



## Planning, Policy and Legislation Committee Meeting Agenda Monday, January 14, 2019, 10:30 a.m.

Committee Chair:	John Bauters, City of Emeryville	Executive Director:	Arthur L. Dao
Vice Chair:	Rebecca Kaplan, City of Oakland	Staff Liaison:	<a href="#">Tess Lengyel</a>
Members:	Jesse Arreguin, Keith Carson, Scott Haggerty, Barbara Halliday, John Marchand, Lily Mei, Elsa Ortiz	Clerk of the Commission:	<a href="#">Vanessa Lee</a>
Ex-Officio:	Richard Valle, Pauline Cutter		

### 1. Call to Order/Pledge of Allegiance

### 2. Roll Call

### 3. Public Comment

### 4. Consent Calendar

Page/Action

- |  |   |   |
|--|---|---|
| 4.1. <a href="#">Approve November 19, 2018 PPLC Meeting Minutes</a>  | 1 | A |
| 4.2. <a href="#">Congestion Management Program (CMP): Summary of the Alameda CTC's Review and Comments on Environmental Documents and General Plan Amendments Update</a> | 7 | I |

### 5. Regular Matters

- |   |    |     |
|---|----|-----|
| 5.1. <a href="#">Legislative Update</a>   | 11 | A/I |
| 5.2. <a href="#">2020 Countywide Transportation Plan Update</a>   | 23 | I   |
| 5.3. <a href="#">Metropolitan Transportation Commission Housing and Transportation Funding Conditioning Policy Considerations</a> | 29 | I   |

### 6. Committee Member Reports

### 7. Staff Reports

### 8. Adjournment

Next Meeting: Monday, February 11, 2019

#### Notes:

- All items on the agenda are subject to action and/or change by the Commission.
- To comment on an item not on the agenda (3-minute limit), submit a speaker card to the clerk.
- Call 510.208.7450 (Voice) or 1.800.855.7100 (TTY) five days in advance to request a sign-language interpreter.
- If information is needed in another language, contact 510.208.7400. Hard copies available only by request.
- Call 510.208.7400 48 hours in advance to request accommodation or assistance at this meeting.
- Meeting agendas and staff reports are available on the [website calendar](#).
- Alameda CTC is located near 12th St. Oakland City Center BART station and AC Transit bus lines. [Directions and parking information](#) are available online.



## Alameda CTC Schedule of Upcoming Meetings:

### Commission Chair

Supervisor Richard Valle, District 2

### Commission Vice Chair

Mayor Pauline Cutter,  
City of San Leandro

### AC Transit

President Elsa Ortiz

### Alameda County

Supervisor Scott Haggerty, District 1  
Supervisor Wilma Chan, District 3  
Supervisor Nate Miley, District 4  
Supervisor Keith Carson, District 5

### BART

Vice President Rebecca Saltzman

### City of Alameda

Mayor Marilyn Ezzy Ashcraft

### City of Albany

Mayor Rochelle Nason

### City of Berkeley

Mayor Jesse Arreguin

### City of Dublin

Mayor David Haubert

### City of Emeryville

Councilmember John Bauters

### City of Fremont

Mayor Lily Mei

### City of Hayward

Mayor Barbara Halliday

### City of Livermore

Mayor John Marchand

### City of Newark

Councilmember Luis Freitas

### City of Oakland

Councilmember At-Large  
Rebecca Kaplan  
Councilmember Dan Kalb

### City of Piedmont

Vice Mayor Teddy Gray King

### City of Pleasanton

Mayor Jerry Thorne

### City of Union City

Mayor Carol Dutra-Vernaci

### Executive Director

Arthur L. Dao

Description	Date	Time
Paratransit Advisory and Planning Committee (PAPCO)	January 28, 2019	1:30 p.m.
Alameda CTC Commission Meeting	January 31, 2019	2:00 p.m.
Alameda County Technical Advisory Committee (ACTAC)	February 7, 2019	1:30 p.m.
Finance and Administration Committee (FAC)	February 11, 2019	8:30 a.m.
I-680 Sunol Smart Carpool Lane Joint Powers Authority (I-680 JPA)		9:30 a.m.
I-580 Express Lane Policy Committee (I-580 PC)		10:00 a.m.
Planning, Policy and Legislation Committee (PPLC)		10:30 a.m.
Programs and Projects Committee (PPC)		12:00 p.m.
Bicycle and Pedestrian Community Advisory Committee (BPAC)	February 21, 2019	5:30 p.m.
Joint Paratransit Advisory and Planning Committee (PAPCO) and Paratransit Technical Advisory Committee (ParaTAC)	February 25, 2019	1:30 p.m.
Independent Watchdog Committee (IWC)	March 11, 2019	5:30 p.m.
Paratransit Technical Advisory Committee (ParaTAC)	March 12, 2019	9:30 a.m.

All meetings are held at Alameda CTC offices located at 1111 Broadway, Suite 800, Oakland, CA 94607. Meeting materials, directions and parking information are all available on the [Alameda CTC website](http://www.AlamedaCTC.org).



Planning, Policy and Legislation Committee  
Meeting Minutes  
Monday, November 19, 2018, 10:30

4.1

1111 Broadway, Suite 800, Oakland, CA 94607

510.208.7400

www.AlamedaCTC.org

**1. Call to Order/Pledge of Allegiance**

**2. Roll Call**

A roll call was conducted. All members were present with the exception of Commissioner Carson, Commissioner Kaplan and Commissioner Valle.

Commissioner Worthington attended as an alternate for Commissioner Arreguin.

**Subsequent to the roll call:**

Commissioner Carson arrived during item 5.1.

**3. Public Comment**

Commissioner Worthington introduced the Councilmember-elect for the City of Berkeley District 7, Rigel Robinson.

**4. Consent Calendar**

**4.1. Approval of the October 8, 2018 PPLC Meeting Minutes**

**4.2. Congestion Management Program (CMP): Summary of the Alameda CTC's Review and Comments on Environmental Documents and General Plan Amendments Update**

*Commissioner Haggerty moved to approve the consent calendar. Commissioner Worthington seconded the motion. The motion passed with the following votes:*

Yes: Bauters, Cutter, Halliday, Haggerty, Marchand, Mei, Ortiz, Worthington

No: None

Abstain: None

Absent: Carson, Kaplan, Valle

**5. Regular Matters**

**5.1. Legislative Update**

Tess Lengyel congratulated the Commissioners on the elections. Ms. Lengyel commended and thanked the Commission on educating the public on Proposition 6 and SB 1, which resulted in the defeat of Proposition 6. With regards to the Legislative Delegation in Alameda County there are two new members: Buffy Wicks, elected to State Assembly 15<sup>th</sup> District previously occupied by Tony Thurmond and Rebecca Bauer-Kahan, elected to State Assembly 16 District, formerly occupied by Catherine Baker. Ms. Lengyel provided an update on federal, state, regional, and local legislative activities and recommend that the Commission approve the 2019 Legislative program. She stated that the 2019 Alameda CTC Legislative Program is divided into six sections: Transportation Funding, Project Delivery and Operations,

Multimodal Transportation and Land Use, Climate Change, Goods Movement, and partnerships.

Commissioner Ortiz suggested staff to include support funding for apprenticeships for training programs as an amendment to the recommended action.

Commissioner Halliday asked if there is concern that SB 1 can be repealed. Ms. Lengyel stated that there's discussion on another initiative effort that could impact transportation funding, but has not yet been cleared for circulation.

Commissioner Haggerty stated that it's important to form a delegation to go to Sacramento and Washington D.C. since the House is different.

Commissioner Cutter stated that there are Mayors' Conference and Board of Supervisors' meetings in Washington D.C. and suggested that we share our legislative platform so that the Alameda County delegation has the same messages. Mr. Dao suggested that Alameda CTC will be able to provide materials to the various delegations.

Mr. Dao stated that Alameda CTC can invite the Metropolitan Transportation Commission, Alameda County Supervisors and Mayors to the December Commission meeting to discuss CASA Compact from the perspective of the impact to the County and local cities.

*Commissioner Halliday moved to approve staff's recommendations and to include funding for apprenticeships to the 2019 Legislative Program. Commissioner Ortiz seconded the motion. The motion passed with the following votes:*

Yes: Baiter, Carson, Cutter, Halliday, Haggerty, Marchand, Mei, Ortiz  
No: None  
Abstain: None  
Absent: Kaplan, Valle

## **5.2. Affordable Student Transit Pass Program Evaluation and Recommendations**

Cathleen Sullivan requested the Commission to approve the Affordable Student Transit Pass Program (ASTPP) Year Two Evaluation and Recommendations for the program continuation. Ms. Sullivan reviewed highlights from the Year Two evaluation report, provided an update on Year Three launch and implementation, and recommended a plan to expand the program beyond the pilot period per the Commission direction. Ms. Sullivan concluded the presentation by providing information on a five-year program including next steps and the schedule.

Public comments were heard on this item from the following members of Genesis:

- John Claassen stated that the ASTPP is highly successful and it's making a significant difference in the lives of the children and parents. Mr. Claassen is in support of the expansion of the Free Youth Bus Pass Program.



- Gayle Eades stated that she is pleased with the success of the program and she is in support of the program expansion.
- Mary Lim-Lampe stated that she is in support of the Free and Universal Pass and she is in support of expanding the Free Youth Bus Pass Program.

Commissioner Bauters asked if students are automatically cut off at age 18 even if they are still in school. Ms. Sullivan stated that she'll look into this.

Commissioner Cutter commented that she is interested in getting schools in San Lorenzo added to the program. Ms. Sullivan responded that schools in the San Lorenzo School District are one of the first candidates for expansion based on their high percentage of the free and reduced meals.

Commissioner Ortiz commented that the AC Transit Board unanimously supported the expansion of the program.

Commissioner Carson asked if there is capacity for increased ridership on buses and BART. Ms. Sullivan stated that it depends on the route. Commissioner Carson then asked if the restrictive routes are the areas where the reduced lunch is higher. Ms. Sullivan responded that there is no direct data correlation that Alameda CTC has on this.

Commissioner Carson asked how the ASTPP is being marketed. Ms. Sullivan stated that it varies between schools and staff has come up with best practices to market the program. The schools and students have creative ways of marketing such as putting up posters in hallways, electronic notifications that go out to parents are used, and Ms. Lengyel stated that materials were included in the Back to School packets during the beginning of school.

Commissioner Carson asked how we get to the kids that may not be aware but are the hardest to serve educationally. Ms. Sullivan stated that staff encouraged schools to promote the program via every mechanism they have available.

Commissioner Carson asked if absenteeism can be mapped to ridership. Ms. Lengyel stated that it's difficult to get one-to-one data on truancy. She noted that data is received in aggregate regarding how the cards are being used by students.

Commissioner Carson asked what the methodology is for reserve funds and where will the initial funds come from. Ms. Sullivan stated that \$500,000 thousand a year would be reserved. Ms. Lengyel stated that the initial \$500,000 will be a programming action coming from the Comprehensive Investment Plan (CIP).

Commissioner Halliday asked if staff is looking at comparisons between Means-based and Free and Universal. She then asked how are the two models being evaluated and will both programs be continued in perpetuity. Ms. Lengyel stated that the threshold is 75 percent for Free and Universal.

Commissioner Haggerty asked where are the areas where the 10-15% of middle and high schools in Alameda County do not have any transit service within 1/4 mile of the school. Ms. Sullivan said it's all over Alameda County, but represents in very small number of schools. He then asked what is being done about this. Ms. Lengyel stated that staff has discussed the program with transit operators; however, staff is not influencing the transit agencies about their routes.

Commissioner Bauters asked if the ASTPP 5-year budget consider fare changes. Ms. Lengyel stated that it considers some adjustment to transit fare changes.

*Commissioner Ortiz moved to approve this item. Commissioner Worthington seconded the motion. The motion passed with the following votes:*

Yes:       Bauters, Carson, Cutter, Halliday, Haggerty, Marchand, Mei, Ortiz  
No:       None  
Abstain: None  
Absent:   Kaplan, Valle

### **5.3. Safe Routes to School Program Update**

Leslie Lara-Enríquez provided background on the Safe Routes to School (SR2S) Program and an update on the programs activities during the previous school year. Aleida Andrino-Chavez presented information on the crossing guard program. Ms. Andrino-Chavez presentation provided an overview on local crossing guard programs in Alameda County, two large-scale programs in the Bay Area: San Francisco and Marin and she concluded by discussing costs associated with crossing guard programs.

Commissioner Haggerty suggested using a grant to funding crossing guards.

Commissioner Cutter suggested that if a grant program is used to fund the program staff should work with the school districts.

Commissioner Bauters noted that a local community could repurpose their local Direct Local Distribution (DLD) funds to fund crossing guards. He suggested that local agencies could use their DLD funds if they chose to, particularly since each area currently funds crossing guard programs through different sources.

