

Meeting Agenda

CASA – Steering Committee

Co-Chairs:

Fred Blackwell, Chief Executive Officer, The San Francisco Foundation

Leslye Corsiglia, Executive Director, Silicon Valley at Home

Michael Covarrubias, Chief Executive Officer TMG Partners

Convener:

Steve Heminger, Executive Director, Metropolitan Transportation Commission

Wednesday, September 27, 2017

12:30 PM

Yerba Buena – 1st Floor

CASA Steering Committee Meeting #1

Note: If preceding MTC Commission meeting runs long, the CASA – Steering Committee meeting will start 10 minutes after adjournment.

This meeting is scheduled to be webcast live on the Metropolitan Transportation Commission's Website: <http://mtc.ca.gov/whats-happening/meetings>

12:30 PM

1.

Welcome, Framing Remarks and Team Introductions

- Urgency of Effort / Understanding the Challenge (Steve Heminger)
- CASA Team Introductions (Steve Heminger)
- CASA Goals and Process (Fred Blackwell)
- Steering Committee Overview (Leslye Corsiglia)
- Legislative Update: Sen. Scott Wiener (Introduction- Mike Covarrubias)

Presenter:

Co-Chairs and Steve Heminger

Attachments:

Committee Member Roster

CASA Decision Making Process Memo

1:00 PM

2.

Around the Table Remarks

- Reflections on what you've just heard
- What are your expectations of and aspirations for CASA to deliver its full value potential for the region and for your constituents?

Presenter:

Jennifer LeSar, Ken Kirkey

1:45 PM

3. MTC Transportation Funding Opportunities
- Overview of transportation funding
 - New funding opportunity created by SB 1
 - Committee Discussion

Presenter: Steve Heminger
Attachments: MTC Near-Term Opportunity Slideshow

2:05 PM

4. Public Comment
- Presenter:** Ken Kirkey

2:20 PM

5. Summary and Next Steps
- Presenter:** Jennifer LeSar
Attachments: Steering Committee Schedule

2:25 PM

6. Closing Remarks
- Presenter:** Co-Chairs

2:30 PM

7. **Adjournment / Next Meeting**

The next meeting of the CASA – Steering Committee will be Wednesday, January 24, 2017 at 375 Beale Street, San Francisco, CA 94105.

Additional Material: *Link to Member Biographies*
<http://mtc.ca.gov/our-work/plans-projects/casa-committee-house-bay-area/casa-membership-roster>

Link to Final Literature Review

CASA Website: <http://mtc.ca.gov/CASA>

For information or questions regarding this meeting, call Wally Charles at 415.820.7993 or wcharles@bayareametro.gov



MEMORANDUM

TO: CASA Steering and Technical Committee Members

FROM: CASA Co-Chairs Fred Blackwell, Leslye Corsiglia and Michael Covarrubias

DATE: September 20, 2017

RE: CASA Decision Making Process

As the Co-Chairs of the CASA process, we appreciate and respect the varied perspectives and experiences of the CASA Steering and Technical Committees, and view our role as leading the CASA participants to initiate the boldest actions and to forge the consensus needed to move the Bay Area region forward on a path out of our housing crisis.

Our perspective is that solutions must be forged through a consistent lens of meeting the regional long-term needs and compromising where necessary to achieve the greater good of the Bay Area region. To that end, we offer the following proposal for CASA team decision-making.

Co-Chairs are the CASA Gatekeepers

The Co-Chairs are the central decisionmakers in the CASA process, responsible for overseeing all aspects of the CASA process, including:

- Setting agendas for the Steering Committee and Technical Committee meetings
- Directing and approving all work products prepared by Bay Area Metro¹ staff and consultants
- Deciding which Technical Committee recommendations should be forwarded to the Steering Committee for consideration
- Leading workgroups and/or kitchen cabinets to develop and vet policy ideas for consideration.

