as the three "Ps" of housing: production, preservation, and (tenant) protections:

- Invest in communities – tie transportation funding to housing production and establish new funding sources for new affordable housing development.
- Incentivize the preservation of affordable homes by using regional funds to support acquiring and preserving local affordable housing.
- Promote community stability with strong policies and leadership to address displacement.
- Work with state lawmakers to promote legislation that supports regional housing goals.
- Maximize regional agencies' ability to lead on housing by fully resourcing and staffing the joint Housing and Neighborhoods unit.

### **6. San Francisco Housing Action Coalition. (September 2014). 2014 Housing Action Plan. <http://www.sfhac.org/wp-content/uploads/2014/03/2014-Housing-Action-Plan1.pdf>**

**Summary:** The San Francisco Housing Action Coalition (SFHAC) recommends that the City increase the supply of well-designed, well-located housing at all levels of affordability.

### **Recommendations:**

The report provides nine recommendations to improve affordability:

- Reform the entitlements process: proposed new housing that complies with extensive planning rules and that pays expensive City fees and taxes deserve timely approval without unwarranted delays.
- All neighborhoods should help increase housing supply: density and development should be distributed fairly across the City.
- Increase the flexibility of rules. Review the housing ordinances and regulations that have not worked as they were intended, such as:
  - Inclusionary Housing Program – add an inclusionary "dial" to allow higher numbers of onsite, permanently affordable homes.
  - Inclusionary Housing Ordinance's offsite option – because of the rigidity of its rules, the option is rarely used.
  - Planning and building rules – these rules increase building costs.
- Encourage innovation in housing
  - Micro-units



- Student housing
- Accessory dwelling units
- Start planning along transit corridors: modestly increasing density on underused land along neighborhood transit corridors is a logical way to improve housing affordability.
- Adopt density bonus rules: the SFHAC believes that San Francisco does not comply with an important California legal decision that gives new housing a density bonus or other concessions if it meets certain housing affordability mandates.
- Find new funding resources for housing, especially for renters.
- Unused City land should support housing: there are numerous surplus City-owned sites, many vacant for decades, which could be used to provide affordable housing.
- Put Hunters Point, Treasure Island, and Parkmerced into production: combined, they total over 25,000 homes, a significant fraction of which would be permanently affordable.

**7. Silicon Valley at Home. (May 2016). *How do we tackle the affordable housing crisis?***  
<http://s3-us-east-2.amazonaws.com/s3athome/2017/03/26195816/How-Do-We-Tackle-the-Affordable-Housing-Crisis-A-Policy-Roadmap.pdf>

**Summary:** The housing affordability crisis affects not only residents but employers as well, as Silicon Valley employers have identified housing as their biggest challenge. This is especially true for providing affordable housing options for very low-, low-, and moderate-income households. Understanding that this will only worsen as the population continues to grow and the current housing shortage persists, this report outlines five strategies to address the housing crisis.

**Key Findings:**

The report lists the following statistics:

- Each day, an estimated 209,000 workers commute into Santa Clara County for their jobs, while 109,000 leave the County for jobs - a net gain of 100,000 people.
- In 2015, the Silicon Valley region added 64,000 new jobs, but created only 5,000 new housing units.
- Between 2007 and 2014, Santa Clara County cities built only 28% of their lower income housing goal and 21.5% of their moderate-income affordable housing goal. Meanwhile, the region developed 13% of the RHNA goal for market-rate housing.
- Providing housing to chronically homeless people can reduce costs to serve this population by \$42,706 annually per person.
- The Valley Transportation Authority has more than 300 acres of available land for transit-oriented development, while Santa Clara County cities, schools, transit agencies, special districts, as well as the state and federal government have hundreds of acres of available land.

**Recommendations:**

The report provides five solutions to the affordable housing crisis:

- Reframe density, promote transit oriented development, update zoning, and challenge the myths related to new affordable housing through education, research, and communication.



- Generate new resources for affordable housing: Replace lost funds through regional, voter-approved revenue streams, such as linkage fees to support a workforce housing fund, create new funds, and advocate for more funding.
- Increase the land available for affordable housing: target publicly-owned land, pursuing land banking, and working with employers and agencies to develop housing on surface parking lots or above parking garages.
- Incentivize production and preservation of affordable housing: facilitate mixed-income development, support housing production policies, and preserve existing housing.
- Implement creative and regional solutions to increase affordable housing: promote naturally occurring affordable housing (e.g., ADUs), facilitate regional coordination, and identify opportunities for employers to assist in housing.

**8. Silicon Valley Community Foundation and the Center for Continuing Study of the California Economy. (May 2017). *Silicon Valley's Housing Crisis: How did we get here, and what can we do about it?***

<https://www.siliconvalleycf.org/sites/default/files/publications/housing-brief-spring.pdf>

**Summary:** This report examines the region's housing crisis and presents a broader housing mandate. The report's recommendations aim to increase the supply of affordable housing, reduce traffic congestion and improve air quality, and help reduce long and expensive commutes.

**Key Findings:**

The report lists the following statistics:

- Silicon Valley is one of the least affordable places to live: the median home value is now more than \$1 million for the San Jose metro area.
- In 2016, 40% of first-time homebuyers in Santa Clara County and 29% in San Mateo County could afford to purchase the median priced home.
- In San Mateo and Santa Clara counties, nearly half of all renters are housing cost burdened, as well as nearly 40% of renters in San Francisco.
- In 2015 the poverty rate was 8.5% in San Mateo County and 8.2% in Santa Clara County. However, when the region's high cost of housing is considered, the poverty rate is actually 17% and 18%, respectively.
- Between 2011 and 2016, median wages increased by 14% while median rental rates increased by 45%, with many renters experiencing even higher increases.
- Silicon Valley added 344,149 residents between 2007 and 2016. To keep pace with this population growth and maintain household size at the 2007 level, an estimated 130,094 units of new housing would have been needed in the region. However, only 69,503 units were issued building permits. Further, most of the permits issued are for housing that will serve higher income households.

**Recommendations:**

The following state and local policy recommendations address the broader housing mandate of creating more affordable housing opportunities for low-income residents and increasing housing affordability overall:

- Streamline time and costs associated with permitting process.
- Reform CEQA.
- Increase local funding for affordable housing.
- Increase density and incentivize affordable development through density bonuses.
- Maximize use of local public surplus lands for affordable housing development.

**9. Tenants Together and the Goldman School of Public Policy. (May 2015). *The New Single-Family Home Renters of California.***

<http://www.tenantsaltogether.org/sites/tenantsaltogether.org/files/The%20New%20Single-Family%20Home%20Renters%20of%20California.pdf>

**Summary:** Since the most recent recession, there has been a trend of Wall Street investors purchasing single-family homes in California, only to rent them out and securitize rents on a massive scale. This report sought to understand the effect this has had on the tenants of these Wall Street landlords. The results of the report found that this new landlord-tenant situation has led to increasing rents and inflated housing costs for these tenants.

**Key Findings:**

- Tenants renting from Wall Street pay more in housing and utility costs.
- Tenants should expect their housing costs to continue to rise.
- Many of these tenants lost their homes to foreclosure. The transfer from an “ownership” society to a “rentership” society with few protections for tenants is concerning as the benefit of increased home equity is transferred from owner-households to Wall Street landlords.
- New laws will be needed to protect against mass evictions and inflated housing costs.

**Recommendations:**

The report provides the following recommendations to lessen the burden on these tenants:

- Encourage the formation of tenant unions/associations.
- Ban Section 8 discrimination through federal intervention, or by states and cities following the lead of Oregon and Austin in banning this unfair practice.
- Enact legislation to lessen housing discrimination by eliminating or limiting rental application questions regarding previous encounters with the justice system.
- Monitor and investigate institutional investor compliance with the Fair Housing Act.
- Authorize the Consumer Financial Protection Bureau to conduct oversight of tenant selection, eviction, property maintenance, and disability access.
- Implement financial transaction fees on rental bonds.
- Develop free tools to aggregate and report on ownership information.
- Change the Costa-Hawkins Rental Housing Act to allow cities to regulate rents on condos and single-family homes.
- Create an Office of Ombudsman for tenants as all tenants in California should have a state-level office for questions and complaints related to their landlord.
- Require registration of limited liability companies (LLCs) to connect tenants with landlords. Many Wall Street landlords record ownership as a variant LLC, obfuscating ownership information from the public.

- Transparency of state-sponsored institutional investments (CalPERS, CalSTERS).
- Courts should move to open, searchable online data on publicly available eviction cases to allow government and community organizations to monitor patterns of displacement.
- Continue to fund and expand the Shriver Project to represent tenants.
- Just cause for eviction and rent control.
- Cite landlords that violate the state and uniform housing code.