Commissioner Haggerty asked when Alameda CTC will begin funding crossing guards. Mr. Dao stated that the 2020 CIP is coming up in the spring of 2019 and Alameda CTC will have a call for projects. If jurisdictions are interested in getting crossing guards funded they could either use DLD funds or submit a program into the CIP. Mr. Dao noted that crossing guards are eligible under the bicycle and pedestrian discretionary funds.

*This item is for information only*

**6. Committee Member Reports**

There were no Committee Member Reports

**7. Staff Reports**

Art Dao thanked the Commissioners for their work with educating the public on Proposition 6 and preserving SB 1.

**8. Adjournment/ Next Meeting**

The next meeting is:

Date/Time: January 14, 2019 at 10:30 a.m.

Location: Alameda CTC Offices, 1111 Broadway, Suite 800, Oakland, CA 94607

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# Memorandum

4.2

1111 Broadway, Suite 800, Oakland, CA 94607

• PH: (510) 208-7400

• www.AlamedaCTC.org

**DATE:** January 7, 2019

**TO:** Planning, Policy and Legislation Committee

**FROM:** Saravana Suthanthira, Principal Transportation Planner  
Chris G. Marks, Associate Transportation Planner

**SUBJECT:** Congestion Management Program (CMP): Summary of the Alameda CTC's Review and Comments on Environmental Documents and General Plan Amendments

## Recommendation

This item is provide the Commission with an update on the summary of Alameda CTC's review and comments on Environmental Documents and General Plan Amendments. This item is for information only.

## Summary

This item fulfills one of the requirements under the Land Use Analysis Program (LUAP) element of the Congestion Management Program (CMP). As part of the LUAP, Alameda CTC reviews Notices of Preparations (NOPs), General Plan Amendments (GPAs), and Environmental Impact Reports (EIRs) prepared by local jurisdictions and comments on them regarding the potential impact of proposed land development on the regional transportation system.

Since the last update on November 11, 2018, the Alameda CTC reviewed one NOP. A response was submitted and is included as Attachment A.

**Fiscal Impact:** There is no fiscal impact associated with the requested action.

## Attachment:

- A. Response to the Notice of Preparation (NOP) of a Draft Environmental Impact Report for the 2040 Union City General Plan Update

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November 14, 2018

Carmela Campbell, AICP  
Planning Manager  
City of Union City  
34009 Alvarado-Niles Road  
Union City, CA, 94587

**SUBJECT:** Response to the Notice of Preparation (NOP) of a Draft Environmental Impact Report for the 2040 Union City General Plan Update

Dear Ms. Campbell,

Thank you for the opportunity to comment on the Notice of Preparation (NOP) of the Draft Environmental Impact Report (DEIR) for the 2040 Union City General Plan Update. The planning area covers the entirety of the City of Union City. The 2040 General Plan Update emphasizes infill and reuse development within the City limits, encourages higher-density and mixed use projects where appropriate, and supports walkable design that compliments the existing natural and built environment. Focus areas for growth in Union City include the Greater Station District, Union City Boulevard Corridor, and Horner-Veasby Area. The 2040 General Plan Update provides the policy framework to guide future development toward land uses that support walking, biking, and transit ridership, including a Vision Zero policy. The 2040 General Plan Update places a greater emphasis on active transportation infrastructure such as protected bike lanes and enhanced pedestrian crossings, improved transit facilities and services, and accessibility.

The Alameda County Transportation Commission (Alameda CTC) respectfully submits the following comments:

Basis for Congestion Management Program (CMP) Review

- It appears that the proposed project will generate at least 100 p.m. peak hour trips over existing conditions, and therefore the CMP Land Use Analysis Program requires the City to conduct a transportation impact analysis of the project. For information on the CMP, please visit: [http://www.alamedactc.org/app\\_pages/view/5224](http://www.alamedactc.org/app_pages/view/5224)

Use of Countywide Travel Demand Model

- The Alameda Countywide Travel Demand Model should be used for CMP Land Use Analysis purposes. The CMP requires local jurisdictions to conduct travel model runs themselves or through a consultant. The City of Union City and Alameda CTC signed a Countywide Model Agreement on April 1, 2008. Before the model can be used for this project, a letter must be submitted to the Alameda CTC requesting use of the model and describing the project. A copy of a sample letter agreement is available upon request. The most current version of the Alameda

- The DEIR should discuss the adequacy of proposed mitigation measure according to the criteria above. In particular, the DEIR should detail when proposed roadway or transit route improvements are expected to be completed, how they will be funded, and the effect on service standards if only the funded portions of these mitigation measures are built prior to Project completion. The DEIR should also address the issue of transit funding as a mitigation measure in the context of the Alameda CTC mitigation measure criteria discussed above.
- Jurisdictions are encouraged to discuss multimodal tradeoffs associated with mitigation measures that involve changes in roadway geometry, intersection control, or other changes to the transportation network. This analysis should identify impacts to automobiles, transit, bicyclists, and pedestrians. The HCM 2010 MMLOS methodology is encouraged as a tool to evaluate these tradeoffs, but project sponsors may use other methodologies as appropriate for particular contexts or types of mitigations.
- The DEIR should consider the use of TDM measures, in conjunction with roadway and transit improvements, as a means of attaining acceptable levels of service. Whenever possible, mechanisms that encourage ridesharing, flextime, transit, bicycling, telecommuting and other means of reducing peak hour traffic trips should be considered. The Alameda CTC CMP Menu of TDM Measures and TDM Checklist may be useful during the review of the development proposal and analysis of TDM mitigation measures (See Appendices F and G of the 2017 CMP).

Thank you for the opportunity to comment on this NOP. Please contact me at (510) 208-7426 or Chris G. Marks, Associate Transportation Planner at (510) 208-7453, if you have any questions.

Sincerely,



Saravana Suthanthira  
Principal Transportation Planner

cc: Chris G. Marks, Associate Transportation Planner





# Memorandum

5.1

1111 Broadway, Suite 800, Oakland, CA 94607

• 510.208.7400

• www.AlamedaCTC.org

**DATE:** January 7, 2019

**TO:** Planning, Policy and Legislation Committee

**FROM:** Tess Lengyel, Deputy Executive Director of Planning and Policy

**SUBJECT:** Federal, state, regional, and local legislative activities update

## Recommendation

This item is to provide the Commission with an update on federal, state, regional, and local legislative activities.

## Summary

Each year, Alameda CTC adopts a legislative program to provide direction for its legislative and policy activities for the year. The purpose of the legislative program is to establish funding, regulatory, and administrative principles to guide Alameda CTC's legislative advocacy. The program is designed to be broad and flexible, allowing Alameda CTC to pursue legislative and administrative opportunities that may arise during the year, and to respond to political processes in the region as well as in Sacramento and Washington, D.C.

The 2019 Alameda CTC Legislative Program is divided into six sections:

1. Transportation Funding
2. Project Delivery and Operations
3. Multimodal Transportation, Land Use and Safety
4. Climate Change and Technology
5. Goods Movement
6. Partnerships

Legislative, policy, and funding partnerships throughout the Bay Area and California will be key to the success of the 2019 Legislative Program.

## Background

The Commission approved the 2019 Legislative Program in December 2018. The purpose of the legislative program is to establish funding, regulatory, and administrative principles to guide Alameda CTC's legislative advocacy.

Each month, staff brings updates to the Commission on legislative issues related to the adopted legislative program, including recommended positions on bills as well as legislative and policy updates.

**Federal Update:** At the end of the year, due to the inability to pass authorizing appropriations bills to fund a multitude of federal agencies, including the Department of Transportation, a partial government shutdown occurred. Staff will provide additional verbal updates at the January meeting addressing the outcome of the shutdown and any effects on transportation.

**State Update:** On December 3, the California State legislature convened for its kick-off of the 2019-2020 legislative session to swear in new members and commence its organizational efforts for the new legislative session, including opening the process for bill submission.

The legislature will return to Sacramento on January 7 to officially begin the 2019-2020 legislative session and the new gubernatorial administration of Governor Gavin Newsom will be sworn in.

**Governor-Elect Gavin Newsom:** In preparation for taking the reins in January, Governor-elect Newsom has been hiring several members of his cabinet. Newsom has hired Ann O'Leary as his Chief of Staff and Ana Matosantos as his Cabinet Secretary. O'Leary, a lawyer and founding executive director of the Center on Health, Economic, and Family Security and the UC Berkeley School of Law, was the Senior Policy Advisor to the 2016 Clinton presidential campaign. Matosantos served as the Director of the Department of Finance under both Governors Schwarzenegger and Brown, as well as a deputy legislative secretary in the State's Health and Human Services Agency. Anthony Williams, formerly the director of government relations for Boeing and advisor to Senate Pro Tems Steinberg and Burton will be Newsom's Legislative Affairs Secretary. Catherine Lhamon will be his Legal Affairs Secretary, transitioning from her service as the Assistant Secretary for Civil Rights at the U.S. Department of Education. Staff will provide updates on cabinet members as they become finalized.

**New Senate Leadership and Committee Appointments:** On December 21, Senate pro Tempore Toni Atkins (San Diego) announced new Senate leadership positions, committee assignments and the separation of the Senate Transportation and Housing Committee into two separate committees. Senator Beall will be the Chair of the Senate Transportation Committee and Senator Weiner will be the Chair of the

Senate Housing Committee. Formal adoption of the designated committee chairs and vice chairs will take place in January 2019 and full committee membership will be assigned thereafter. The following summarizes the overall Senate leadership positions and those relative to Alameda CTC's state Senate delegation. Attachment A includes the full list of Senate Leadership Assignments.

### ***Senate Leadership Positions***

- Senate Majority Leader: Senator Robert M. Hertzberg (D-Los Angeles)
- Assistant Majority Leader: Senator Mike McGuire (D-Healdsburg)
- Majority Whip Senator Nancy Skinner (D-Berkeley)
- Assistant Majority Whips: Senator Maria Elena Durazo (D-Los Angeles) and Senator Scott D. Wiener (D-San Francisco)
- Democratic Caucus Chair: Senator Connie M. Leyva (D-Chino)

### ***Senate Standing Committees***

- Business, Professions and Economic Development: Senator Steven M. Glazer (D-Contra Costa), Chair.
- Public Safety: Senator Nancy Skinner (D-Berkeley), Chair.
- Transportation (new committee: Senator Jim Beall (D-San Jose), Chair and Senator Shannon Grove (R-Bakersfield), Vice Chair.
- Budget Subcommittee #2 on Resources, Environmental Protection, Energy and Transportation: Senator Bob Wieckowski (D-Fremont), Chair.
- Budget Subcommittee #5 on Corrections, Public Safety and the Judiciary: Senator Nancy Skinner (D-Berkeley), Chair.

**Assembly Leadership:** When the legislature reconvened in early December, Assembly Speaker Anthony Rendon (Los Angeles) announced that the Assembly leadership team will remain the same in the new session with the following leadership positions:

- Speaker Pro Tempore: Assemblymember Kevin Mullen (D-San Mateo)
- Majority Leader: Assemblymember Ian Calderon (D-Los Angeles)

**State Budget:** According to state law, Governor Newsom will release his 2019-2020 proposed budget on January 10th. Budget subcommittees will begin hearings on the budget in early May prior to the Governor's May Revise, which must be submitted by May 14. Thereafter, both the Assembly and Senate will finalize each house's version of the budget, then conference to resolve differences. The legislative leaders and the Governor will meet in June to address any outstanding issues and a final budget must be adopted by June 15, so the new budget year can begin on July 1 after the Governor signs the final budget bill.

**Transportation Update:** In December, an initiative aimed at “Ending High-Speed Rail and Shifting State Highway Construction and Maintenance from the State to Counties” was cleared for circulation. Former San Diego City Councilmember and current chairman of Reform California, Carl DeMaio, filed an initiative constitutional amendment with the Secretary of State in September. The Attorney General's office released a summary and title and the Legislative Analyst's Office and Department of Finance prepared a fiscal summary for the measure. The proposal would eliminate the State's high-speed rail project and shift transportation program funds and responsibilities to local governments beginning in January 2021:

- The Citizens' Lock Box for Road Repairs, Maintenance, and Improvement would be established. This account would receive revenues from fuel excise taxes and the sales tax on diesel fuel, which is a critical funding source for public transit and intercity rail. These funds could only be used for capital outlay and maintenance of local streets and state highways.
- The Citizens' Lock Box for Transportation Infrastructure Repair, Maintenance, Operation, and Improvement would be established and would receive the revenues from state taxes on vehicle sales, vehicle insurance premiums, and vehicles. The initiative limits the use of these funds to local street and highway construction, improvement, maintenance, and operations. These funds could also be used for “public mass transit guideway projects,” which includes rail and presumably bus rapid transit projects, but nothing else.
- Cities and counties would receive all of the funding from the two new accounts in proportion to the amount of transportation funding a city or county received as of January 1, 2018. Cities and counties would be responsible for maintaining and constructing local streets and roads and the portions of state highways located within their jurisdiction.
- The measure would maintain the current amount of transportation revenues, but would shift them as follows:
  - Transportation revenues would increase by about \$10 billion.
  - \$12 billion would be shifted from the State to local governments.
  - Funding for 1991 realignment would decrease by \$3 billion, funding for 2011 realignment would decrease by \$2 billion, and funding for other local public safety programs would decrease by \$1 billion. The State would be constitutionally required to backfill the reduction in 2011 realignment, and if they did not backfill 1991 realignment, it would come undone.
  - There would be a \$4 billion reduction in State General Fund revenues.
  - The State would have to backfill about \$1 billion in transportation bond debt service that is currently paid for by truck weight fees.
  - The Prop 98 minimum school funding would be reduced by about \$1.6 billion.