Co-Chairs Will Make Recommendations by Consensus

The Co-Chairs have agreed that they will make recommendations by consensus. Any one of the three Co-Chairs may block an action from moving forward by stating their disagreement. The Co-Chairs will work with each other and the facilitator to resolve their differences until a mutually-agreeable path forward is determined. Once a recommendation is forwarded to the Steering Committee for consideration, the Co-Chairs will no longer have the option of blocking it unless it is materially modified.

Both Steering and Technical Committees Will Vote Using a Modified 'Gradients of Agreement' Approach

We recommend that both the Steering and Technical Committees use a team decision-making process based on the 'Gradients of Agreement' approach,² which is effective for making decisions in large, diverse groups. Instead of a simple yes/no vote, this approach allows participants to register incremental levels of agreement. It is designed to explicitly acknowledge that "yes" does not mean the same thing for every participant. The gradients

¹ MTC and ABAG

² http://teamstarproject.org/pdf/Team_Decision_Making.pdf



of agreement approach was pioneered by Sam Kaner and Community at Work³ and is widely considered a best practice in group decision-making. A version of this approach was used by participants in the Seattle Housing and Affordability and Livability Agenda (HALA) process, as well as the California Economic Summit's All of the Above Housing Framework development process in 2016. The original Gradients of Agreement consists of an 8-level voting scale, but we recommend using a simplified 5-level voting scale, as described below.

How Voting Works

Voting is based on each participant expressing a specific level of agreement ranging from 1 to 5. If most participants vote a 1 or 2 it's a signal that the proposed action enjoys broad support. If many participants vote 3 or more, it's a signal that the action may have some serious weaknesses. This method can be used early in a discussion, much like a straw vote, to get a general sense of group alignment. At this point, the meeting facilitator or chair can ask those who voted 3 or higher to share their concerns and attempt to resolve them before voting again. This method can also be used to close a discussion, provided that the group has already agreed to how the results will be interpreted.

	Level of Agreement	Verbalized as...
1	Strongly Agree	I am very pleased and fully support this decision.
2	Agree with Reservations	I am mostly satisfied and can support this decision.
3	Neutral or Abstain	I will go along with the will of the group.
4	Disagree but Will Go Along	I have serious reservations but respect that we are focused on the regional needs and compromising where needed for the greater good.
5	Strongly Disagree	I object to this decision.

Decide Ahead of Time How to Interpret Vote Results

A key aspect of using the Gradients of Agreement approach is to determine, in advance, how vote results will be interpreted. There are many different ways to do this. What is essential is for all participants fully understand how the vote will be interpreted prior to taking their first vote.

Co-Chairs Will Interpret Technical Committee Votes

The Co-Chairs take responsibility for interpreting the results of votes by the Technical Committee. Generally, the Co-Chairs will begin by polling the room, and then caucusing together on how to move forward. The Co-Chairs will consider how the Technical Committee votes on a proposed recommendation, and will decide among themselves whether that recommendation should be forwarded to the Steering Committee for consideration.

Steering Committee Decision Making Process

³ Kaner, Sam (1998). *Facilitator's Guide to Participatory Decision-Making*. Wiley & Sons, San Francisco.



The Steering Committee will receive recommendations from the Co-Chairs and Technical Committee, and may also generate recommendations on its own. The Steering Committee will also use the Gradients of Agreement approach to voting, using the same 1 to 5 scale described above. Because the Steering Committee will have the final say on CASA actions, the interpretation of the vote results at the Steering Committee should be determined in advance.

Interpreting Steering Committee Votes

The Co-Chairs and Steering Committee together will need to decide on how Steering Committee votes will be interpreted.

One such option is the Seattle HALA model. In Seattle, the HALA voting rules stated that any member of the committee who voted a 5 (“strongly disagree”) could block an action from proceeding, *with the caveat that anyone casting such a vote must offer a feasible alternative to accomplish the same goal.*⁴ This model sets a very high bar for agreement, such that only actions which enjoy near-total consensus will be approved. Nonetheless, the participants in the Seattle HALA process – a diverse, 28-member stakeholder group – were able to approve 65 policy recommendations and a ‘Grand Bargain’ around one of the thorniest issues in that City’s housing debate: inclusionary zoning.⁵

⁴ Durning, Alan (Aug 24, 2017). Personal Communication.