# Housing Research and Finance

1. Carol Galante and Carolina Reid. (Summer 2016). *Expanding Housing Supply in California: A New Framework for State Land Use Regulation*.

[http://ternercenter.berkeley.edu/uploads/CCRE\\_Journal -  
Expanding Housing Supply in California -  
A New Framework for State Land Use Regulation.pdf](http://ternercenter.berkeley.edu/uploads/CCRE_Journal_-_Expanding_Housing_Supply_in_California_-_A_New_Framework_for_State_Land_Use_Regulation.pdf)

**Summary:** The authors state that California must make the effort to resolve the issues between the need to expand housing supply and local resistance to new development. Furthermore, the authors argue, "it is time for California to adopt a state-level framework that facilitates the production of housing in areas that align with the state's economic, environmental, and equity goals." Gov. Jerry Brown's Streamlining Affordable Housing Approvals (SAHA) proposal attempted to address what is often cited as the primary roadblock to affordable housing developments in California: using CEQA to create delays, facilitate rejection of multifamily infill projects, and create "uneconomic approval conditions."

## **Recommendations:**

- "By right" legislation is promising for expanding California's supply of affordable housing.
- Establishing a state-level appeals process for qualified development projects would also make inroads. Massachusetts Chapter 40B, passed in 1969, is one model for state legislation, given its effectiveness at expanding affordable housing in both urban and suburban localities without any documented negative impacts on local infrastructure or property values.

2. Andrew Jakabovics, Allison Charette et al. (2015). *Trends in Severely Cost-Burdened Renters: 2015–2025*.

<http://www.enterprisecommunity.org/resources/projecting-trends-severely-cost-burdened-renters-13350>

**Summary:** This white paper projects trends in the number of severely cost-burdened renter households over the next decade. Given these findings, the authors urge policymakers at all levels of government to make the preservation and development of affordable rental housing a strong priority.

## **Key Findings:**

The report provides the following findings:

- Demographic trends (adjusted for inflation) suggest severely burdened renter households would increase by 11% from an estimated 11.8 million in 2015 to 13.1 million in 2025.
- Additional projections indicated that current trends of rents increasing faster than incomes, for each ¼ percentage point increase in rents relative to income, cost-burdened renter households will increase by 400,000.
- If rents increased 1% higher than income gains per year, severely cost-burdened renter numbers would be approximately 14.8 million in a decade.

3. **Hans Johnson and Marisol Cuellar Mejia. (January 2017). *California's Future: Housing.***

<http://www.ppica.org/main/publication.asp?i=984>

**Summary:** According to the authors, although California's housing market is rebounding in 2017, the state needs short- and long-term policies to encourage more construction and improve affordability.

**Key Findings:**

The report identifies the following factors as critical to affordable housing production:

- Restrictive zoning and planning policies that depress housing supply and increase housing costs.
- Failure to balance promotion of office development with policies that encourage new housing.
- Lack of financing. According to the authors: "California has not passed a general housing bond since 2006, when Proposition 13 (\$2.85 billion) created almost 66,000 low-income housing units, shelter spaces, and other housing spaces. In 2014, voters authorized \$600 million in bonds to provide multifamily housing to low-income veterans and supportive housing for homeless veterans. These actions are helpful but insufficient."
- To address California's severe homelessness problem, adoption of "housing first" policies provides homeless people with housing as quickly as possible and access to services as needed.
- Coordination of new housing development with current and planned transportation networks to reduce emissions promotes infill housing, which is a way to achieve climate change goals but also tends to be expensive.

**Recommendations:**

The report advises the following for the state and local jurisdictions:

- Develop state and local land-use policies that encourage more housing, including higher density, faster regulatory permitting, and reducing rules that restrict or prohibit auxiliary dwellings on single-home lots.
- Encourage affordable housing construction, state and local governments should establishing a wider range of funding mechanisms and policies (e.g., housing bonds, development fees, and inclusionary zoning).
- Expand housing options for homeless individuals and families.
- Address challenges related to balancing environmental goals with housing development, including identifying water sources for new development.

4. **National Low Income Housing Coalition. (June 2017). *Out of Reach Report.***

<http://nlihc.org/orr>

**Summary:** The report documents the gap between renters' wages and the cost of rental housing across the nation, including San Francisco County. According to the report, there is no state, metropolitan area, or county in the country where a full-time minimum wage worker can afford a modest two-bedroom rental home. Further, only in 12 counties nationwide can a full-time minimum wage worker afford a modest one-bedroom rental home. Renters earning the average hourly wage also face affordability challenges. The report estimates that the average hourly wage of renters in the U.S. is \$16.38, but would have to be \$21.21 in order for those renters to afford a two-bedroom apartment. The

report also cautions that these trends will worsen without significant investment in affordable housing solutions.

**Key Findings:**

- The reports states that California's Fair Market Rent (FMR) for a two-bedroom apartment is \$1,608. This translates to a monthly household income of \$5,359 (\$64,311 annually) to afford this level of rent and utilities, i.e., paying no more than 30% of income on housing costs.

**5. Carolina K. Reid, Carol Galante, Ashley F. Weinstein-Carnes. (August 2016). *Borrowing Innovation, Achieving Affordability: What We Can Learn From Massachusetts Chapter 40B.***

[http://ternercenter.berkeley.edu/uploads/California\\_40B\\_Working\\_Paper.pdf](http://ternercenter.berkeley.edu/uploads/California_40B_Working_Paper.pdf)

**Summary:** The authors examine the feasibility of enacting statewide legislation that would create an expedited permitting process for eligible affordable housing developments, similar to Massachusetts' Comprehensive Permit Law (Chapter 40B). Chapter 40B, adopted in 1969, was intended to streamline and simplify local approvals processes for affordable housing. Research has found the "Chapter 40B" model successful at increasing the number of units affordable to low- and moderate-income housing built across Massachusetts, including in suburbs that have traditionally resisted multifamily and affordable housing developments. The report states that, for California, Chapter 40B "offers a compelling framework that could make a significant impact on expanding the housing supply across the state with minimal costs to either developers or the state."

**Key Findings:**

The reports notes that median rent rates across the state of California have increased 24% since 2000, while at the same time median renter household incomes have declined 7%. Chapter 40B provides a case study applicable to solving California's affordable housing crisis. State action must be implemented to address the need to expand housing supply and to resolve local resistance to new development. The California Legislature and courts have established that, because housing is a statewide policy concern, there are reasons to limit local authority to meet public needs. Gov. Jerry Brown's 2016 Streamlining Affordable Housing Approvals (SAHA) proposal was an attempt to address the primary roadblock to affordable housing developments in California, namely, "use of the CEQA process to delay, create uneconomic approval conditions, or entirely reject multi-family infill developments."

**Recommendations:**

- The state could consider adopting legislation similar to Chapter 40B, which establishes a state-level appeals court for qualified projects and uses state authority to ensure that local governments provide much-needed workforce housing.

6. **State of California Strategic Growth Council. Affordable Housing and Sustainable Communities Program.** <http://www.sgc.ca.gov/Grant-Programs/AHSC-Program.html>

**Summary:** The Strategic Growth Council's Affordable Housing and Sustainable Communities Program (AHSC), which funds (grants and loans) for affordable housing development near transit. The program aims to reduce GHG emissions and vehicle miles traveled by linking housing and transportation access, with the hopes that proximity to transit will increase transit use and reduce car use. The program also funds housing related infrastructure and transit related amenities that will help to improve outcomes along the program metrics. The program evaluates outcomes include air pollution reduction, improvements in disadvantaged communities, public health improvements, jobs and services access, increased mobility, and infill development that protects agricultural land.

7. **Miriam Zuk and Karen Chapple. (May 2016). *Housing Production, Filtering and Displacement: Untangling the Relationships*.** [http://www.urbandisplacement.org/sites/default/files/images/udp\\_research\\_brief\\_052316.pdf](http://www.urbandisplacement.org/sites/default/files/images/udp_research_brief_052316.pdf)

**Summary:** This research brief analyzes the relationship between housing production, affordability, and displacement in the San Francisco Bay Area.

**Key Findings:**

- At the regional level, subsidized housing has twice the impact of market-rate units in reducing displacement.
- Although market-rate production may have a higher housing cost burden for low-income households, lower median rents are maintained in subsequent decades.
- Market-rate and subsidized housing production at the regional scale offers more protection against displacement than at the local level in San Francisco.