Termination of the high-speed rail project would reduce state expenditures, but it is unclear by how much. It would likely be in the tens-of-billions of dollars.

The measure contains significant uncertainty and impacts would depend upon how it is implemented. Demaio previously stated that he would only proceed with this initiative if Proposition 6 was approved. However, with the failure of Prop 6, he has not announced whether he intends to begin gathering signatures to qualify the measure. If so, he must gather 585,407 signatures from registered voters by the end of May.

**Fiscal Impact:** There is no fiscal impact associated with the requested action.

**Attachments:**

- A. Alameda CTC 2019 Legislative Program
- B. Senate Leadership Positions

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## 2019 Alameda County Transportation Commission Legislative Program

The legislative program herein supports Alameda CTC's transportation vision below adopted for the 2016 Countywide Transportation Plan:

1111 Broadway, Suite 800, Oakland, CA 94607

510.208.7400

[www.AlamedaCTC.org](http://www.AlamedaCTC.org)

*"Alameda County will be served by a premier transportation system that supports a vibrant and livable Alameda County through a connected and integrated multimodal transportation system promoting sustainability, access, transit operations, public health and economic opportunities. Our vision recognizes the need to maintain and operate our existing transportation infrastructure and services while developing new investments that are targeted, effective, financially sound and supported by appropriate land uses. Mobility in Alameda County will be guided by transparent decision-making and measureable performance indicators. Our transportation system will be: Multimodal; Accessible, Affordable and Equitable for people of all ages, incomes, abilities and geographies; Integrated with land use patterns and local decision-making; Connected across the county, within and across the network of streets, highways and transit, bicycle and pedestrian routes; Reliable and Efficient; Cost Effective; Well Maintained; Safe; Supportive of a Healthy and Clean Environment."*

Issue	Priority	Strategy Concepts
Transportation Funding	Increase transportation funding	<ul style="list-style-type: none"> <li>• Oppose efforts to repeal transportation revenues streams enacted through SB1.</li> <li>• Support efforts that protect against transportation funding diversions.</li> <li>• Support efforts to lower the two-thirds voter threshold for voter-approved transportation measures.</li> <li>• Support the implementation of more stable and equitable long-term funding sources for transportation.</li> <li>• Ensure fair share of sales tax allocations from new laws and regulations</li> <li>• Seek, acquire, accept and implement grants to advance project and program delivery.</li> </ul>
	Protect and enhance voter-approved funding	<ul style="list-style-type: none"> <li>• Support legislation and increased funding from new and/or flexible funding sources to Alameda County for operating, maintaining, restoring, and improving transportation infrastructure and operations.</li> <li>• Support increases in federal, state, and regional funding to expedite delivery of Alameda CTC projects and programs, including funding to expand the Affordable Student Transit Pass program.</li> <li>• Support efforts that give priority funding to voter-approved measures and oppose those that negatively affect the ability to implement voter-approved measures.</li> <li>• Support efforts that streamline financing and delivery of transportation projects and programs.</li> <li>• Support rewarding Self-Help Counties and states that provide significant transportation funding into transportation systems.</li> <li>• Support statewide principles for federal surface transportation reauthorization and/or infrastructure bills that expand funding and delivery opportunities for Alameda County</li> </ul>
Project Delivery and Operations	Advance innovative project delivery	<ul style="list-style-type: none"> <li>• Support environmental streamlining and expedited project delivery, including contracting flexibility and innovative project delivery methods.</li> <li>• Support high-occupancy vehicle (HOV)/express lane expansion in Alameda County and the Bay Area, and efforts that promote effective implementation.</li> <li>• Support efforts to allow local agencies to advertise, award, and administer state highway system contracts largely funded by local agencies.</li> </ul>
	Ensure cost-effective project delivery	<ul style="list-style-type: none"> <li>• Support efforts that reduce project and program implementation costs.</li> <li>• Support funding and policies to implement transportation projects that create jobs and economic growth, including for apprenticeships and workforces training programs.</li> </ul>
	Protect the efficiency of managed lanes	<ul style="list-style-type: none"> <li>• Support HOV/managed lane policies that protect toll operators' management of lane operations and performance, toll rate setting and toll revenue reinvestments, deployment of new technologies and improved enforcement.</li> <li>• Support legislation that clarifies and enables effective toll processing, resolution of unpaid tolls, and interoperability.</li> <li>• Oppose legislation that degrades HOV lanes that could lead to congestion and decreased efficiency.</li> </ul>
	Reduce barriers to the implementation of transportation and land use investments	<ul style="list-style-type: none"> <li>• Support legislation that increases flexibility and reduces barriers for infrastructure improvements that link transportation, housing, and jobs.</li> </ul>

Issue	Priority	Strategy Concepts
<b>Multimodal Transportation, Land Use and Safety</b>		<ul style="list-style-type: none"> <li>• Support local flexibility and decision-making regarding land-uses for transit oriented development (TOD) and priority development areas (PDAs).</li> <li>• Support funding opportunities for TOD and PDA implementation, including transportation corridor investments that link PDAs.</li> </ul>
	Expand multimodal systems, shared mobility and safety	<ul style="list-style-type: none"> <li>• Support policies that provide increased flexibility for transportation service delivery through programs that address the needs of commuters, youth, seniors, people with disabilities and low-incomes, and do not create unfunded mandates.</li> <li>• Support policies that enable shared mobility innovations while protecting the public interest, including allowing shared data (such as data from transportation network companies and app based carpooling companies) that could be used for transportation and land use planning and operational purposes.</li> <li>• Support investments in active transportation, including for improved safety and Vision Zero strategies.</li> <li>• Support investments in transportation for transit-dependent communities that provide enhanced access to goods, services, jobs, and education.</li> <li>• Support parity in pre-tax fringe benefits for public transit, carpooling, and vanpooling and other modes with parking.</li> <li>• Support legislation to modernize the Congestion Management Program, supporting the linkage between transportation, housing, and multi-modal performance monitoring</li> </ul>
<b>Climate Change and Technology</b>	Support climate change legislation and technologies to reduce greenhouse gas (GHG) emissions	<ul style="list-style-type: none"> <li>• Support funding for infrastructure, operations, and programs to relieve congestion, improve air quality, reduce emissions, expand resiliency and support economic development, including transitioning to zero emissions transit fleets.</li> <li>• Support rewarding Self-Help Counties with cap-and-trade funds for projects and programs that are partially locally funded and reduce GHG emissions.</li> <li>• Support emerging technologies such as alternative fuels and fueling technology to reduce GHG emissions.</li> <li>• Support legislation and policies to facilitate deployment of connected and autonomous vehicles in Alameda County, including data sharing that will enable long-term planning.</li> <li>• Support the expansion of zero emissions vehicle charging stations.</li> <li>• Support efforts that ensure Alameda County jurisdictions are eligible for state funding related to the definition of disadvantaged communities used in state screening tools.</li> </ul>
<b>Goods Movement</b>	Expand goods movement funding and policy development	<ul style="list-style-type: none"> <li>• Support a multimodal goods movement system and efforts that enhance the economy, local communities, and the environment.</li> <li>• Support goods movement policies that enhance Bay Area goods movement planning, funding, delivery, and advocacy.</li> <li>• Support legislation and efforts that improve the efficiency and connectivity of the goods movement system, including passenger rail connectivity.</li> <li>• Ensure that Alameda County goods movement needs are included in and prioritized in regional, state and federal goods movement planning and funding processes.</li> <li>• Support rewarding Self-Help Counties that directly fund goods movement infrastructure and programs.</li> <li>• Leverage local funds to the maximum extent possible to implement goods movement investments in Alameda County through grants and partnerships.</li> </ul>
<b>Partnerships</b>	Expand partnerships at the local, regional, state and federal levels	<ul style="list-style-type: none"> <li>• Support efforts that encourage regional and mega-regional cooperation and coordination to develop, promote, and fund solutions to regional transportation problems and support governmental efficiencies and cost savings.</li> <li>• Partner with community and national organizations and other partners to increase transportation funding for Alameda CTC's multiple projects and programs and to support local jobs.</li> <li>• Support efforts to maintain and expand local-, women-, minority- and small-business participation in competing for contracts.</li> </ul>



## Senate Leadership Positions



### **FOR IMMEDIATE RELEASE**

Dec. 21, 2018

**CONTACT:** [Lizelda.Lopez@sen.ca.gov](mailto:Lizelda.Lopez@sen.ca.gov)

### **Senate Leader Atkins Announces Committee Assignments for the 2019-2020 Legislative Session**

**SACRAMENTO** – California Senate President pro Tempore, Toni G. Atkins (D-San Diego), today announced the Senate’s leadership positions and committee assignments. These assignments reflect a diversity of skills and backgrounds needed to continue to move California forward and achieve the people’s work.

Designated committee chairs and vice chairs will be formally adopted by the Senate in January 2019.

#### **Senate Leadership Positions**

- Senator Robert M. Hertzberg (D-Los Angeles), Senate Majority Leader.
- Senator Mike McGuire (D-Healdsburg), Assistant Majority Leader.
- Senator Nancy Skinner (D-Berkeley), Majority Whip.
- Senator Maria Elena Durazo (D-Los Angeles) and Senator Scott D. Wiener (D-San Francisco), Assistant Majority Whips.
- Senator Connie M. Leyva (D-Chino), Democratic Caucus Chair.

#### **Standing Committees**

##### *Agriculture*

- Senator Cathleen Galgiani (D-Stockton), Chair.
- Senator Scott Wilk (R-Santa Clarita), Vice Chair.

### *Appropriations*

- Senator Anthony J. Portantino (D-La Cañada-Flintridge), Chair.
- Senator Pat C. Bates (R-Laguna Niguel), Vice Chair.

### *Banking and Financial Institutions*

- Senator Steven Bradford (D-Gardena), Chair.
- Senator Ling Ling Chang (R-Brea), Vice Chair.

### *Budget and Fiscal Review*

- Senator Holly J. Mitchell (D-Los Angeles), Chair.
- Senator Jim Nielsen (R-Tehama), Vice Chair.

### *Business, Professions and Economic Development*

- Senator Steven M. Glazer (D-Contra Costa), Chair.
- Senator Ling Ling Chang (R-Diamond Bar), Vice Chair.

### *Education*

- Senator Connie M. Leyva (D-Chino), Chair.
- Senator Scott Wilk (R-Santa Clarita), Vice Chair.

### *Elections and Constitutional Amendments*

- Senator Thomas J. Umberg (D-Santa Ana), Chair.
- Senator Jim Nielsen (R-Tehama), Vice Chair.

### *Energy, Utilities and Communications*

- Senator Ben Hueso (D-San Diego), Chair.
- Senator John M. W. Moorlach (R-Costa Mesa), Vice Chair.

### *Environmental Quality*

- Senator Benjamin Allen (D-Santa Monica), Chair.
- Senator Pat C. Bates (R-Laguna Niguel), Vice Chair.

### *Governance and Finance*

- Senator Mike McGuire (D-Healdsburg), Chair.
- Senator John M. W. Moorlach (R-Costa Mesa), Vice Chair.

### *Governmental Organization*

- Senator Bill Dodd (D-Napa), Chair.
- Senator Scott Wilk (R-Santa Clarita), Vice Chair.

### *Health*

- Senator Richard Pan (D-Sacramento), Chair.
- Senator Jeff Stone (R-Temecula), Vice Chair.

### *Housing (new committee)*

- Senator Scott D. Wiener (D-San Francisco), Chair.
- Senator Mike Morrell (R-Inland Empire), Vice Chair.

### *Human Services*

- Senator Melissa Hurtado (D-Sanger), Chair.
- Senator Jeff Stone (R-Temecula), Vice Chair.

### *Insurance*

- Senator Susan Rubio (D-Baldwin Park), Chair.
- Senator Brian W. Jones (R-San Marcos), Vice Chair.

### *Judiciary*

- Senator Hannah-Beth Jackson (D-Santa Barbara), Chair.
- Senator Andreas Borgeas (R-Fresno), Vice Chair.

### *Labor, Public Employment and Retirement (new committee)*

- Senator Jerry Hill (D-San Mateo), Chair.
- Senator Mike Morrell (R-Inland Empire), Vice Chair.

### *Legislative Ethics*

- Senator Holly J. Mitchell (D-Los Angeles), Chair.

### *Natural Resources and Water*

- Senator Henry Stern (D-Canoga Park), Chair.
- Senator Brian W. Jones (R-Santee), Vice Chair.