⁵<http://www.seattle.gov/hala/about>

CASA – Committee for Housing the Bay Area

9/19/2017

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@bayareametro.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	Michael Matthews	Facebook	mmatthews@fb.com
17	Rebecca Prozan	Google	prozan@google.com
18	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@nonprofithousing.org
3	Andreas Cluver	Building and Construction Trades Council of Alameda County	cluver@portcommissioner.com
4	Bill Witte	Related California	bwitte@related.com

Technical Committee Members Cont'd

	Name	Organization	Email
5	Bob Glover	BIA Bay Area	bglover@biabayarea.org
6	Caitlyn Fox	Chan Zuckerberg Initiative	caitlyn@chanzuckerberg.com
7	Claudia Cappio	City of Oakland	ccappio@oaklandnet.com
8	Denise Pinkston	Bay Area Council	DPinkston@tmgpartners.com
9	Derecka Mehrens	Working Partnership, USA	derecka@wpusa.org
10	Doug Shoemaker	Mercy Housing	dshoemaker@mercyhousing.org
11	Gabe Metcalf	SPUR	gmetcalf@spur.org
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13	Janice Jensen	Habitat for Humanity	jjensen@habitatebsv.org
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16	Jonathan Fearn	Summerhill Homes	jfearn@shapartments.com
17	Joseph Villarreal	Contra Costa Housing Authority	jvillarreal@contracostahousing.org
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31	Tomiquia Moss	Hamilton Families	tmoss@hamiltonfamilies.org

Staff and Consultants

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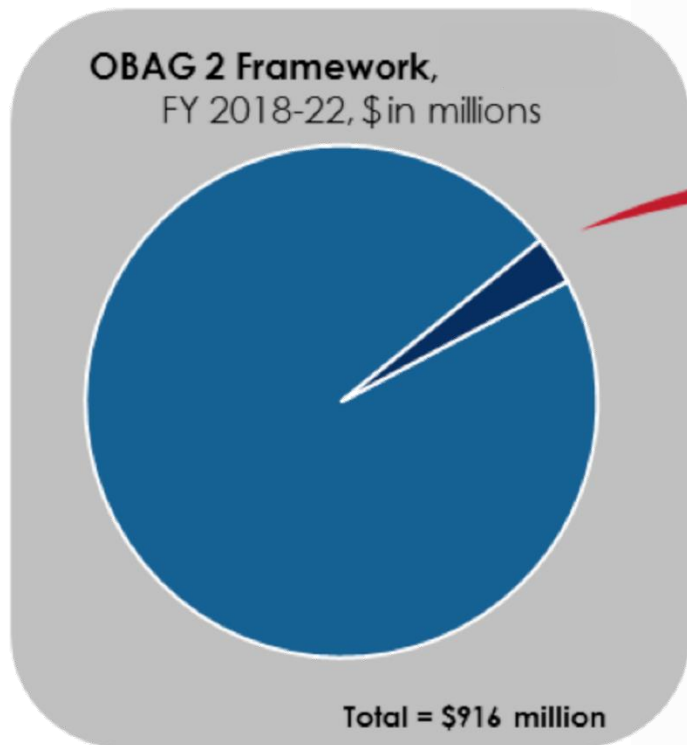
Advancing the Regional Housing Agenda