**Recommendations:**

The authors call for more detailed analysis to clarify the complex relationship between development, affordability, and displacement at the local scale, given that this research suggests that investment in the preservation of affordable housing should be combined with greater production of subsidized and market-rate housing in California's coastal communities.



# Social Equity and Anti-displacement

## 1. Dessi Mia Carbajal. (December 2015). *The Impact of Short Term Rentals on Affordable Housing in Oakland: A Report and Recommendations.*

[http://www.ebho.org/images/Research\\_and\\_Reports/EBHO%20Short%20Term%20Report.pdf](http://www.ebho.org/images/Research_and_Reports/EBHO%20Short%20Term%20Report.pdf)

**Summary:** The report draws connections between the private, short-term rental market and shrinking housing supply in Oakland. The author argues that Oakland cannot afford to continue to lose both housing stock and tax revenues that could help address the current housing crisis.

### **Key Findings:**

- Airbnb creates “a platform that allows landlords to pit tourist dollars against renter dollars.”
- Airbnb and other short term rental businesses providing the same service as hotels have not been subject to this TOT. Oakland lost a potential for several million dollars in TOT up to July of 2015 by not assessing the tax on these short term rental businesses.
- The City of Oakland does not actively monitor transient habitation commercial activities to ensure that properties are not transformed into permanent short term rentals.
- With diminishing public funding for affordable housing, the improbability of the City being able to meet its RHNA goals is even greater if housing units are being taken off the market to serve tourists.
- Oakland's northern neighborhoods have been disproportionately impacted by private short term rentals. North Oakland has the greatest number of listings for a given month, weekend, and day. According to the data, the presence of entire units is overwhelmingly concentrated in this part of town.

### **Recommendations:**

- The City should collect the full 14% Transient Occupancy Tax (TOT) from short-term rental businesses in Oakland with a requirement for full disclosure of all rental transactions.
- The City should allocate 11% of TOT collected to the City's Affordable Housing Trust Fund.
- The City should enforce existing regulations on short-term rentals such as licensing and business registration, as well as compliance with local zoning laws.
- City Council should support legislation such as SB593 (Sen. McGuire) requiring short term rental companies to make regular reports to cities and counties about which homes in each jurisdiction are renting rooms, for how many nights and how much money the homeowners are collecting from short-term rentals.
- The City should study and consider further regulations, such as limiting the number of nights per year an entire unit may be rented.



**2. Causa Justa/Just Cause. (2014). *Development without Displacement: Resisting Gentrification in the Bay Area*. <http://www.acphd.org/media/343952/cjc2014.pdf>**

**Summary:** This report focuses on gentrification and displacement from the perspective of an organization working in neighborhoods most impacted by the crisis. The report highlights gentrification and displacement's negative health impacts on working-class people of color. The authors state that the present configuration of these historical trends revolves around the dramatic increase in private financial investment in Bay Area real estate markets, the inflow of technology wealth held by a small labor force, and the continued disinvestment by government in public services and programs, whose model of development is often to invite more private investment. The authors offer an alternative vision of community development that centralizes the needs of working-class communities of color.

**Key Findings:**

- Proactive enforcement efforts need to be funded, staffed, and maintained rather than only in response to resident complaints or appeals of noncompliance. In addition, penalties for non-compliance should be incorporated into regulations for developers, landlords, and government activity.
- Protections for vulnerable residents filing complaints are crucial.
- Community organizing and outreach ensure that residents have access to the information they need and can act in a timely manner in response to changes in their housing and neighborhood conditions.
- Policies designed to regulate housing activity through monetary penalties (e.g., inclusionary housing in-lieu fees) may not be used to benefit residents in the development's same neighborhood.
- Policies need to be advanced at the right stage. Multiple policies need to be advanced simultaneously to address the complex nature of displacement.

**Recommendations:**

- Strengthen code enforcement activities to include strong penalties, such as fees and building seizure and transfer, for negligent landlords. Tenant protection policies should include the right to administrative, legislative, and judicial review. In addition, penalties and incentives should be designed to leverage existing policies and increase their impact.
- Regarding protections policy, address rights under eviction, just compensation in cases of displacement, right to return if temporary relocation is necessary, and access to information about rights and opportunities.
- Fund community organizing and outreach efforts related to local and regional anti-displacement strategies.
- Incorporate relocation benefits into any policy that seeks to regulate housing activity and the loss of affordable rental units.
- Include prioritization of a project area's existing, low-income, and longtime residents in policies or programs that create affordable housing through new construction or rehabilitation.

- Implement policies to prevent substantial loss of affordable housing and protect vulnerable residents before or during the early stages of a neighborhood's gentrification.
- The most promising strategy for preventing and minimizing displacement is by advancing policies and practices, at multiple scales, that are tailored to the specific needs of neighborhoods and cities.

3. **Kalima Rose Margaretta Lin. (2015). *A Roadmap toward Equity: Housing Solutions for Oakland, California*.**

<http://www.policylink.org/find-resources/library/roadmap-toward-equity>

**Summary:** Oakland faces a serious shortage of affordable housing. Commissioned by the Oakland City Council, this report analyzes the depth of the problem and presents a robust set of policy solutions for preventing displacement, increasing the stock of affordable housing, and improving housing habitability for all Oakland residents.

**Key Findings:**

- In the past decade, housing costs have outpaced income levels for the majority of Oakland residents.
- During the past decade, Oakland has seen dramatic population shifts with a 24% decline in African Americans, a 16.7% decline in children, and declining income levels for residents of color.
- More than 14,000 housing units in low- to moderate-income flatland neighborhoods are at risk of collapse or other serious damage in the event of a major earthquake.

**Recommendations:**

- Re-house and/or prevent displacement of current residents.
- Produce new affordable housing, including units affordable to those living at 15% of AMI or below.
- Improve habitability conditions.
- Work with regional and local agencies on a regional housing bond to provide at least \$200 million for Oakland that could generate about 2,000 new affordable housing units, including special targeting and set asides for homeless individuals, households at 15% AMI or below, and/or moderate-income housing.
- Amend the existing condo conversion ordinance to prevent the loss of private rental housing stock, especially in two- to four-unit buildings in neighborhoods not currently subjected to conversion restrictions.
- Pass a new seismic retrofit requirement to cover 14,000 at-risk rental housing units with anti-displacement terms. Provide financial assistance for landlords facing financial hardship. Develop a housing plan for disaster recovery funds.
- Secure commitments from major banks and the State of California to provide the City of Oakland and its nonprofit partners with private capital to purchase 1,000 current and anticipated distressed mortgage notes to prevent foreclosures and create new affordable ownership housing units.
- Identify new funding resources to create a regional home preservation fund for low-income seniors and disabled residents.

- Incentivize property owners to contribute to housing solutions through voluntary strategies, such as renting second units, donating vacant land for federal tax credits, commitments to long-term affordable rents for state tax credits, and creation of a workforce housing fund.

**4. Public Advocates. (2016). *Civil Rights Law and the Displacement Crisis in San Francisco's Mission District*. [http://www.publicadvocates.org/wp-content/uploads/fair\\_housing\\_framework\\_for\\_san\\_franciscos\\_mission\\_district.pdf](http://www.publicadvocates.org/wp-content/uploads/fair_housing_framework_for_san_franciscos_mission_district.pdf)**

**Summary:** This briefing paper examines how, over the past two decades, gentrification in the Mission District has displaced many Latino households and now threatens to extinguish important cultural institutions built by the Latino community. As public sector actions, often in service of private real estate interests, make the Mission and other cultural enclaves more desirable for higher income, White households, people of color are being forced to the fringes of the city and the region and therefore are excluded from the benefits of new investment, perpetuating patterns of historical segregation.

**Key Findings:**

- Gentrification and displacement in the Mission have been particularly harmful for Latino residents and families with children.
- The Mission is being resegregated; displacement exacerbates segregation and housing inequality and denies Latinos access to a neighborhood of opportunity.
- Latino families who remain in the Mission are disproportionately face housing cost burdens.

**Recommendations:**

San Francisco should address the following:

- Has the City studied the racial and ethnic dimensions of the displacement crisis?
- Has the City tracked the impact of housing and development trends on communities of color?
- Has the City fostered policies that have catalyzed demographic change in the Mission, and has the City balanced those policies with effective measures to stabilize and protect Latino residents of the Mission?
- Are the City's programs and decisions guided by civil rights considerations and if so, how?

**5. San Francisco Anti-Displacement Coalition. (2015). *San Francisco's Eviction Crisis 2015*.**

<http://www.sfccho.org/wp-content/uploads/2015/06/SFADC-Eviction-Report-2015.pdf>

**Summary:** San Francisco Rent Board data indicate that tenant eviction levels are extraordinarily high. This report explores eviction trends and landlord abuses, and considers the impacts that evictions are having across neighborhoods. Based upon published and unpublished data from the Rent Board, this report examines the types of eviction justifications that tenants face, reviews the historic eviction trends, and discusses how loopholes in the city's rent control ordinance are being exploited by landlords.