### *Public Safety*

- Senator Nancy Skinner (D-Berkeley), Chair.
- Senator John M. W. Moorlach (R-Costa Mesa), Vice Chair.

### *Rules*

- Senate President pro Tempore Toni G. Atkins (D-San Diego), Chair.
- Senator Scott Wilk (R-Santa Clarita), Vice Chair.

### *Transportation (new committee)*

- Senator Jim Beall (D-San Jose), Chair.
- Senator Shannon Grove (R-Bakersfield), Vice Chair.

### *Veterans Affairs*

- Senator Bob Archuleta (D-Pico Rivera), Chair.
- Senator Shannon Grove (R-Bakersfield), Vice Chair.

## **Budget Sub-Committees**

### *Budget Subcommittee #1 on Education*

- Senator Richard D. Roth (D-Riverside), Chair.

### *Budget Subcommittee #2 on Resources, Environmental Protection, Energy and Transportation*

- Senator Bob Wieckowski (D-Fremont), Chair.

### *Budget Subcommittee #3 on Health and Human Services*

- Senator Richard Pan (D-Sacramento), Chair.

### *Budget Subcommittee #4 on State Administration and General Government*

- Senator Maria Elena Durazo (D-Los Angeles), Chair.

### *Budget Subcommittee #5 on Corrections, Public Safety and the Judiciary*

- Senator Nancy Skinner (D-Berkeley), Chair.

Full committee membership will be announced at a later date.



# Memorandum

5.2

1111 Broadway, Suite 800, Oakland, CA 94607

• 510.208.7400

• www.AlamedaCTC.org

**DATE:** January 7, 2019

**TO:** Planning, Policy and Legislation Committee

**FROM:** Carolyn Clevenger, Director of Planning  
Kate Lefkowitz, Associate Transportation Planner

**SUBJECT:** Development of the 2020 Countywide Transportation Plan Update

## Recommendation

This item provides an update to the Commission on the development of the 2020 Countywide Transportation Plan (CTP). This item is for information only.

## Summary

Every four years, Alameda CTC prepares and updates the CTP, which is a long-range planning and policy document to guide future transportation development for all transportation modes and users in Alameda County. The existing CTP was adopted in 2016, and is due for an update by 2020. The CTP is expected to be completed and adopted in June of 2020 (Attachment A).

The CTP informs and feeds into the region's long range Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) which is developed by the Metropolitan Transportation Commission (MTC) and is also updated every four years. MTC has initiated the update to Plan Bay Area 2040, which serves as the region's RTP/SCS. Alameda CTC will actively participate in the Plan Bay Area update process and coordinate the CTP development with the Plan Bay Area update.

## Discussion

Alameda CTC, working closely with member agencies, develops and updates the CTP. The 2020 CTP will have a 2050 horizon, consistent with the RTP, and will address opportunities and challenges facing the county's transportation system, assess potential impacts of major trends on the transportation system, and articulate a set of priority initiatives, including projects, programs and policies. While the CTP will look out to 2050 to consider long-term trends and challenges, given the huge uncertainties when looking that far into the future, the

effort will focus on identifying a more near-term vision to guide Alameda CTC's transportation planning efforts.

The CTP will include the following efforts to help frame and inform the long term vision:

- Evaluate major performance trends to identify significant needs both in the shorter and longer term time horizons.
- Assess and document emerging trends that could influence travel patterns and needs within and to/from Alameda County.
- Consider opportunities for stronger coordination between transportation, land use and economic development to support the diversity of needs and opportunities throughout the county.
- Establish a methodology for identifying the major needs in the county over multiple time horizons.
- Develop specific action plans for each major need identified through the performance-based assessment. This could include recommendations for large capital projects, programs of smaller capital projects, programs (e.g. Safe Routes to School), operational strategies, and policies. This will include near and medium term strategies as well as a long term vision.
- Initiate partnerships with local jurisdictions, regional partners and other public and private partners to implement the CTP.

**Outreach to Jurisdictions:** Alameda CTC initiated the 2020 CTP process through meetings with Alameda County jurisdictions and transit agencies, starting in November 2018 and continuing into January. The purpose of these meetings was to identify major initiatives and emerging transportation priorities within Alameda County jurisdictions and transit agencies, and hear directly from our local partners about the challenges and opportunities they see. Key themes heard during these meetings will be shared at the Committee meeting.

**State of the System Report:** To inform the 2020 CTP, Alameda CTC will develop a comprehensive assessment of the county's transportation network. The document will be a "state of the system" report that will assess the performance of the county's transportation system with the intent of highlighting gaps and issue areas within the county's transportation network.

The objective of the analysis is to identify key issues in the performance of today's transportation system and assess how these issues affect mobility and access of people and goods throughout the county. This effort will build off of Alameda CTC's robust Congestion Management Program, which includes a number of performance reporting elements, and identify critical issues, opportunities and challenges to lay the framework for the CTP. Additionally, this task will show how trends affect future performance across user groups/major commute corridors.

At the completion of this task, the state of the system report shall provide enough detail and content to enable Alameda CTC staff to (1) identify focus areas for the CTP development and (2) develop initial strategies and articulate a work plan to further develop and refine strategies for these focus areas.

**CTP development process and schedule:** Similar to the 2016 CTP development, the 2020 CTP update will be a transparent process, with Alameda CTC working closely with the jurisdictions, transit agencies, and stakeholders. Public engagement for the Plan will be held at strategic milestones throughout the Plan development process to ensure the public has the ability to inform and be aware of the plan, and focus on providing convenient and effective opportunities for the public to engage.

The Alameda County Technical Advisory Committee (ACTAC) will serve as the primary technical working group informing the development of the CTP and will have CTP-related items on its agenda throughout its development. Both Public Works/Transportation ACTAC representatives as well as the Planning Directors from member agencies will be invited to participate at these meetings. Following discussions with ACTAC, CTP items will come before the Planning Policy and Legislation Committee for discussion and input on a regular basis over the course of the development of the CTP.

**Fiscal Impact:** There is no current fiscal impact associated with the requested action.

**Attachment:**

- A. 2020 CTP Update Schedule

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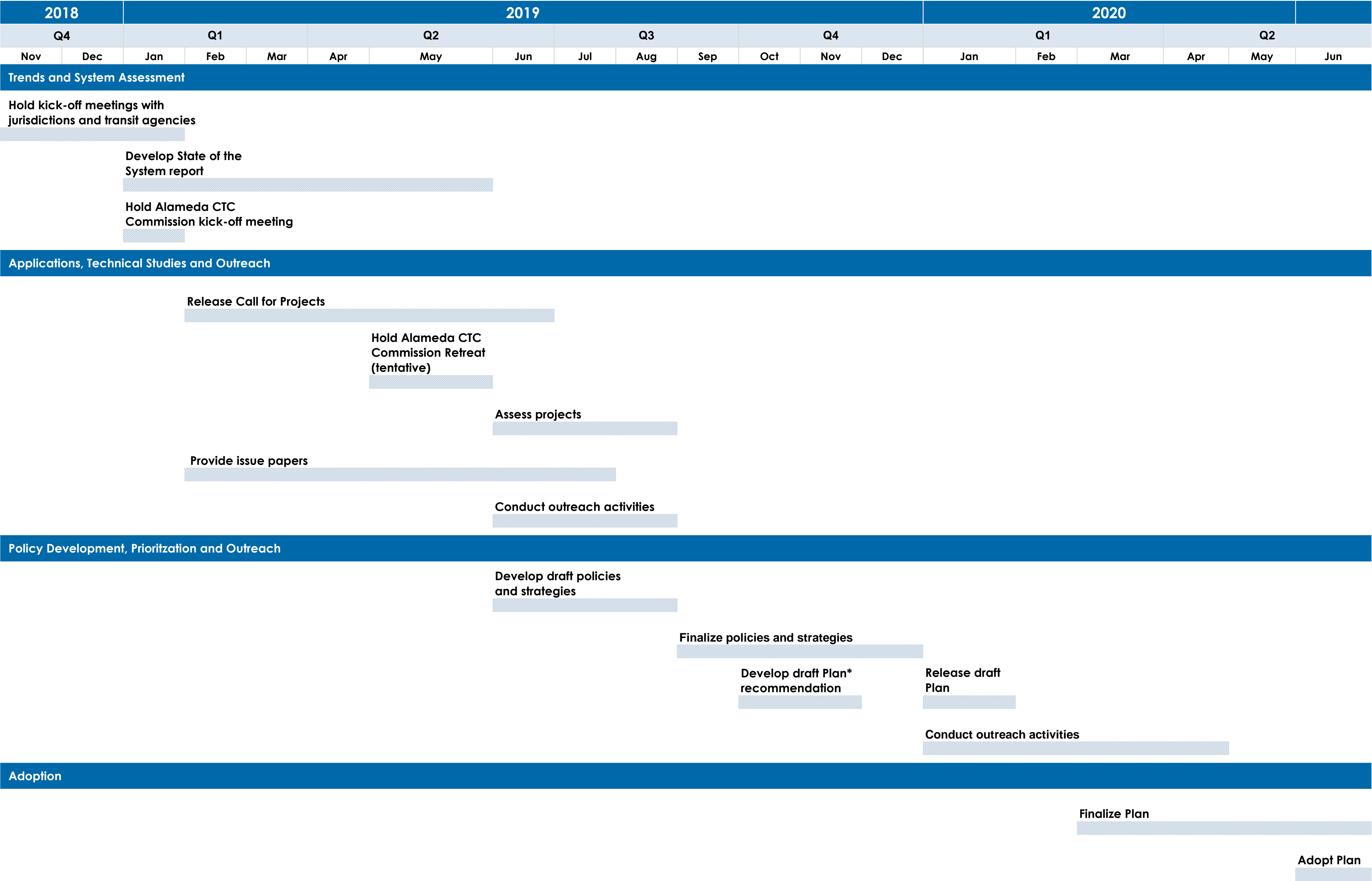


ALAMEDA COUNTY TRANSPORTATION COMMISSION

# Countywide Transportation Plan

Draft Key Milestones for FY 2018-19 through FY 2019-20

5.2A



\* Plan (Countywide Transportation Plan)

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# Memorandum

5.3

1111 Broadway, Suite 800, Oakland, CA 94607

• 510.208.7400

• www.AlamedaCTC.org

**DATE:** January 7, 2019

**TO:** Alameda County Transportation Commission

**FROM:** Tess Lengyel, Deputy Executive Director of Planning and Policy

**SUBJECT:** Update on Metropolitan Transportation Commission Housing Compact

## Recommendation

Per a request at the Commission in December 2018, this informational item provides an update on the Metropolitan Transportation Commission (MTC) actions regarding a housing compact. Alameda CTC staff will provide a short overview of this item as information only at the Planning, Policy and Legislation Committee meeting. Ken Kirkey, MTC/ABAG's Director of the Integrated Planning Department, will present to Alameda CTC's full Commission at its January 31<sup>st</sup> meeting.

## Summary

In December, staff updated the Commission on MTC's Committee to House the Bay Area (CASA) effort and draft Compact. MTC, at its December 19, 2018, meeting voted to authorize the MTC Commission Chair to sign on to the CASA Compact. The ABAG Executive Board will consider the CASA Compact at its January 17, 2019, meeting. The full CASA Compact is attached for the Commission's information.

As described by MTC's documentation, the CASA Compact is a set of policy recommendations to both state and local officials designed to help solve the Bay Area's longstanding housing-affordability problem by encouraging the production of more housing for people at all income levels, preserving affordable housing that already exists and protecting current residents from displacement in rapidly changing neighborhoods.

To achieve these "three Ps," the CASA Compact details 10 separate elements as well as five calls to action. Specific policy recommendations include:

- Just-cause eviction policy;
- Emergency rent cap;
- Emergency rent assistance and access to legal counsel;

- Removal of regulatory barriers to additional dwelling units;
- Minimum zoning near transit;
- Reforms to housing-approval processes;
- Expedited approvals and financial incentives for select housing types;
- Unlock public land for affordable housing;
- Raise \$1.5 billion from a range of sources to fund implementation of the CASA Compact; and
- Establish a regional housing enterprise to implement the CASA Compact.

## **Background**

CASA was convened by MTC following the release of the draft Plan Bay Area 2040, the region's long-range transportation and land use plan, which projects the region will see 2.4 million more people, 820,000 new households and 1.3 million new jobs by the year 2040. The plan makes aggressive assumptions about policy interventions and strategies to help accommodate this growth, but falls short on a number of key performance measures including affordable housing, access to jobs, displacement risk, and housing and transportation affordability.

CASA includes leaders from across the Bay Area who have been working to build an actionable political consensus around (1) increasing housing production at all levels of affordability, (2) preserving existing affordable housing, and (3) protecting vulnerable populations from housing instability and displacement.