CASA - Funding Overview and Potential Initial
Strategy

September 27, 2017

Item 3

Limited Strategic Housing Investments

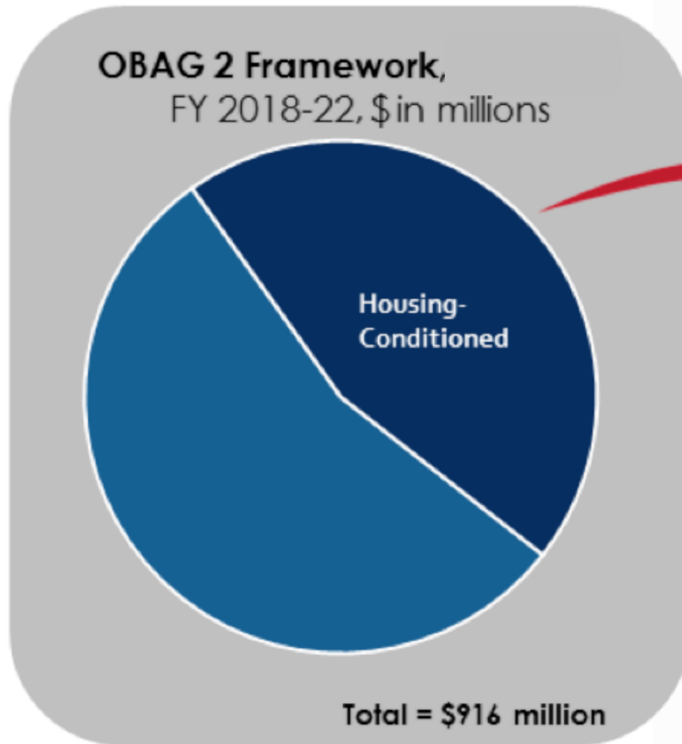


Housing Investments	
\$18 million	PDA Planning Grants
\$10 million	NOAH*
\$28 million	Total
	(3% of O BAG 2 total)

*Leveraging at 5:1

Item 3

Transportation Investments Incentivizing Housing Production

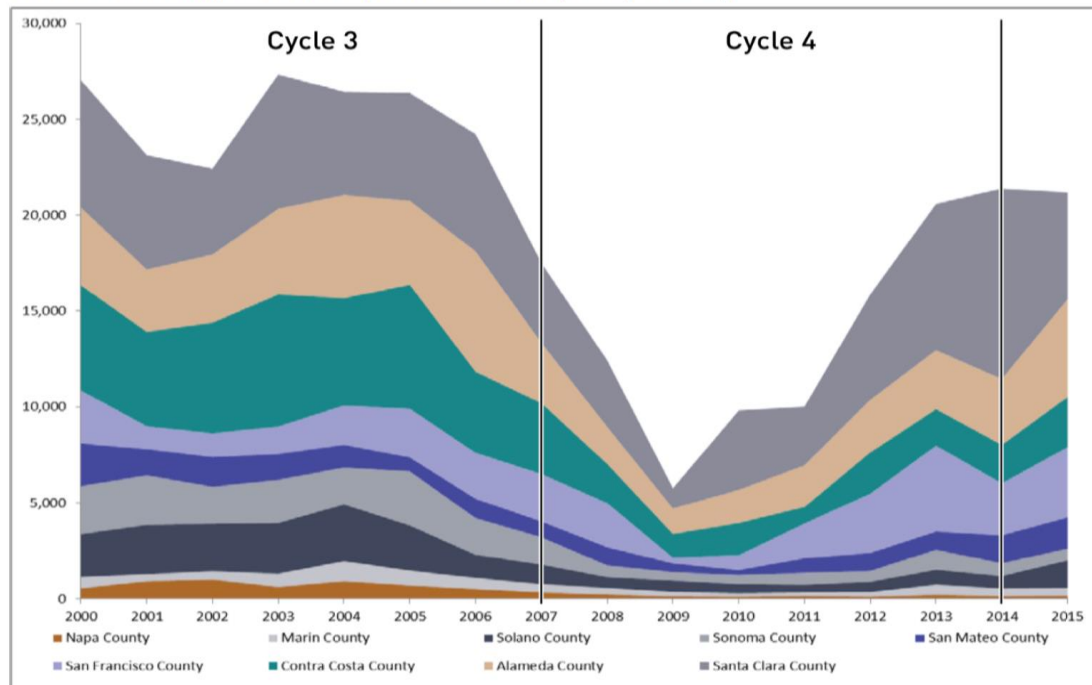


Housing-Conditioned Transportation Investments	
\$386 million	County Program
\$30 million	80k by 2020 Challenge
\$416 million	Total
	(45% of OBAG 2 total)

Item 3

Comparison of Building Permit Activity: Cycle 3 vs. Cycle 4

Total Building Permits (Nine-County Bay Area)