### **Key Findings:**

- According to the Rent Board's Annual Eviction report, 2,120 notices of evictions were filed with the Rent Board as of February 28, 2015, which represents a 54.7% increase since 2010.
- The surge in reported "no fault" and "low fault" evictions does not coincide with evidence of a rise in tenant misbehavior, but coincides with a sharp rise in market rents and the opportunity to extract more profits from housing. Despite a decline in Ellis Act eviction notices last year, together the number of notices in just these five categories have increased by 82.5% over five years.
- Ellis Act evictions are rebounding and will soon meet or exceed the "crisis" levels of 2013.
- Without new policies to address the present crisis, eviction rates will likely increase, resulting in more displacement and gentrification.

### **Recommendations:**

The authors urge "bold action to increase tenant protections."

#### **6. Six Wins Network. (September 2015). *Comment Letter on Plan Bay Area Equity, Environment and Jobs Scenario.***

[http://www.publicadvocates.org/wp-content/uploads/2016/04/6\\_wins\\_eej\\_scenario\\_letter.pdf](http://www.publicadvocates.org/wp-content/uploads/2016/04/6_wins_eej_scenario_letter.pdf)

**Summary:** This document represents a letter submitted to the Metropolitan Transportation Commission Association of Bay Area Governments (MTC Commissioners and ABAG Board members) by the 6 Wins for Social Equity Network, a regional coalition of approximately 20 organizations working to promote social, racial, economic, and environmental justice in the Bay Area. The letter urges the inclusion of an updated Equity, Environment, and Jobs Scenario ("EEJ 2.0") in the Plan Bay Area scenarios. Key components of EEJ 2.0 include: prioritizing the needs of underserved communities; expanding local transit service; creating and preserving affordable housing opportunities in transit-rich and high-opportunity communities; protecting low-income residents from displacement; creating living-wage and middle-wage jobs for local residents; and improving health and safety in communities of concern.

### **Key Findings:**

- UC Berkeley researchers have found that 69% of the region's low-income renter households live in priority development areas (PDAs), 69% of which are also at risk of displacement. The report states that low-income communities and communities of color may "fail to benefit from [the] improvements" to their neighborhoods, given the high probability of their displacement from PDAs.
- The health impacts of housing instability are particularly intense for children, causing behavioral problems, depression, low birth weights, and other health conditions like asthma.
- Millions of Bay Area residents depend on public transportation as their primary method of accessing economic, health, and social resources.
- Increased transit service also has jobs, housing, health, and environmental benefits.

**Recommendations:**

- MTC and ABAG should include the EEJ scenarios early in the process rather than defer studying the EEJ until the end. This will give decision makers and the public more time to understand, analyze and refine the scenarios in order to develop a new Plan Bay Area that will “most strongly promote all of the ‘three Es’: equity for low-income communities and communities of color, economic opportunity, and environmental health.”
- MTC and ABAG should advance social equity outcomes in all of the scenarios by ensuring that investments are made in underserved communities that meet needs identified by low-income residents of the community; result in significant benefits to the community; target those benefits to lower-income residents and households; and avoid harmful effects such as displacement.

**7. Urban Habitat. (2016). *Race, Inequality, and the Resegregation of the Bay Area*.**

<http://urbanhabitat.org/sites/default/files/UH%20Policy%20Brief2016.pdf>

**Summary:** This policy brief maps the Bay Area’s regional transformation currently underway and its implications for low-income communities and communities of color. The brief provides data and perspectives to ongoing advocacy and organizing efforts that challenge injustice and seeks to create a different future for the Bay Area. The brief is intended to respond to regional inequality and the new forms of race and class segregation.

**Key Findings:**

- There is an uneven growth of populations and poverty across the Bay Area between 2000 and 2014. The shift in Black and Latino populations from inner to outer regions is dramatic.
- The proportion of renters in the Bay Area – particularly renters of color – is on the rise. The change in the proportion of renter-occupied households in the region generally outpaced both the nation and the state between 2000 and 2014. The only county that did not see an increase in renter households relative to homeowners over this period is San Francisco, which already has one of the highest percentages of renter households in the region but has also weathered over a decade of relentless displacement pressures.
- Of the 117 jurisdictions with populations over 10,000, including aggregated unincorporated areas by county, only 11 experienced declines in poverty between 2000 and 2014. Seven jurisdictions experienced increases of at least twice the national average of 3.2%. The top three experienced increases that were three times the national average.

**Recommendations:**

A framework that allows better understanding of how inequalities between places are connected can strengthen local advocacy and support integrating the local efforts into a broader regional movement.

8. **Sasha Werblin and Zach Murray. (June 2017). *Locked Out of the Market: Poor Access to Home Loans for Californians of Color.***

<http://greenlining.org/issues/2016/locked-market-poor-access-home-loans-californians-color/>

**Summary:** The Greenlining Institute partnered with Urban Strategies Council to assess home lending across California and in three diverse cities: Oakland, Long Beach, and Fresno. Researchers analyzed the state's top 12 lenders by mortgage volume using data reported under the federal Home Mortgage Disclosure Act (HMDA). Data collected under the Home Mortgage Disclosure Act consists of information on homes loans for purchases, refinancing, and improvements.

**Key Findings:**

- Overall, Californians of color are not accessing the mortgage market at rates comparable to their White counterparts.
- Disparities in lending were partially driven by a statewide dearth in mortgage loan applications, especially for Latinos and African Americans.
- Latinos and African Americans make up a significantly smaller portion of total mortgage applications and originations in all three cities, relative to their population size.
- HMDA data is intended to help regulators and the public assess how mortgage companies serve the community. However, improvements in data collection and reporting are needed. More precise and detailed data can help regulators, policymakers and lenders better address homeownership needs and opportunities.

**Recommendations:**

- Disaggregate data by race and ethnicity. Report findings showed a wide range in lending to Asians and Latinos in California. The broad categories, "Asian" and "Latino," obscure the diversity of economic and immigrant experiences of different Asian and Latino ethnic groups.
- Require lenders to report ethnicity for purchased mortgages.
- Include race/ethnicity in the Community Reinvestment Act (CRA) performance context.
- Increased diversity amongst bank loan officers. Banks can increase their reach in Black and Latino neighborhoods by hiring more loan officers who are racially representative of these communities.
- Enhance partnerships with housing counseling agencies.
- Create proprietary mortgage products for LMI borrowers.



# Business

1. **Bay Area Council Economic Institute (BACEI). (2015). *A Roadmap for Economic Resilience Report*.** <http://www.bayareaeconomy.org/report/a-roadmap-for-economic-resilience/policy-2/>

**Summary:** This vision and strategy aims to provide a set of coordinated regional solutions for sustaining the Bay Area's economic growth and fostering shared prosperity amongst its residents and workforce. The roadmap addresses five policy areas, with one chapter for each. Each policy area is presented with context, strategies, actions, and goals. One of the five relates directly to housing, with eye towards address housing supply.

## **Key Findings Related for Policy 2, Change the Math for Housing Development in the Bay Area:**

- During the first two years of Plan Bay Area's implementation as the region's Sustainable Communities Strategy, the region only permitted half of the housing units called for the 2007-2014 Regional Housing Needs Assessment.
- Instead of within the region, there is an uptick in housing construction in the Central Valley. In 2015, slightly more than 3% of the region's workforce commutes from outside of the Bay Area region.
- Plan Bay Area is does set a strong enough path forward for housing development, and does not take economic forces into consideration.

## **Recommendations:**

- Give the RHNA teeth. Reform the One Bay Area Grant and MTC discretionary funding process to be performance based on meeting identified housing needs.
- Adopt and implement legislation to support accessory dwelling unit development.
- Update Priority Development Area (PDA) designation to reflect economic conditions and market realities related to development feasibility.
- Each county should take a regional approach to generating sales tax dollars via retail-oriented land uses, so that competition is reduced between cities and residential land uses can gain more favor.
- Streamline approval process for new construction technologies and lower-cost construction projects (4-7 story buildings).
- Reduce or eliminate parking requirements for multi-family developments within PDAs.
- Establish an entity authorized to assemble land for housing development.
- Form an Enhanced Infrastructure Financing District.