CASA is led by three Co-Chairs (Fred Blackwell, The San Francisco Foundation; Leslye Corsiglia, Silicon Valley at Home; and Michael Covarrubias, TMG Partners), and Steve Heminger, Executive Director of the Metropolitan Transportation Commission. It is structured around a Steering Committee and Technical Committee composed of elected officials, thought leaders and policy experts from across the region. The CASA effort is supported by the consolidated MTC/ABAG staff and a team of consultants.

From Summer 2017 through Fall 2018 the Co-Chairs and Committees worked with a broad range of stakeholders to develop recommendations for legislative reform, new revenue and regional leadership in the field of housing, known as the CASA Compact. The update on the CASA effort that was presented to the MTC Commission at its December meeting is included as Attachment A.

More information on CASA can be found here:

<https://mtc.ca.gov/our-work/plans-projects/casa-committee-house-bay-area>

**Fiscal Impact:** There is no current fiscal impact associated with the requested action.

## **Attachment:**

- A. CASA Compact (MTC materials)



METROPOLITAN  
TRANSPORTATION  
COMMISSION

Bay Area Metro Center  
375 Beale Street  
San Francisco, CA 94105  
TEL 415.778.6700  
WEB [www.mtc.ca.gov](http://www.mtc.ca.gov)

## *Memorandum*

TO: Commission

DATE: December 14, 2018

FR: Executive Director

RE: CASA Compact – Authorization to Sign

At your workshop last month, we briefed you on the general outlines of the emerging CASA Compact to confront the region's housing crisis. Since that time, the technical committee of CASA has overwhelmingly endorsed the Compact with 28 members voting favorably and one voting in the negative, based on a gradients of agreement system. Yesterday, CASA's steering committee – its policy body – used the same voting system and all 20 members present voted for some level of agreement. Now that CASA has approved the Compact, the plan is for members of the steering committee to sign the document as an expression of their commitment to securing its passage as a package of state legislative measures in Sacramento next year.

Both MTC Chair Jake Mackenzie and ABAG President David Rabbitt are members of the CASA steering committee. While they voted for the Compact as individuals, both have indicated their intention to seek authorization from their respective boards before they sign the Compact on behalf of MTC and ABAG. The MTC authorization will be before the Commission at your meeting on December 19<sup>th</sup>. ABAG is scheduled to take up the matter at its Executive Board meeting on January 17<sup>th</sup>.


I recommend that you authorize Chair Mackenzie to sign the CASA Compact for the following five reasons:

1. Crisis Response – By almost any measure, the Bay Area faces the most severe housing crisis in the nation. The CASA Compact frames the issue as an emergency. In its preamble, the Compact draws a comparison between our housing predicament and a natural disaster: “In one of the wealthiest metropolitan areas on the planet, tens of thousands of our fellow citizens are ill-housed or not even housed at all. Many more families are just one missed paycheck away from eviction. While the recent wildfires have underscored the devastating effects of suddenly losing a home, the reality is that too many Bay Area residents face that situation every day.”

2. Moment of Opportunity – Our next Governor, Gavin Newsom, campaigned on the issue of making a quantum leap in housing construction throughout California. Bay Area legislators sit on key housing committees and have made clear their commitment to forge new state policy on tenant protections and the preservation and production of housing for Californians from all walks of life. The CASA Compact itself represents an unprecedented level of consensus among key stakeholders on a legislative agenda to break through the Bay Area’s housing stalemate. If ever there was a “carpe diem” moment to remedy the region’s chronic housing failures, this is it.
3. Blueprint to Implement Plan Bay Area – Plan Bay Area 2040 is the region’s response to the statutory requirement that our long-range transportation plan contribute to the state’s greenhouse gas reduction goals. One of the plan’s principal strategies for doing so is to cluster much of the Bay Area’s new residential development in Priority Development Areas (PDAs) that are well-served by public transit. However, a progress report released by the California Air Resources Board last month found that “California is not on track to meet the greenhouse gas reductions expected under SB 375 in 2020, with emissions from statewide passenger vehicle travel per capita increasing and going in the wrong direction . . .” If fully implemented, the CASA Compact would substantially contribute to reversing this trend by preserving or producing 16,000 additional units of affordable housing per year in accordance with Plan Bay Area’s growth goals.
4. Preserves Local Decision-Making – Most of the 10 elements in the CASA Compact do not intersect with the principles of home rule and local control of land use decisions. The first three elements are focused on tenant protections and the last two propose a new self-help funding strategy for affordable housing production and a Regional Housing Enterprise to support cities and counties in the Bay Area with financial and technical expertise. In between these bookends are a series of ideas to reform what could be called the region’s housing delivery machine. Two of these reforms do attempt to rebalance state and local interests in better housing outcomes. Element #7 would boost production of “missing middle” housing with a new path through the SB 35 legal framework that would *enhance* local discretionary review – versus the ministerial process in current law – in exchange for a speedier project review process. Element #5 deals with the question of how much the state has to say about upzoning housing densities near public transit nodes. While this issue has generated considerable controversy throughout the state, if we can’t figure out a way to develop more housing near our major transit assets, we will surely fall short of *both* our housing and transit goals.
5. First Fruits of Staff Consolidation – The 18-month consensus-building process that led to the CASA Compact is the first tangible work product of the consolidation of MTC and ABAG staff that was approved by the two boards in May 2017. By itself, that is not a sufficient reason to embrace the substance of the Compact. But I do believe that

the Commission and Executive Board should be proud of the long hours and tireless efforts of their integrated planning department to help develop such an ambitious and ground-breaking policy package.

I look forward to your discussion of this critical item next week. The CASA Compact is attached for your review.



---

Steve Heminger

J:\COMMITTEE\Commission\2018\12 Dec'2018 Commission\2b\_CASA Compact 12.13.18.docx



# CASA COMPACT

A 15-Year Emergency Policy Package  
to Confront the Housing Crisis in the San Francisco Bay Area

December 2018



The Committee to House the Bay Area

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# CASA Preamble

The Bay Area faces many pressing regional problems — traffic congestion, air pollution, the threat of earthquakes and other natural disasters, to name a few. But the housing shortage has reached crisis proportions. During our remarkable run of economic expansion since the Great Recession ended in 2010, the Bay Area has added 722,000 jobs but constructed only 106,000 housing units. With housing supply and demand that far out of whack, prices have shot through the roof and long-time residents as well as newcomers are suffering the consequences.

In one of the wealthiest metropolitan areas on the planet, tens of thousands of our fellow citizens are ill-housed or not even housed at all. Many more families are just one missed paycheck away from eviction. While the recent wildfires have underscored the devastating effects of suddenly losing a home, the reality is that too many Bay Area residents face that situation every day.

Our housing crisis is also a transportation crisis. Nearly 190,000 workers commute from outside the nine-county Bay Area to the business parks of Silicon Valley and the Tri-Valley, and more than 220,000 East Bay residents cross the toll bridges to the Peninsula every day. Driven by the search for reasonably-priced housing, these “super-commuters” are clogging the roads and transit systems that we all rely on.

The Bay Area faces a housing crisis because we have failed at three tasks: (1) we have failed to produce enough housing for residents at all income levels; (2) we have failed to preserve the affordable housing that already exists; and (3) we have failed to protect current residents from displacement where neighborhoods are changing rapidly.

These 3 P’s — Production, Preservation, and Protection — are not only the signposts of our collective failure, but they should be the focus of our future efforts to overcome the crisis we have created.

What is CASA? Of course, it is the Spanish word for “house”. It is also the name of a blue-ribbon task force of elected and civic leaders convened by



*“The Bay Area is in a state of great peril today; CASA is the best chance to fix this crisis.”*

FRED BLACKWELL

the Association of Bay Area Governments (ABAG) and Metropolitan Transportation Commission (MTC). Its three Co-Chairs are Fred Blackwell of the San Francisco Foundation, Leslye Corsiglia of Silicon Valley @ Home and Michael Covarrubias of TMG Partners. The CASA Compact is a 15-year emergency policy package to confront the region’s housing crisis head-on. It includes a series of policy reforms that will allow the Bay Area to build more housing at all income levels while protecting tenants and low-income communities from unjust evictions and displacement.

The Compact also includes a series of revenue recommendations needed to, preserve our existing housing stock, subsidize the construction of more

affordable housing, and provide assistance to tenants facing eviction.

Finally, the CASA coalition proposes to create a new Regional Housing Enterprise to provide technical assistance to local governments, collect data to monitor our progress, and administer any new regional funds that might be approved. The new enterprise will not have direct land use authority. These three R’s — Reform, Revenue, and Regionalism — form the crux of the CASA Compact.



*“Our goal is to reach consensus on big picture responses that will move the needle on housing affordability in this region.”*

LESLEYE CORSIGLIA

Animating our work has been a deep concern about how we grow housing in a more inclusive manner in all neighborhoods and not accelerate displacement in the most vulnerable communities. The Bay Area’s segregated housing patterns — both by race and by income — are a legacy of decades of discriminatory government policies and private sector lending practices. The CASA Compact contains specific protections for neighborhoods and residents most affected by that horrible history. And while the Compact was not designed to deal directly with all aspects of the region’s chronic homelessness problem, many of its elements should result in more and better options to shelter this particularly vulnerable segment of the Bay Area’s population.

When Bay Area residents are polled about who is responsible for the region’s housing crisis, they spread the blame far and wide: it’s the businesses who



create all the jobs, it's the developers who build the luxury housing, it's local government officials who oppose new housing developments, it's environmental and labor interests whose demands make new housing more expensive, it's community groups who fear the changes that new development will bring.

All those interests (and more) came together around the CASA table for the past 18 months. They worked in the spirit of finding common ground, working through entrenched differences and charting a course forward for the good of the region. The resulting Compact represents an interlocking series of agreements among the negotiating parties. Each signatory to the Compact pledges to support the entire agreement and all of its provisions.

The signatories to the CASA Compact further pledge that their work will not stop when they put down their ceremonial pens. The real work will have just begun.

Implementation of the CASA Compact will require bills to be passed in Sacramento, it will require leadership from our new governor Gavin Newsom, it will require regional ballot measure campaigns in 2020 and the years beyond, it will require changes in transportation and housing policy-making at both ABAG and MTC, and it will require every local government in the Bay Area to do their part.

It is a commonplace to say problems that have been decades in the making can't be solved overnight. But we can't afford to take our time in confronting the Bay Area's housing crisis. We need to make significant progress in the next 3–5 years.

The CASA Compact is detailed, comprehensive, and actionable. Yet, the region's housing challenge really boils down to a simple, quite personal question: shouldn't our region be able to grow and prosper while also ensuring that our kids and grandkids can live as adults in the neighborhoods where they grew up?

*We say the answer is yes.*



*"We must compromise, break down silos, and set aside differences for the greater good of the Bay Area."*

MICHAEL COVARRUBIAS



*CASA is about what kind of place our kids and grandkids will live in.*

# Introduction

The recommendations in this Compact are the result of an intensive dialogue among the key interests who are collectively responsible for housing the Bay Area. Over the course of 18 months, the Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG) convened a series of structured discussions with local government officials, developers, major employers, labor interests, housing and policy experts, social equity advocates and non-profit housing providers. The goal was straightforward but by no means simple: find common ground on a comprehensive set of solutions to the Bay Area's housing crisis.

CASA was led by three Co-Chairs (Fred Blackwell, Leslye Corsiglia and Michael Covarrubias), and Steve Heminger, Executive Director of MTC/ABAG. It was structured around a Technical Committee of policy experts and practitioners and a Steering Committee of elected officials, thought leaders and major employers. The Technical Committee's role was to recommend actions for addressing the crisis. Those recommendations went to the Steering Committee for review, refinement and final approval. The CASA effort was supported and staffed by MTC/ABAG and a team of consultants. Profiles of the Co-Chairs and rosters for both the Steering and Technical Committees are included as appendices to this document.

## Phase One: Foundational Work (June 2017-Jan 2018)

The first phase of the CASA process was focused on learning, sharing perspectives, and developing a framework for the process of developing the CASA Compact. Experts from UC Berkeley provided in-depth analysis of the many causes and consequences of the crisis, ensuring that all members of the Committees were operating from a shared base of knowledge. On the basis of this shared understanding, the Co-Chairs and Committee forged a detailed framework (shown as Figure A) to shape the CASA process and the ultimate Compact. The framework is organized around three principal outcomes, or 'Three Ps' as they became known in CASA parlance:

- (1) Increasing housing *production* at all levels of affordability,
- (2) *Preserving* existing affordable housing, and
- (3) *Protecting* vulnerable households from housing instability and displacement.

## Phase Two: Brainstorming Action Ideas (Jan-July 2018)

Next, the Committees spent six months brainstorming and vetting upwards of 30 action ideas. This process was driven by workgroups who dedicated hundreds of hours to meeting, researching and drafting ideas. Community-based organizations and members of the public also participating in generating ideas. A series of listening sessions around the region solicited input from vulnerable households in identifying priority actions that CASA should consider. Members of the public also shared ideas and feedback through public comment. Each idea was written up and presented to the Technical Committee for vetting. The Committee members used a "gradients of agreement" tool to score each idea on a scale of 1-5. The Steering Committee reviewed and refined the most promising ideas that emerged from the Technical Committee.