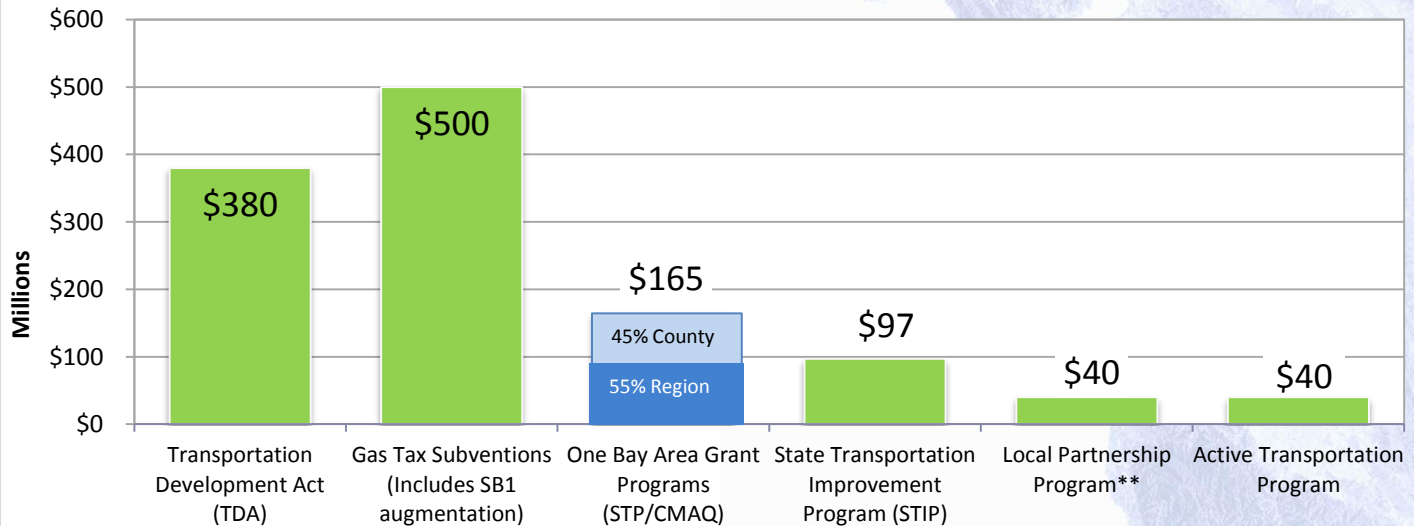


Regional average of L+VL+M permits issued vs. RHNA (1999-2014) = 41%

Source: HUD
Item 3

Best Candidates for Leverage

*(Estimated annual revenue amounts, in millions)**



Notes:

*Includes SB1 formula funding augmentation where applicable; Does not include SB1 competitive programs

**Regional share is undetermined. Estimate assumes Bay Area receives 20% of statewide funding

Item 3

Two Questions for the State Transportation Improvement Program (STIP):

- Should MTC increase the funding pool to be awarded to jurisdictions with best performance in housing production / permitting / streamlining from 2015-2020?
- Should MTC withhold funding from jurisdictions producing less than a specified percentage of their RHNA numbers for low, very low, and moderate income housing?



CASA Steering Committee Meeting Schedule

Updated: September 19, 2017

<i>Quarterly, on 4th Wednesday of particular months</i>	<i>Bay Area Metro Center</i>	
September 27th	Bay Area Metro Center 375 Beale Street, San Francisco	12:30 pm to 2:30 pm Box lunch available at noon.
January 24th 2018	Bay Area Metro Center 375 Beale Street, San Francisco	12:30 pm to 2:30 pm Box lunch available at noon.
April 25th	Bay Area Metro Center 375 Beale Street, San Francisco	12:30 pm to 2:30 pm Box lunch available at noon.
July 25th	Bay Area Metro Center 375 Beale Street, San Francisco	12:30 pm to 2:30 pm Box lunch available at noon.
October 24th	Bay Area Metro Center 375 Beale Street, San Francisco	12:30 pm to 2:30 pm Box lunch available at noon.