2. **Jeff Bellisario, Micah Weinberg, Ph.D., Camila Mena, and Lanwei Yang, Ph.D. (October 2016). *Solving the Housing Affordability Crisis: How Policies Change the Number of San Francisco Households Burdened by Housing Costs*.** [http://www.bayareaeconomy.org/files/pdf/BACEI\\_Housing\\_10\\_2016.pdf](http://www.bayareaeconomy.org/files/pdf/BACEI_Housing_10_2016.pdf)

**Summary:** This report analyzes and evaluates 20 housing-related state and local policy proposals designed to impact housing affordability for individuals and families in San

Francisco. With average rents climbing over \$2,500 per month and median single-family home prices reaching \$841,500, Bay Area housing costs remain the highest in the nation. Nearly half of Bay Area renters are housing burdened, spending 30% or more of their income on rent. Only 13% of San Francisco households can afford the median priced home, far below the 57% national average. The policy proposals analyzed in this report assess their impact on housing affordability over a 20-year period. Further, the report ranks these policies according to their ability to increase housing inventory and move households under the affordability threshold (30% or lower of income toward housing).

### **Key Findings:**

- Despite San Francisco's sharp increase in employment by over 123,000 from 2009 to 2015, an increase of 22%, the city has only produced 11,000 units in that period.
- Although ending renting control may incrementally increase housing supply, 16,222 households could be cost-burdened due to the loss of affordable units.
- Home-sharing (e.g., Airbnb and other private, short-term rental activity) offers an additional income stream for homeowners to achieve affordability and as many as 1,556 households could be cost-burdened if the practice was banned despite the small number of housing units that would become available in the market.
- Inclusionary zoning policies can have adverse effects by increasing overall construction costs, which is passed on to renters. Finding a balanced rate is critical (e.g., increasing the inclusionary zoning rate from the base 12% to 17% would create a housing cost burden for 2,196 households).
- Governor Brown's Streamline Affordable Housing Proposal would expedite the permitting process for certain developments, which would exempt infill, multi-family developments from CEQA review if they allocate 20% of units as affordable for low-income households.
- With the passage of Prop C, the San Francisco Housing Trust Fund will dedicate to affordable housing production and programs \$20 million in the first year, which will then increase to \$50 million annually over the next 30 years. This would develop more than 9,000 units of permanently affordable housing per year for residents at 60% or below the area median income.
- Approved in June 2016, San Francisco Mayor Edwin Lee's Affordable Housing Bonus Program would exempt projects that include 30% or more affordable units for low- and middle-income households from existing zoning regulations, allowing them to build two additional stories, which could produce over 4,600 market rate units.
- The Affordable Housing Bonus Program for buildings with 100% of units below market rate could bring an additional 2,400 units if developers use the density bonus allowing them to build three stories higher.
- Imposing a Transit Sustainability Fee will create \$9,350 in additional costs to construct the average housing unit at 1,209 square feet, which would raise the price of new housing.
- Imposing a Child Care Fee will create \$2,213 in additional costs to construct the average housing unit at 1,209 square feet, which further raises the price of housing development.



### **Recommendations:**

- Four large-scale housing developments that are in the pipeline should be fast-tracked. Collectively they would produce over 25,000 total units of housing (18,595 estimated to be market-rate units).
- Easing restrictive building codes for housing construction would reduce the price of new housing, which could move 9,614 households out of housing cost burden over 20 years.
- Restrict all non-primary residences (those that are only used occasionally) in San Francisco, which could bring at least 7,474 (2% of the housing stock) onto the housing market.
- Encourage accessory dwelling unit development on all residential use properties that could increase the housing supply by 3,700 new units. This would also create a source of rental income for homeowners.
- Facilitate development of more micro-units in San Francisco, which could produce over 4,040 units (3,555 of them market rate) over 20 years.
- Minimize parking requirements, which can reduce housing construction costs by \$38,000 and allow development of 1,139 additional units over 20 years.

### **3. Envision Transform Build East Palo Alto. (November 2016). *Compact to Increase Equity, Opportunity and Access in Silicon Valley.***

<http://www.publicadvocates.org/wp-content/uploads/ETB-Facebook-CBA-2016-Fully-Executed.pdf>

**Summary:** This community compact is an agreement between Facebook and several Silicon Valley community groups outlining commitments to create change in the following areas: 1) housing development and preservation, 2) economic opportunity, 3) tenant assistance, and 4) future partnerships. As part of a long-term collaboration, Facebook and these community groups will take certain action steps in order to achieve the goals outlined in the compact.

### **Key Findings:**

The compact agreement lists four broad methods to achieving its goals:

1. Establish a Catalyst Housing Fund that aims to increase the supply of affordable housing in the region and is intended to identify opportunities for and finance the development and preservation of affordable housing in the vicinity of the Facebook campus.
2. Create new economic opportunity for local community residents including the development and support of a pipeline training program and the creation and staffing of a local community liaison who will be responsible for connecting local community members with open positions at Facebook.
3. Provide resources to tenants affected by displacement pressures and the regional housing crisis through the creation of a Tenant Assistance Fund (designed to provide legal assistance and relief to tenants threatened with displacement from evictions, unsafe living conditions, and other forms of landlord abuse) and support for Rebuilding Together Peninsula, a nonprofit community organization that provides renovations and repairs for low-income homeowners.

4. Develop funding strategies that can be expanded and replicated to address the deficit of affordable housing in the region, while fostering further innovative partnerships between private sector, local community groups, and the public sector to address a multitude of regional issues.

4. **Patrick Kallerman and Micah Weinberg. (August 2016). *Another Inconvenient Truth: To Achieve Climate Change Goals, California Must Remove Barriers to Sustainable Land Use.***

[http://www.bayareaeconomy.org/files/pdf/Another\\_Inconvenient\\_Truth\\_BACEI16.pdf](http://www.bayareaeconomy.org/files/pdf/Another_Inconvenient_Truth_BACEI16.pdf)

**Summary:** In 2006, Governor Schwarzenegger passed AB 32 and SB 375, which sets statewide greenhouse gases (GHGs) reduction goals to improve climate change planning. Yet California is falling behind on these goals, with the state's sprawling land use patterns, lack of robust transit, and decreasing affordable housing options contributing to its position as one of the world's leading GHG emitters. Lack of affordable housing increases traffic and congestion because people move farther from job centers, forcing longer commutes to work. The reports lists two main drivers of the housing supply shortage: 1) failure to build in Priority Development Areas due to local policies that inhibit development including high land costs, delays in the approval process, development fees, and code requirements and 2) development of housing in inland regions far from job centers. The authors argue that to minimize the state's contribution to climate change, California should expedite the development process to facilitate infill development or coordinate resources for growth planning to accommodate inter-regional commuting.

**Key Findings:**

- Transportation (mostly by personal vehicles) is the largest GHG emissions contributor in California and accounts for 36% of the state's total (160 million metric tons of carbon dioxide per year)
- Plan Bay Area projects that by 2040 the region will grow by over 2 million people, add 1 million jobs, and build over 650,000 units of housing, identifying 200 Priority Development Areas (PDAs) for this growth.
- In 2015, the Bay Area economy added 133,000 jobs but only 16,000 units of housing, causing prices to surge.
- The Bay Area permitted only 57% of its allocated housing during the 2007-2014 Regional Housing Needs Assessment (RHNA) cycle, leaving a deficit of 91,402 units where 90,057 of those units were allocated for very low- to moderate-income households.
- The majority of cities in the Bay Area are behind in meeting their RHNA obligations and only a quarter are on track to meet their targets by 2040 at the current pace of housing development.
- While the "megaregional" (Bay Area, Sacramento Area, Northern San Joaquin Valley, and Monterey Bay Area) workforce has increased by 17% between 1990 and 2013, the number of commuters crossing regional boundaries has grown by 78%, and most drive by car due to a lack of inter-regional transit.

- A 2005 analysis found that if every available infill parcel in California were optimized to accommodate their maximum housing capacity, the state would gain 4 million additional housing units -- meeting all projected demand until 2025 while sparing 350,000 acres of undeveloped greenfield.
- 80% of all challenges made under CEQA were against infill developments, curbing potential housing development.
- Metropolitan regions with lengthy approval times for development were found to have up to 45% fewer housing project starts and for each one-month increase in expected approval time, it was found to be 13% less likely that development would be completed.