## Phase 3: Crafting the Compact (Sept-Dec 2018)

In the final phase, the Co-Chairs distilled the 30+ action plans into the Compact you see before you. This happened through an iterative process, with successive versions of the Compact presented to both the Technical and Steering Committees and refined based on their input.

## Phase 4, CASA Implementation

CASA leadership and key members will continue to work in cross-sector coordination with State and local elected officials and agencies to implement the principles of the CASA Compact.

## Core Principles

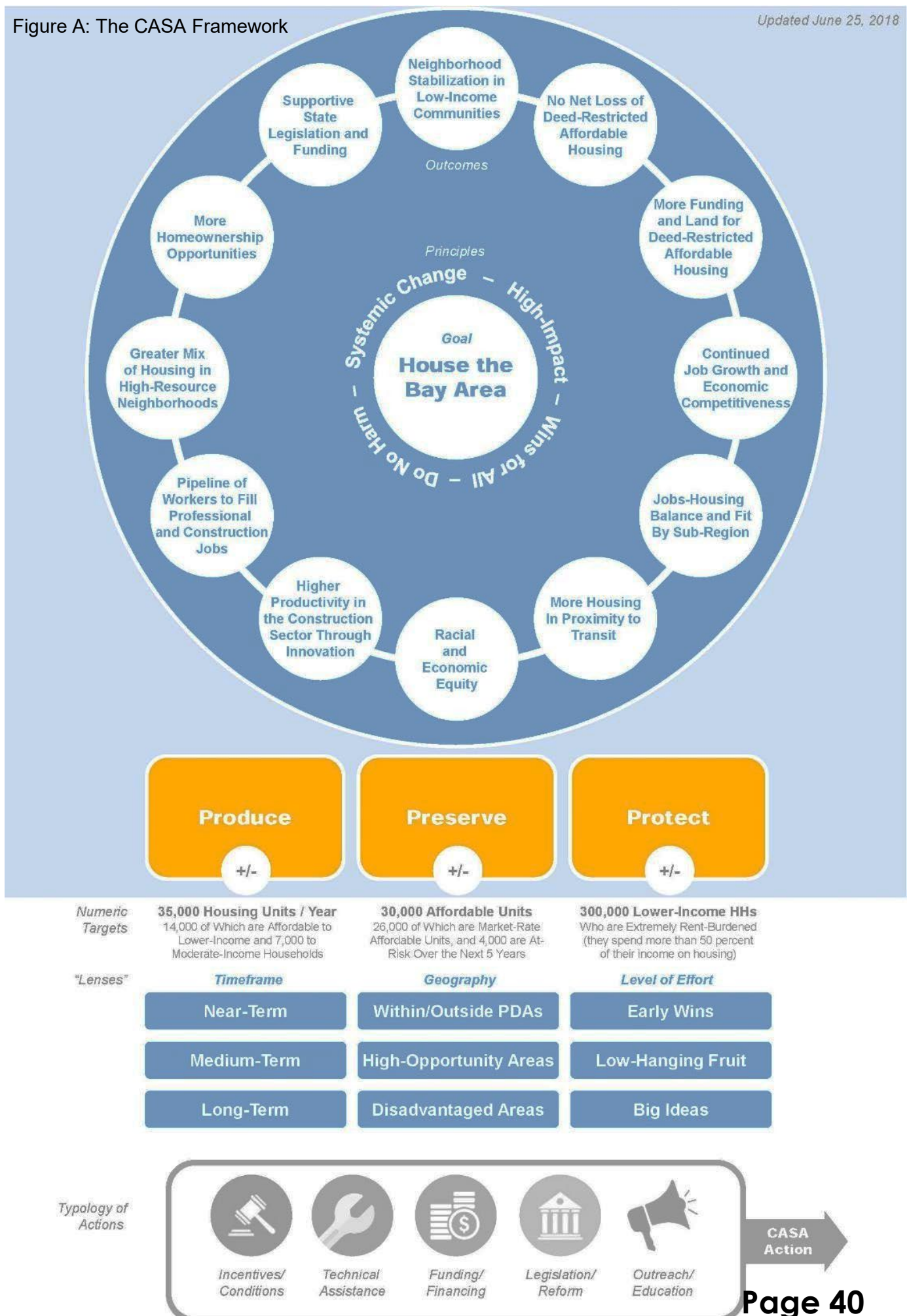
Over the course of this process, the participants forged an understanding around core principles that underpin the recommendations in this document. These include:

1. **Shared responsibility:** All sectors and interests should share the burdens and benefits of housing the Bay Area.
2. **Inclusion everywhere:** Find ways to include more housing at all income levels, in every jurisdiction.
3. **Promote 'Missing Middle' housing types:** Encourage the development of smaller homes that are more affordable by design and less likely to cause displacement.
4. **Stabilize communities:** Preserve the historic diversity and access to opportunity in the Bay Area.
5. **Balance across the Three Ps:** Individual components of the Compact should move forward together and avoid undermining each other.
6. **Level the playing field:** The Compact should create fair, more uniform standards for the housing development process, across the Bay Area.
7. **Minimize administrative burden:** We should minimize new administrative requirements and focus on strategies that can be implemented rapidly and efficiently.



Figure A: The CASA Framework

Updated June 25, 2018



## Compact Element #1: Just Cause Eviction Policy

**Brief Summary:** Ensure that all Bay Area tenants are protected from arbitrary evictions by adopting a region-wide policy requiring landlords to cite specific "just causes" (both fault and no-fault) for termination of tenancy, such as failure to pay rent or violation of lease terms. Require landlords to provide relocation assistance for covered no-fault evictions.

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**Desired Effect:** Just cause protects tenants from arbitrary evictions. Studies show that eviction can cause health issues, emotional trauma, school disruption for children, longer and costly commutes, and reduced wage earnings for adults. Just cause eviction protections promote tenant stability and limit eviction-related health consequences. See Figure 1 for recent eviction trends in San Francisco.

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**References and Models:** Action Plan 2.1; NJ state Just Cause Law; Large cities in CA (SF, Oakland, San Jose, LA)

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### Detailed Proposal:

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**Permissible causes for eviction:** both fault and no-fault evictions should be allowable under a region-wide just cause policy. Fault eviction causes should include failure to pay rent, substantial breach of a material term of the rental agreement, nuisance, waste, or illegal conduct. No-fault causes should include owner move-in, withdrawal of unit from rental market (Ellis Act/condo conversions), unit unsafe for habitation, or demolition/substantial rehabilitation

**Coverage:** just cause eviction standards should apply to all rental units except the following:

- Government owned and government subsidized housing units or housing with existing government regulatory assessments that govern rent increases in subsidized rental units (e.g., Section 8)
- Transient and tourist hotel occupancy as defined in Civil Code Section 1940(b)
- Housing accommodations in nonprofit hospital, religious facility, or extended care facility
- Dormitories owned and operated by an institution of higher education or a K-12 school
- Tenant shares bathroom/kitchen with the owner who maintains principal residence there
- Single owner-occupied residences including when the owner-occupant rents or leases 2 units (including ADU and JADU) or bedrooms
- Resident-owned nonprofit housing

**Waiting Period:** the protections should apply only after a tenant has been in occupancy (with or without a lease) for at least 12 months. All existing tenancies should be subject to these protections, effective immediately upon the policy being signed into law.

**Notice Requirements:** owners should be required to provide notice to tenants at the beginning of each tenancy as to tenant rights with copy of lease. This notice should be in the form of a lease addendum that is signed by the tenant at the time the lease is signed. The grounds for eviction should be set forth in the notice to terminate tenancy.

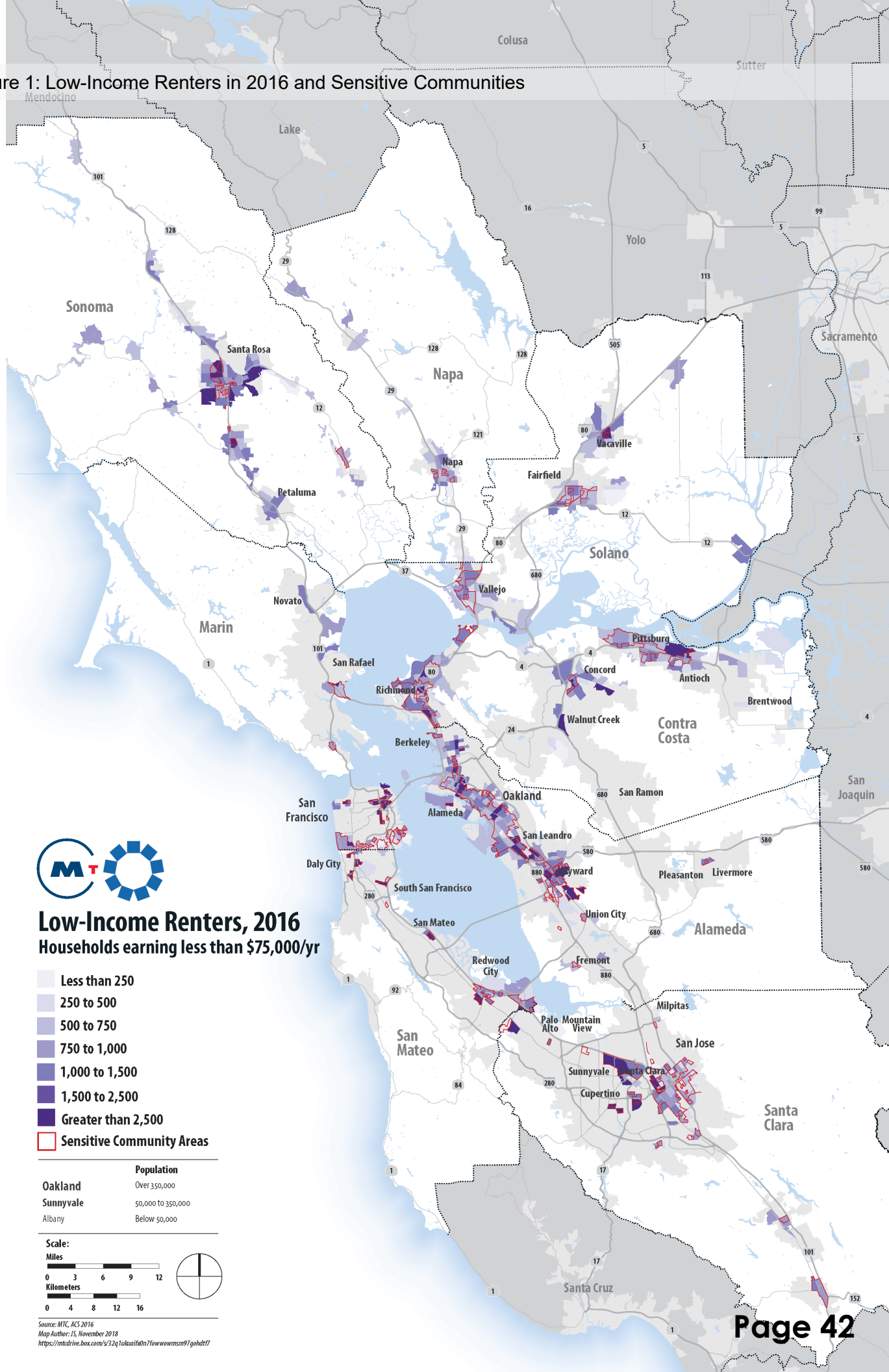
If the reason for the termination is a curable lease violation, the owner should be required to provide an initial notice with an opportunity to cure before the notice of termination. If the lease violation is related to specific illegal activity that presents the potential for harm to other tenants, there should not be a right to cure. Separate provisions should be made for domestic violence situations.

**Relocation Assistance:** relocation assistance should be provided in all covered no-fault causes where tenants have been in occupancy for at least 12 months, except in cases where the owner is moving into the unit. At time of service of notice to quit, the landlord should notify the tenants of their right to relocation assistance and provide payment directly to the tenant. The amount of relocation assistance should be tiered based on number of bedrooms (see San Jose example). Relocation assistance should be available to all qualifying tenants regardless of income.

**Preemption of Local Ordinances:** this law should not preempt more restrictive local ordinances.

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Figure 1: Low-Income Renters in 2016 and Sensitive Communities





## Compact Element #2: Rent Cap

**Brief Summary:** Establish a Bay Area-wide rent cap that limits annual increases in rent to a reasonable amount.

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**Desired Effect:** A rent cap would prevent extreme increases in rent on a year-to-year basis, thereby decreasing the number of households who are at risk of displacement and homelessness, decreasing the number of households who are rent burdened, and promoting tenant and community stability. Extreme rent increases can pose a particular burden for tenants who are low and fixed income. Can be extended after the emergency period. Figure 2 maps the many Bay Area communities at risk of displacement.