### **Recommendations:**

- The report lists 10 direct policy recommendations to increase housing development:
  1. Streamline approvals for new housing developments that meet local planning and zoning requirements such as right-to-build legislation.
  2. Penalties should be instated for cities who do not meet their RHNA numbers and PDA growth.
  3. Expand the stock of accessory dwelling units as an additional affordable housing resource.
  4. Update Plan Bay Area to better reflect development realities -- too many instances in the plan suggested densities in areas that were not viable given market conditions.
  5. Adjust the fiscalization of municipal land use decisions -- with Prop 13, revenues to local government were cut by about 57%.
  6. Reconsider discretionary costs added to the fixed costs of construction, especially if the construction of more housing is a priority.
  7. Establish powers to acquire funding and assemble the necessary land for development in urban areas and in PDAs.
  8. Require the Legislative Analyst's Office to conduct an analysis on any legislation proposing an increase to the cost of new housing construction.
  9. Extend the state's cap-and-trade program through 2050 to provide essential funding for low-carbon transportation, transit-oriented development, and affordable housing.
  10. Expand state planning efforts to more effectively address megaregional growth.

5. **ULI San Francisco, ULI Building Healthy Places Initiative, and ULI Terwilliger Center for Housing. (2015). *Bay Area in 2015: A ULI Survey of Views on Housing, Transportation, and Community in the Greater San Francisco Bay Area.***  
<https://sf.uli.org/wp-content/uploads/sites/47/2011/05/Bay-Area-in-2015-final.pdf>

**Summary:** This study examines what people desire from their living environments and presents findings that people generally have a strong desire to live a healthy lifestyle, but the ability to live in a home and community that provide that opportunity is not equally available. This study provides survey results supporting the frequently reported standard of unaffordable housing in the Bay Area.

**Key Findings:**

- 40% of Greater Bay Area residents are “very confident” that they will be able to afford the kind of home they want in the next five years.
- Despite overall high satisfaction in other categories, people in the Bay Area are less satisfied with their housing options, particularly for low-income residents, millennials, and people who live in the South Bay.
- Affordability is a concern, especially for millennials, who strongly desire to be homeowners but lack confidence in their ability to afford the home they want.
- 74% of millennials in the Greater Bay Area are likely to move within the next 5 years.
- Of those expecting to move within 5 years, 22% foresee their next homes being in an apartment building, a higher percentage than those in similar areas nationwide.
- 68% of residents said walkability is a high priority emphasizing this more than the country as a whole.
- 62% of South Bay residents report they need more bike lanes in their community, compared to 44-45% of those in the Bay Area and North Bay.
- Half of Bay Area residents say convenient public transit would be a top priority if they were moving to a new home.
- Low-income residents generally experience barriers to physical activity (no parks within walking distance, lack of pedestrian infrastructure) with crime and traffic disproportionately affecting their ability to safely use the outdoors, and the availability of healthy food is a concern for the Latino population.
- Reflecting their somewhat higher level of confidence in homeownership, the Bay Area’s older generations expects to downsize less compared to the rest of the country.

6. Jonathan Woetzel, Jan Mischke, Shannon Peloquin, and Daniel Weisfield.  
(October 2016). *A Tool Kit to Close California’s Housing Gap: 3.5 Million Homes by 2025.*

<http://www.mckinsey.com/~media/McKinsey/Global%20Themes/Urbanization/Closing%20Californias%20housing%20gap/Closing-Californias-housing-gap-Full-report.ashx>

**Summary:** This report offers a toolkit of recommendations to fix California’s chronic housing shortage. As CA real estate prices rise at much more exponential rates than household incomes, more and more households are locked out of the housing market. This report address CA’s housing gap that results in \$140 billion of lost economic output per year due to the housing shortage.

**Key Findings:**

- From 2009 to 2014, California added 544,000 households but only 467,000 housing units.
- Almost none of California’s low-income and very-low-income households can afford the local cost of housing where nearly 70% of those households are

heavily cost-burdened by having to spend more than half of their income to afford housing.

- California is 49th among the 50 U.S. states for housing units per capita, being about 2 million units short.
- California is estimated to lose \$140 billion per year in output due to \$90 billion in lost housing construction investment and more than \$50 billion per year by housing cost burdens that could have gone to local economies.
- By shortening the development process, California could reduce the cost of housing by more than \$12 billion through 2025 and accelerate project approval times by four months on average.
- The report lists five steps to solve California's housing gap at the local level: 1) create a housing delivery unit, 2) define the local problems, 3) identify local solutions and map "housing hot spots," 4) align stakeholders behind a local strategy, and 5) execute the strategy and measure performance.

### **Recommendations:**

The report summarizes five tools to identify "housing hot spots," targeted areas for new housing development:

- Tool 1: Build on vacant urban land already zoned for multifamily development, which could bring 103,000 to 225,000 units to California.
- Tool 2: Intensify housing density around high-frequency public transit hubs, which could bring 1.2 to 3 million units over 20 years.
- Tool 3: Add accessory dwelling units to existing single-family homes, which could add up to 790,000 housing units.
- Tool 4: Bring multifamily properties up to approved density levels, which would bring 580,000 to 990,000 units on underutilized multifamily parcels in the state's major cities.
- Tool 5: Develop affordable and adjacent single-family housing with "smart-growth" principles, which could bring more than 600,000 potential units in San Bernardino, Sacramento, and Contra Costa counties.

The report provides two tools to expedite development approvals on high-potential land:

- Tool 6: Incentivize improved performance to increase state housing targets by 30% by local governments, which could build 40,000 more units per year.
- Tool 7: Shortening the land-use approval process for housing could save California \$1.4 billion a year, and reduce approval times by 20-30%.

The report offers five tools to cut housing production costs and reduce construction risks

- Tool 8: Improving the productivity of housing construction in California by 10% to 20% would save \$6 billion to \$11 billion a year across the state, or \$54 billion to \$99 billion by 2025.
- Tool 9: Adopt prefabricated or modular construction in California could save \$200 million to \$1 billion per year, or \$1.8 billion to \$9 billion by 2025.
- Tool 10: Shortening the time needed to obtain building permits would potentially save \$180 million per year, or \$1.6 billion by 2025, and cut down the average project completion time by more than a month.

- Tool 11: Improve operational efficiency, which could reduce the operating cost of housing by roughly \$600 per unit per year. This is equivalent to \$60 million to \$180 million in savings annually across California's multifamily properties, or \$1.6 billion through 2025.
- Tool 12: Reduce California's development impact fees to match the national average, while zeroing out exactions, which would offset more than \$10 billion in development costs a year.

The report lists three tools to ensure vulnerable residents -- such as those who are low-income, have special needs, or are experiencing homelessness -- receive support to access stable housing:

- Tool 13: Prioritize state and local funding for affordable housing by allocating state general funds to affordable housing development, issuing state and county general obligation bonds, establishing new permanent funding sources, and expanding and revising tax credits, which altogether could generate more than 20,000 affordable housing units per year above the current baseline.
- Tool 14: Attract new investors in affordable housing (such as employers, social impact investors, and financial investors seeking low-risk real assets), which could finance more than 30,000 affordable units a year.
- Tool 15: Design regulations to boost affordable housing while maintaining investment attractiveness through linkage fees, inclusionary zoning, and tax increment financing.



# Labor

1. **The Council of Community Housing Organizations. (February 2016). *Affordable Housing, Wages, and “AMI”?***

<http://www.sfccho.org/wp-content/uploads/2016/02/Affordable-Housing-Wages-and-AMI-2-9-16-final.pdf>

**Summary:** This fact sheet presents housing affordability data priced according to area median incomes (AMIs) and the typical jobs associated with those AMIs in San Francisco, Marin, and San Mateo. This fact sheet lays out income subpopulations in relation to housing types.

**Key Findings:**

- AMI varies by household size and family type, so an entry-level schoolteacher who earns \$50,000 is defined as 70% AMI while a family of four with two teachers earning a combined \$100,000 is at 100%. This same couple with no kids at the same wages would be at 125% AMI.
- An individual would need to make \$71,000 a year (\$34 an hour) to be at 100% AMI in this region, which is roughly the salary of a city librarian or park ranger.
- In a two-income four-person household, the combined income would need to be \$100,000 per year to be at 100% AMI.
- Nonprofit housing developers typically build apartments for people from 0% to 60% AMI using city and federal subsidies.
- Market-rate rental builders are required to provide 12% of units at 55% AMI to mitigate the affordable housing needs their projects create.
- Market-rate condo builders are required to provide 12% of units at 90% AMI.

2. **Alex Lantsberg AICP and Scott Littlehale. (November 2016). *California’s Housing Crisis, Construction Labor, & the Costs of Multi-Family Housing.***

<http://caeconomy.org/reporting/entry/californias-housing-crisis-construction-labor-the-costs-of-multi-family-hou>

**Summary:** In the midst of the housing policy debate and increasing construction costs, the authors argue that elevated wage standards, such as prevailing wage, have no significant overall impact on total housing costs. The report has two parts: 1) construction labor in the overall costs of multifamily housing and 2) if workers building new housing will be cost-burdened and require housing subsidies. Given the evidence presented, the authors conclude that 1) construction labor costs are not a primary factor in overall housing costs and 2) the industry has room to absorb wage increases for the housing construction workers.

**Key Findings:**

The report provides a straightforward breakdown of construction costs in multifamily housing development:

- According to the State of California’s 2014 Affordable Housing Cost Study and Economic Census data, materials, fuels, equipment, and purchased services

typically comprise of 29% of total project costs in the residential building industry in California.

- Contractor earnings and developer fees account for 16% of a project's costs.
- Soft and other costs -- which include architectural and engineering services, acquisition and finance costs, off-site improvements, and permitting and impact fees -- comprise 15% of total project costs.
- Construction wages and benefits average about 14% of total project costs.
- White collar wages and benefits account for 10% of project costs.
- Demolition and site preparation expenses make up 7% of costs.
- Land value, on average, accounts for 8% of a below-market rate project's costs, but is highly variable considering the location (e.g., high-demand coastal markets).

3. **Alex Lantsberg AICP and Scott Littlehale. (November 2016). *The 1,000,000 Homes Challenge: Will workers who build new housing be left housing cost-burdened?***  
<http://caeconomy.org/reporting/entry/the-1000000-homes-challenge-will-workers-who-build-new-housing-be-left-hous>

**Summary:** This report looks at the wage disparities for Blue Collar Construction Workers (BCCWs) and illustrates the decline of construction wages over time. It concludes that the housing industry has room to absorb wage increases for construction workers, which can reduce the affordability gap for thousands of families without any additional subsidy.

**Key Findings:**

- Nearly 40% of California BCCWs are low-income workers earning less than two-thirds of the area median income.
- The statewide median annual wage for a BCCW is about \$35,000, according to US Census Bureau data.
- About 25% of statewide households with a full-time worker qualify for tax credit-based low-income housing subsidies, but that figure rises to 40% for full-time BCCW households.
- In California's two wealthiest metros, the San Jose and San Francisco metro areas, 55% and 48%, respectively, of BCCW households qualify for housing subsidies.
- Non-whites make up more than 70% of BCCWs and comprise 85% of low-wage construction workers.
- Latinos make up two-thirds of California's BCCWs and have annual wage income at about two-thirds of white BCCWs (\$35,800 Latino versus \$55,300 white).
- Lesser-skilled Latinos make about \$0.70 on the dollar compared to lesser-skilled whites and more-skilled Latinos make \$0.68 on the dollar compared to more-skilled whites.
- Union apprenticeships and membership is often associated with greater wage gains for people of color, with over 80% of people of color apprentices enrolled in the Carpenters Training Center for Northern California.



- Since 1984, “real” (inflation-adjusted) BCCW wages have declined 40% and real housing costs have gone up 40%, furthering the affordability gap.
- Real construction wages declined during the housing boom in the mid-2000s and the average BCCW wages have been stagnant since 2011.

4. **Silicon Valley Rising. (March 2016). *Tech’s Invisible Workforce.***  
<http://www.wpusa.org/Publication/TechsInvisibleWorkforce.pdf>

**Summary:** This report analyzes the demographics and economics of the subcontracted service workforce of tech firms in Silicon Valley in an effort to provide a more holistic sense of the tech sector’s economic footprint. The tech industry is undoubtedly the primary economic driver in the Silicon Valley, where the information sector in Santa Clara County alone quadrupled in size since 2001. As the tech industry has grown, it has increasingly outsourced both blue-collar and white-collar work to other companies. This type of business model founded on outsourcing and subcontracting drives disparities and segregation of work. Tech companies can lead the way for socially responsible contracting by including workers and local communities in their economic growth.

**Key Findings:**

- Over the past 24 years, the number of Silicon Valley jobs in subcontracting industries has grown three times as fast as overall Silicon Valley employment.
- 10% of direct tech employees are African American or Latino.
- 58% of blue-collar industry workers are African American or Latino.
- Average annual pay for direct tech employees is \$113,000.
- Average annual pay for blue-collar contract industry workers is \$19,900.
- Median annual rent in Santa Clara County is \$21,444 (\$1,787 per month).
- Among blue-collar contract industry workers, 35% are in low-income households and 31% have no health insurance despite working full time.
- 25% of direct tech employees, 38% of white-collar contract workers, and 59% of blue-collar contract workers are housing cost burdened.
- To make ends meet, over 22% of contract industry workers live in overcrowded households with multiple unrelated families.
- From 2010-2014, median rent in Santa Clara County increased by 26% to a median monthly rent of \$1,787 -- more than the entire average salary of a blue-collar contract worker.
- Both blue-collar and white-collar jobs are commonly contracted by tech firms including janitors, truck drivers, security officers, laborers, secretaries, sales reps, human resource specialists, and mid-level managers.

**Recommendations:**

- The report lists several recommendations to enhance workplace conditions, acquire subcontracted workforce data, and provide economic mobility opportunities for subcontracted workers:
  - a. Ensure subcontracted workers are afforded optimized working conditions including a livable wage, equitable benefits, the right to a voice at work without fear of discrimination or retaliation, protection from mass layoffs

when contracts change hands, and are guarded from misclassification and other forms of wage theft.

- b. Collect and release public data on subcontracted workforces, including diversity, pay, and benefit data for each subcontractor.
- c. Invest in building a community where public and service workers such as janitors, security officers, cafeteria workers, teachers, nurses, firefighters, and other non-tech workers can afford to live.
- d. Support access to full-time work, affordable housing, public transit, and high-quality education for low-wage workers and their children.
- e. Work with advocates to explore new approaches to create education and career pathways for contract workers and their families to move into core tech jobs.

# Smart Growth and Sustainability

## 1. Great Communities Collaborative. (May 2017). Funding Affordable Housing Near Transit in the Bay Area Region

[http://www.greatcommunities.org/wp-content/uploads/Funding-Affordable-Housing-Near-Transit-in-the-Bay-Area-Region\\_5917.pdf](http://www.greatcommunities.org/wp-content/uploads/Funding-Affordable-Housing-Near-Transit-in-the-Bay-Area-Region_5917.pdf)

**Summary:** The Great Communities Collaborative was founded in response to the Bay Area's progress in meeting the Regional Housing Needs Allocation (RHNA) goals for 2007-2014 and the need to produce sufficient very low-income (VLI), low-income (LI), and moderate-income (MODI) housing units to meet demand. While the housing production goals were largely met for market-rate units (above moderate-income) across the Bay Area, only 28% of the units allocated for lower income households were issued permits from 2007-2014. Lack of funding, limited development sites zoned for housing, and inadequate public support are some of the major barriers to developing affordable units.

This paper addresses three key issues:

1. Measuring the funding gap at the regional scale required to meet the demand for very low- and low-income housing in the region.
2. Identifying the local funding gaps and policy changes that would facilitate meeting the affordable housing goals established by BART and VTA on transit lands.
3. Identifying new strategies at the federal, state, regional, and local levels to promote the production of new affordable housing units in the Bay Area overall and near transit.

### Key Findings:

- The Bay Area has a regional funding gap of \$1.45 billion annually for VLI and LI housing.
- There is significant variability in the amount of funding needed to build affordable housing in each county.
- The availability of local funding is critical for achieving regional affordable housing goals. Overall, it is estimated that local Bay Area jurisdictions have funds of approximately \$1.6 billion each year for affordable housing; however, the amount of funding available in each city or county varies significantly.

### Recommendations:

- BART and VTA may consider reducing land costs for properties in under-resourced communities.
- Reducing replacement parking could incentivize affordable housing development on transit lands.
- Close coordination with cities is needed to align local land use policies with affordable housing goals.
- The pace of construction of new affordable housing may be increased through zoning and land use regulation for market-rate developers to provide lower income housing. Examples of local land use policies to promote affordable housing production include: inclusionary zoning policies and incentive zoning, also known as public benefits zoning.

2. **Greenbelt Alliance. (2013). *Fixing the Foundation: Local Solutions for Infill Housing*.**  
[http://www.greenbelt.org/wp-content/uploads/2013/10/Greenbelt Alliance Fixing the Foundation.pdf](http://www.greenbelt.org/wp-content/uploads/2013/10/Greenbelt_Alliance_Fixing_the_Foundation.pdf)

**Summary:** To address the many challenges to infill housing development, Greenbelt Alliance conducted a study of 12 key cities across the Bay Area with high potential for infill housing development: Concord, Fremont, Mountain View, Oakland, Palo Alto, Redwood City, Santa Clara, Santa Rosa, San Francisco, San Jose, Sunnyvale, and Walnut Creek. This report provides guidance on the top 10 barriers to infill across these 12 cities.