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**References and Models:** Action Plans 1.1, 1.2, 1.3; Existing State Anti-Gouging Law in States of Emergency

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### Detailed Proposal:

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**Cap on Annual Rent Increase:** for an emergency period (15 years), no landlord should increase rent by more than CPI+5% in any year of tenancy. The notice of allowable rent increase should be provided annually.

**Vacancy Provision:** the cap on rent increase should apply to the renter, not the unit.

**Coverage:** the following unit types should be exempt from the cap:

- Affordable housing properties governed by regulatory agreements;
- ADUs on owner-occupied properties;
- Dormitories.

**Pass-Throughs, Banking and Capital Improvements:** if rent has declined or if landlord has not increased rents for several consecutive years, landlords should be able to bank those unused rent increases for 3-5 years. When drawing upon banked rent increases, landlords should not be allowed to increase rents more than 10-15% annually.

A landlord should be able to pass through actual operating expense increases including water and sewer, wastewater, trash, electric and gas using industry standards such as the RUBS system (Ratio Utility Billing System). The costs of capital improvements inclusive of a 4% return on investment that are necessary to maintain the building(s) with reasonable upgrades and maintenance items to address health and safety, shall be allowed to be passed through to tenants on an amortized basis, per IRS standards.

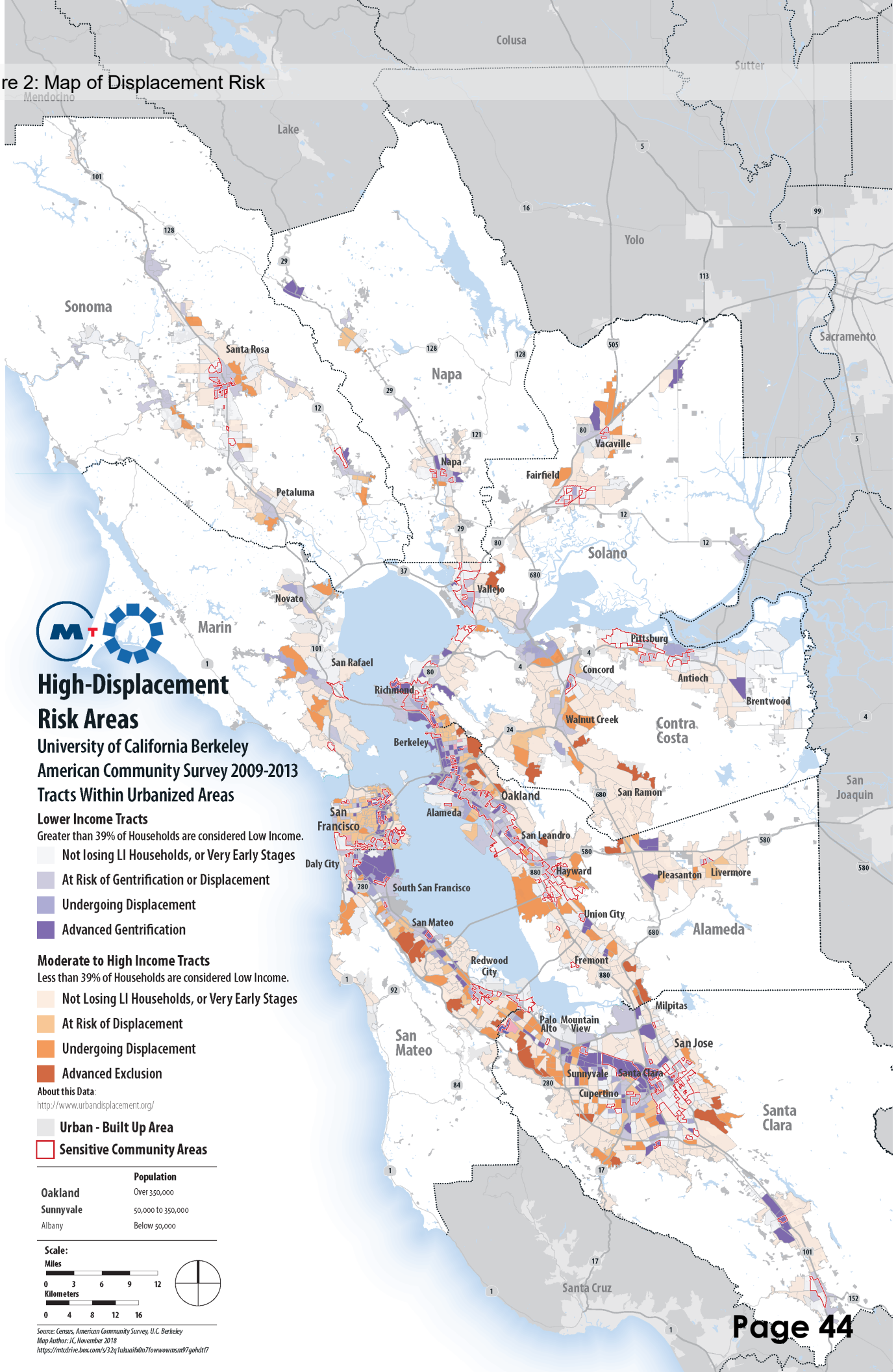
**Preemption of Local Ordinances:** this law should not preempt more restrictive local ordinances.

**State of Emergency:** rent cap shall be evaluated before any extension is granted to study impact of rent cap on housing market overall.

**Administration:** This Compact Element will likely require some type of oversight function.

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Figure 2: Map of Displacement Risk



## Compact Element #3: Rent Assistance and Access to Legal Counsel

**Brief Summary:** For low-income tenants facing eviction, provide access to free legal counsel and emergency rent assistance.

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**Desired Effect:** Access to a lawyer can be the difference between losing a home and keeping it. Ensuring that all tenants facing eviction have access to legal counsel would create a fairer justice system; prevent evictions and homelessness; improve health, stability, and opportunity for thousands of residents including children; and preserve existing affordable housing.

Non-payment of rent is the leading cause of evictions in the Bay Area. Figure 3 shows rent increase trends in the Bay Area. An emergency rent assistance program would assist in cases where tenants have an urgent, temporary financial gap. It would help tenants stay in their homes, preventing evictions, periods of marginal housing, and homelessness for households at risk of eviction due to financial instability.

There is a recognition of the importance of keeping people housed, and a significant portion of funding identified to help with housing instability will likely be earmarked to emergency rental assistance.

This Compact Element is not intended to supersede any local government programs that might be more expansive than what is contemplated herein.

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**References and Models:** Action Plans 3.1 and 4.1; SF Prop F (June 2018); New York City; Santa Clara County Emergency Assistance Network

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### Detailed Proposal:

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**Legal Representation:** all tenants who are faced with legal proceedings to evict them from their residence should have access to legal counsel, except when eviction proceedings are brought by a landlord or master tenant who resides in the same dwelling unit or property with tenant. The term “legal representation” should mean full scope representation provided to an individual by a designated organization or attorney which includes, but is not limited to, filing responsive pleadings, appearing on behalf of the tenant in court proceedings, and providing legal advice.

**Emergency Rent Assistance:** low-income tenants facing eviction and homelessness due to non-payment of rent should be eligible to receive emergency rent assistance. This assistance should be targeted to tenants who have an urgent, temporary financial gap and are at high risk for becoming homeless if evicted. The Regional Housing Enterprise (see Compact Element #10) should establish guidelines and policies for administering the program, including how to determine eligibility. The regional agency should identify, fund and oversee local service providers (public or non-profit) to carry out the program.

**Cap on Assistance:** the amount of total assistance should be capped at \$5,000 - \$10,000 per tenancy.

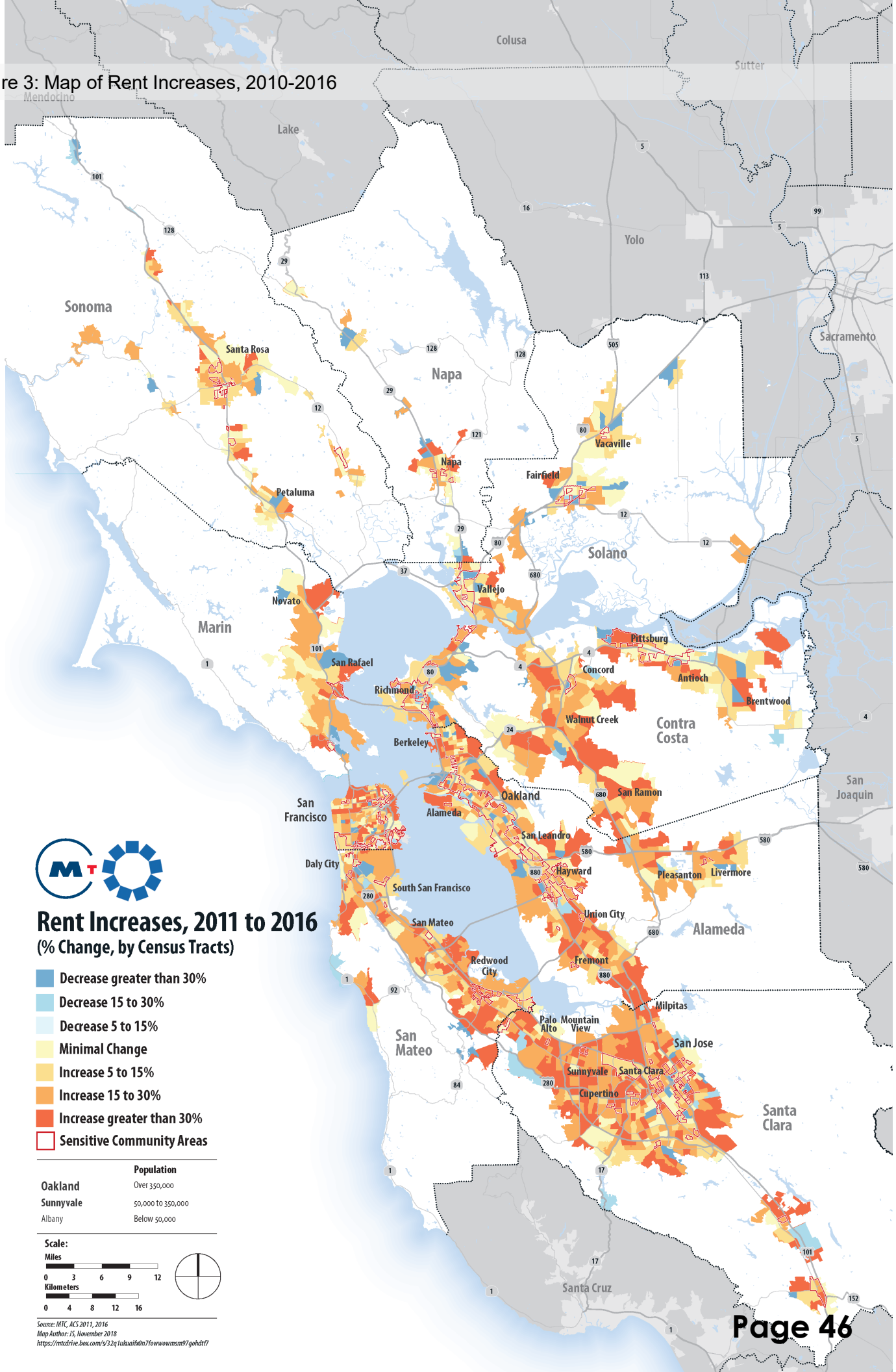
**Landlord Obligation:** landlord obligation should be limited to providing an addendum notice of this access in lease and eviction notice. Landlord should have no payment or any other obligations. If a tenant fails to seek legal counsel, it will not impede eviction proceedings for landlord.

**Means Testing:** emergency rental assistance should be limited those whose incomes do not exceed 80% of AMI. Legal services should be provided to all qualifying tenants regardless of income.

**Funding:** generate significant funds through Compact Element #9 to fund regional access to legal counsel and emergency rent assistance. Pro-bono counsel for tenants shall be encouraged.

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Figure 3: Map of Rent Increases, 2010-2016



## Compact Element #4: Remove Regulatory Barriers to ADUs

**Brief Summary:** Extend current Bay Area best practices regarding Accessory Dwelling Units (ADUs) to every jurisdiction in the region. Amend existing state ADU law to remove regulatory barriers including ministerial approval for ADUs and Junior ADUs in residential zones, allowance for multiple ADUs in multi-family homes, and creation of a small homes building code (AB 2890 Ting).

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**Desired Effect:** Existing single-family homes make up a significant portion of the region's land base. Local best practices in the region today allow both an ADU and Junior ADU on single family lots and multiple ADUs in existing multi-family buildings with ministerial approval. See Figure 4 for a prototypical ADU. Expanding these best practices regionwide would allow for a rapid increase in more affordable homes, and would help stabilize cost-burdened homeowners by creating a new source of income. If 20% of the region's 1.5 million single-family homeowners choose to build an ADU, this policy could create 300,000 new homes distributed throughout existing neighborhoods. This includes about 50,000 new units in Priority Development Areas alone.