**Key Findings:**

Ten barriers rose to the top in more than three of the cities studied. They are:

- Political challenges;
- New financing challenges;
- Traffic analyses;
- Lack of funding for affordable housing;
- Prolonged approval processes;
- Lack of funding for infrastructure;
- Small and odd-shaped parcels;
- Development fees and the market misaligned;
- Parking requirements; and
- Complex regional regulatory environment.

**Recommendations:**

The report lists the following actions to overcome obstacles to infill development:

- Involve the community in area planning from the start.
- Create design guidelines for an area during the community planning process.
- Recognize that some resident concerns are genuine and legitimate, and take steps to address them.
- Work proactively with school districts and developers; consider creative strategies that expand capacity on existing school sites.
- Develop a public benefits bonus policy.
- Convene leaders of lending institutions together with public officials and infill housing developers to discuss the unique elements of infill housing projects, trends toward urbanization, and market demand for infill homes.
- Require that congestion management agencies update their transportation impact analysis guidelines to be more infill-friendly.
- Adopt resolutions to identify priority infill development areas as “infill opportunity zones.”
- When rezoning land for denser infill housing, create policies that allow for higher heights and densities in exchange for community benefits, including funds for affordable housing.
- Consider adopting residential housing impact fees and commercial development impact fees.
- Identify sites near transit, services, groceries, and other amenities that may be eligible for low-income housing tax credits.

- Create an overlay zone that allows affordable housing as a by-right use. Cities should also consider waivers or reductions in impact fees to help encourage affordable housing development.
- Streamline and increase the transparency of environmental review process for infill housing projects that are consistent with an adopted community plan.
- Establish policies that set expectations on labor issues and community benefits in private development projects.
- Outline public and private sector priorities and responsibilities for developing public infrastructure. Also seek grant funding for infrastructure from traditional and unexpected sources.
- Implement density bonuses identify “through”-parcel opportunity sites and change zoning codes to incentivize assembling neighboring parcels into through parcels.
- Periodically review and revise fees based on an analysis of market conditions. Also vary fee levels to incentivize development in certain areas where development is most desired, such as transit station areas or downtown.
- Engage in parking surveys and studies to develop appropriate standards for infill housing parking requirements.
- Adopt clear principles to support infill housing development and develop regulations and procedures with those principles in mind.

**3. Prevention Institute. (October 2015). *Healthy Development without Displacement*. <https://www.preventioninstitute.org/publications/healthy-development-without-displacement>**

**Summary:** On October 6, 2015, the Healthy, Equitable, Active Land Use (HEALU) Network convened practitioners, policymakers, funders, and community advocates to discuss healthy development without displacement. The group included nearly 100 participants engaged in anti-displacement work and practitioners interested in how they can reduce displacement in their own lines of work. Healthy communities initiatives have highlighted the need to improve community environments, “such as walking trails, bike paths, healthy food retail, and parks and open space, [which] can be perceived negatively by residents as precursors to gentrification, and, if no measures are taken to protect current residents, can ultimately lead to displacement of residents who would stand to benefit the most from these very community improvements.” A collection of main points from keynote presentations and the dialogue generated at the convention are summarized in this publication.

**4. SPUR. (February 2014). *8 Ways to Make San Francisco More Affordable*. [http://www.spur.org/sites/default/files/publications\\_pdfs/SPUR\\_8\\_Ways\\_to\\_Make\\_San\\_Francisco\\_More\\_Affordable.pdf](http://www.spur.org/sites/default/files/publications_pdfs/SPUR_8_Ways_to_Make_San_Francisco_More_Affordable.pdf)**

**Summary:** In this paper, SPUR identifies eight policy ideas that can be pursued at the local level to make San Francisco more affordable.

**Key Findings:**

- There are approximately 172,000 rent-controlled units in San Francisco right now. Rent control is a core tenant protection allowing many people to stay in the city.

- With 6,300 public housing units in San Francisco, a program announced by Mayor Edwin Lee to renovate and preserve these units builds on the major reconstructions proposed in the Hope SF program.
- There are approximately 16,000 privately developed, permanently affordable units today, primarily owned by nonprofits. SPUR advised setting a goal to double this number. With nearly 8,000 affordable housing units in the development pipeline, several funding mechanisms for new affordable housing construction are in place, such as the inclusionary requirement, the Housing Trust Fund, and the jobs-housing linkage fee.
- Addressing structural limitations to adding more housing is critical to making the city more affordable for most people.
- There is a strong desire to find ways to create middle-income housing without using public subsidy.
- Neighborhoods absorbing large amounts of development also need to receive infrastructure and public-realm upgrades.
- Transportation is the second largest expense for households and is a major determining factor in location affordability.

#### **Recommendations:**

- Protect the existing rent-controlled housing stock.
- Reinvest in public housing.
- Double the amount of subsidized affordable housing.
- Make it easier to add supply at all levels.
- Launch a wave of experiments to produce middle-income housing.
- Use new property taxes from growing neighborhoods to fund improvements to those neighborhoods.
- Reinvest in the transportation system as a way to provide viable transit options and reduce household transportation costs.
- Raise the minimum wage.

#### **5. Transform and CHPC. (2014). *Why Creating and Preserving Affordable Homes Near Transit is a Highly Effective Climate Protection Strategy*** <http://www.transformca.org/transform-report/why-creating-and-preserving-affordable-homes-near-transit-highly-effective-climate>

**Summary:** California is currently debating how to invest greenhouse gas (GHG) cap-and-trade auction proceeds so that they result in quantifiable and verifiable GHG reductions. An analysis of data from Caltrans' California Household Travel Survey (CHTS) completed in February 2013 shows that a well-designed program to locate more affordable homes near transit would help meet the requirements set by the California Air Resources Board (ARB), by directly reducing driving while creating a host of economic and social benefits. Conducted by the nationally recognized Center for Neighborhood Technology (CNT), the analysis identified 36,000-plus surveyed households that had provided all relevant demographic and travel data and divided them into five income groups, living in three types of locations based on their proximity to public transportation, both transit-oriented developments (TOD) and non-TODs.

**Key Findings:**

- Lower Income households drive 25-30% fewer miles when living within 1/2 mile of transit than those living in non-TODs. When living within 1/4 mile of frequent transit they drove nearly 50% less.
- Higher income households drive more than twice as many miles and own more than twice as many vehicles as extremely low-income households living within 1/4 mile of frequent transit. This underscores the importance of insuring that low-income families can live within 1/4 mile of transit.

**Recommendations:**

- Increasing demand from higher income households for condos and luxury apartment developments near public transit has led to new TOD. The CNT report addresses the tremendous GHG reductions the state can achieve by ensuring that more low-income households can also live in these areas through investment of cap-and-trade auction proceeds.
- If funding for California's housing programs is to be focused on increasing GHG benefits, the program could consider changes that provide additional incentives to developers who are proposing to include more GHG-reducing measures. These measures can include:
  - Focusing on housing more ELI and VLI households.
  - Providing free transit passes.
  - Placing car-share vehicles onsite, with free membership for residents.
  - Creating space for bike sharing.
  - Providing amenities like bicycle fixing stations, pedestrian trunks to support walking to shopping, and kiosks that have real-time travel information.







# CASA Engagement Strategy

**CASA**  
COMMITTEE TO HOUSE  
THE BAY AREA

Attachment 9

# June Workshop Themes

- Need for transparency
- Develop online tools for broad engagement
- Need engagement/conduct outreach beyond committee meetings
- Provide linkage between Technical and Steering Committees
- Need to capture input of diverse constituencies

# June Workshop Themes

- CASA – Opportunity to build multi-sector housing coalition
- Change the conversation with business/tech community
- Parallel Processes – CASA subcommittees, engage networks & constituencies
- Engage resistant jurisdictions
- CASA/Regional Housing Implementation Strategy – link to Plan Bay Area 2040 Action Plan

# CASA Engagement Tools

- CASA information on the MTC website – **Active**
- CASA intra-committee communications platform for member information sharing – *Under Development*
- CASA homepage/link for member entities – *Under Development*
- CASA social media element/member kit – *Under Development*

# CASA Engagement Actions – Potential

- Survey of committee members
- Committee chairs/members engage networks – “kitchen cabinets”
- Conduct sub-regional community meetings: Winter 2017-2018
- Move meetings to different locations
- Stream meetings live and post online
- Publish online – all written materials
- Develop/conduct polling to inform Regional Strategy/  
Implementation

# CASA Engagement Actions

- **What ideas are workable?**
- **What else is needed?**