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**References and Models:** Action Plans 10.3, 10.4; UCB Chapple 2014; UCB Turner Center 2017; Legislative history SB 1069, AB 2890; Arlington VA, Portland OR, Seattle WA, Vancouver BC, State of Oregon Tiny Homes Code.

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### Detailed Proposal:

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**Local Standards for ADUs (see AB 2890 Ting):** new state law should require local jurisdictions in the Bay Area to encourage the creation of ADUs as follows:

- Require ministerial approval for both an ADU and a Junior ADU (JADU) in all residential zones including in rear yards or by division of existing homes into two units;
- ADUs receiving ministerial permits should not be used for short-term rentals;
- Encourage forgiveness of code violations (except health and safety) in grandfathered ADUs;
- Apply the Housing Accountability Act's provisions for determining project consistency.

Sprinklers should be required for ADUs if required under the building code for comparable home construction. Use of unlicensed contractors under "owner builder" permits shall be discouraged by requiring that a statement of owner liability be provided when building permit is issued.

**Impact Fees:** require impact fees for ADUs and tiny homes to be charged on a per-square-foot basis and (2) only on net new living area over 500 sq. ft. per accessory unit.

**Small and Tiny Homes Building Code:** state law should create a building code for small homes and wheeled homes to reduce non-safety code requirements that disproportionately make small homes and tiny homes infeasible including energy standards, appliance and room sizes, and similar. Life-safety standards must be upheld.

**Owner Occupancy:** Local jurisdictions should be encouraged to adopt owner occupancy requirements for properties containing ADUs. If owner occupancy is required, reasonable annual monitoring programs that rely on existing published documents should be established.

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Figure 4: Prototypes for Accessory Dwelling Units



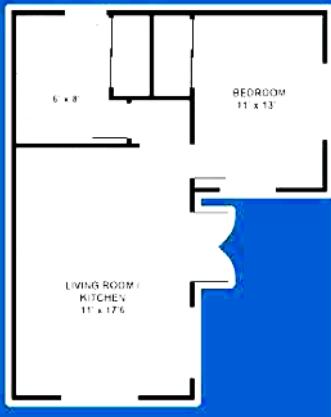
Unit Specifics

Unit Type	Detached
Bedrooms	1
Bathrooms	1
Square feet	495
Year built	2003
Construction	New construction
Total Cost	\$117k
Jurisdiction	Pacific
Neighborhood	Sharp Park
Designer	Ernie Brousal, Daly City
Builder	Rick Lee, Pacifica
Use	Rent to a family member



Unit Specifics

Unit Type	New construction
Bedrooms	2
Bathrooms	2
Square feet	800
Year built	2010-12
Construction	New construction (including patio and wellings)
Total Cost	\$11 million for entire project, second unit was approx. 25%
Jurisdiction	San Carlos
Neighborhood	Devonshire
Designer	Fred Strathdee
Builder	Victor (homeowner)
Use	Residence (rents primary dwelling)



Kate & Miranda's Retirement Plan  
336 sq ft - 1 bedroom, 1 bath, kitchen, living room

Pedro's Backyard Cottage  
496 sq ft - 1 bedroom, 1 bath, kitchen, living room

## Compact Element #5: Minimum Zoning near Transit

**Brief Summary:** this element includes three components. In neighborhoods served by high quality bus service, establish minimum zoning on all residential, commercial, and institutional zones to allow ‘missing middle’ housing types up to 36’ tall. In neighborhoods surrounding the region’s major transit stops (rail stations and ferry terminals), establish minimum zoning to allow midrise residential housing up to 55’ tall (75’ tall with a density bonus). Allow sensitive communities to defer rezoning above 36’ while they develop context-sensitive plans. On large commercial-zoned parcels located near job centers, make housing an allowable use. For projects with 20 units or more, require inclusion of affordable units.

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**Desired Effect:** This policy would create an inclusive mix of homes near transit and jobs, consistent with the goals of Plan Bay Area. It would spur the development of ‘missing middle’ housing types that are within reach of working families and blend into existing neighborhoods. This type of housing is common in pre-war neighborhoods of the East Bay and Peninsula but has largely been zoned out of existence in recent decades.

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**References and Model Policies:** SB 827 (Wiener, 2017). CASA Action Plans 8.2, 10.3, 10.5, 10.6

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### Detailed Proposal:

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**Minimum Zoning Near Transit:** the state should establish minimum zoning for housing in neighborhoods served by existing high-quality transit as follows:

- *High quality bus service:* Residential uses up to 36’ tall with development standards (such as lot coverage, setbacks, density limits, and maximum unit size) should be allowed within ½ mile of bus stops with at least 15-minute headways at peak periods and 30-minute headways on weekends (as defined in SB 827).
- *Major transit stop:* Residential uses up to 55’ tall (75’ tall with density bonus) that have development standards similar to those above (such as lot coverage, setbacks, density limits, and maximum unit size) should be allowed within 1/4 - mile radius of major transit stops (rail stations and ferry terminals).

Development standards such as setbacks, unit sizes and lot coverage requirements should apply. Neither development standards nor other zoning and design controls should mandate densities lower than those prescribed above. These shall not be used to reduce density where higher local standards or plans apply.

**Housing Overlay on Large Low-Density Commercial Sites:** the state should establish minimum zoning for housing on low-density commercial sites above a certain acreage that are located within the transit areas defined above.

**Tenant Protections and Preservation:** All sites rezoned under this policy should be subject to tenant protections, demolition controls and no net loss provisions. Sites occupied by a mobile home park, public housing, or Single Room Occupancy (SRO) built prior to the effective date of the enabling legislation should not be eligible for rezoning.

**Affordable Housing Requirements:** onsite affordable housing should be required at levels not less than state density bonus law. Projects with 10-20 units should have the option to pay an in-lieu fee. This in-lieu fee should be deferred or waived for units that are sold or rented at or below missing middle income levels. This fee should be imposed at the time of sale. Funds generated by this fee should be deposited into a local or regional housing fund.

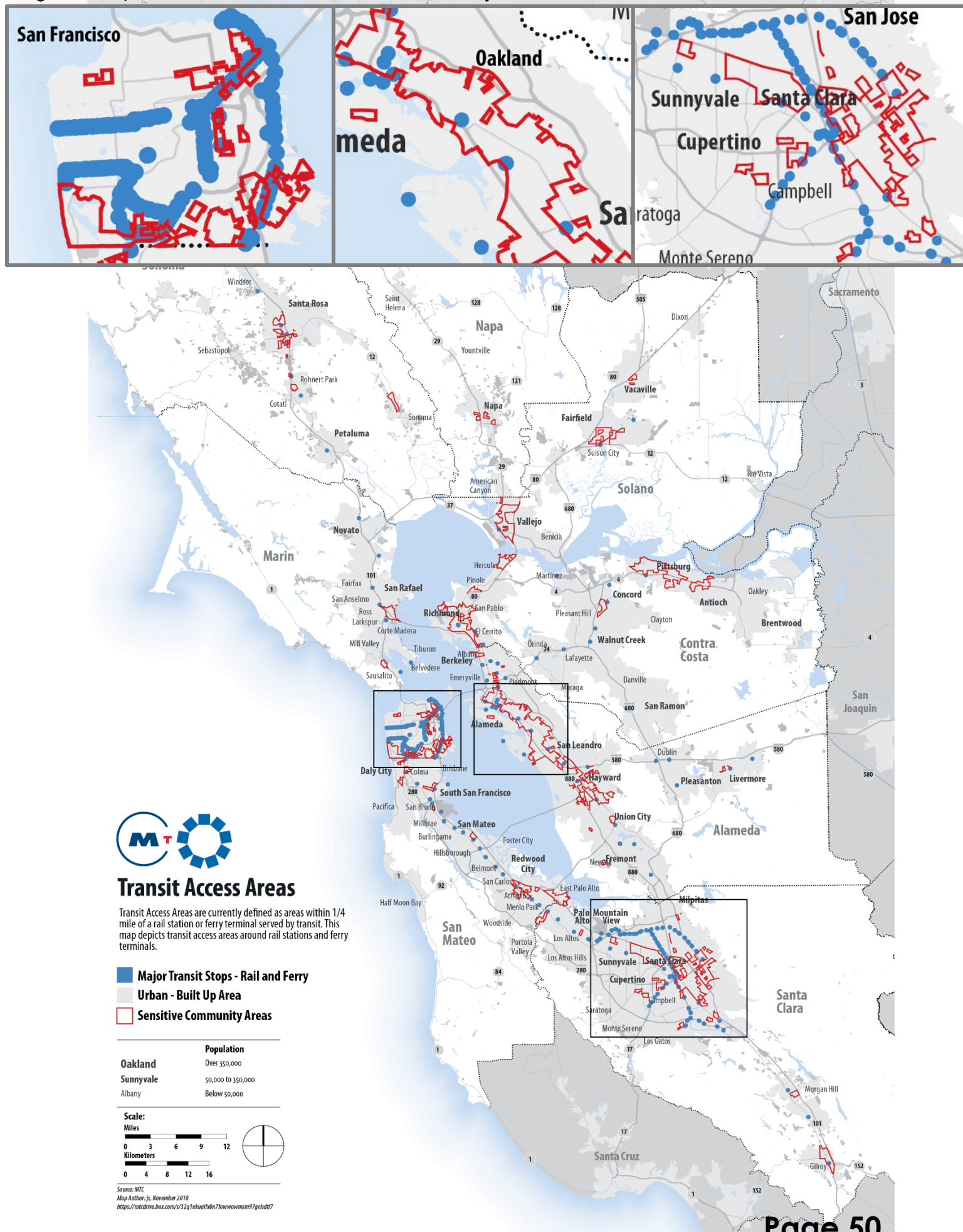
**Sensitive Communities:** if a major transit stop is located in or adjacent to a sensitive community, up-zoning above 36’ should be automatically deferred for a period of 3 years while the jurisdiction develops a context-sensitive plan for that community. The deferral period should be extended beyond 3 years where good faith planning efforts are underway. If the community so chooses, it may opt into up-zoning to 55’ without a deferral period or community plan. The decision to opt in should be made by the local legislative body (city council or board of supervisors) and must involve consultation with residents of the sensitive community and at least one public hearing. Sensitive community areas represent the intersection of disadvantaged and vulnerable communities as defined by the following Bay Area regional agencies: MTC and the SF Bay Conservation and Development Commission (BCDC). See Figure 5 for the map of these Transit Access and Sensitive Community Areas.

**Labor Standards:** The residential development shall comply with all applicable labor, construction, employment, and wage standards otherwise required by law and any other generally applicable requirement regarding the approval of a development project, including, but not limited to, the local government’s conditional use or other discretionary permit approval process, the California Environmental Quality Act, or a streamlined approval process that includes labor protections.

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Figure 5: Map of Transit Access and Sensitive Community Areas





## Compact Element #6: Good Government Reforms to Housing Approval Process

**Brief Summary:** Establish 'good government' standards for the entitlement and permitting of zoning-compliant residential projects. Require transparency and consistency in how residential impact fees are set and enforced. Figure 6 shows how complicated the approval process for housing can be in California.

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**Desired Effect:** Research by the UC Berkeley Turner Center for Housing Innovation demonstrates that local government impact fees and inclusionary requirements, when combined with regulatory uncertainty and record-high construction costs, have made it economically infeasible to build a standard mid-rise housing project in many parts of the Bay Area. The American Planning Association recommends that local governments should restore direct reliance on adopted plans and create transparency, predictability, reliability and timeliness to the housing approvals process.

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**References and Model Policies:** CASA Action Plan 12.1; Turner Center Report on Fee Costs; Berkeley Law Land Use Study; Roseville fee transparency

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### Detailed Proposal:

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**Standards for Processing Zoning-Compliant Residential Applications with Fewer than 500 Units:** local jurisdictions should be required to process zoning-compliant residential development applications in accordance with the following standards:

- Each jurisdiction should create and maintain an up-to-date listing of all rules, codes and standards that apply to residential development applications. This information should be made available online and in print.
- Rules, fees and historic status should be locked at the date of application completeness which shall be defined as providing only the elements on the agencies written application material.
- The jurisdiction should require no more than three de novo public hearings on a zoning-compliant residential application.
- Building permits should expire if not used in 24 months, with flexibility to adapt to changing economic conditions and other extenuating circumstances.
- Jurisdictions should apply the Housing Accountability Act's standards for project consistency and remedies

**Standards for Impact Fees:** state law should create a set of uniform standards and requirements for Bay Area jurisdictions to follow when imposing impact fees on new residential development, as recommended by the UC Berkeley Turner Center:

- Every jurisdiction should conduct a comprehensive review and assessment of their fees to better understand the aggregate costs imposed.
- When determining the amount of fees to charge to new residential projects, jurisdictions should adhere to a standardized methodology and set of objective standards, rather than the current "reasonableness" test which is overly broad.
- Every jurisdiction should create and maintain an up-to-date fee schedule in a publicly accessible format.
- Adopt fee deferral programs which allow builders to pay some fees later in the development process.

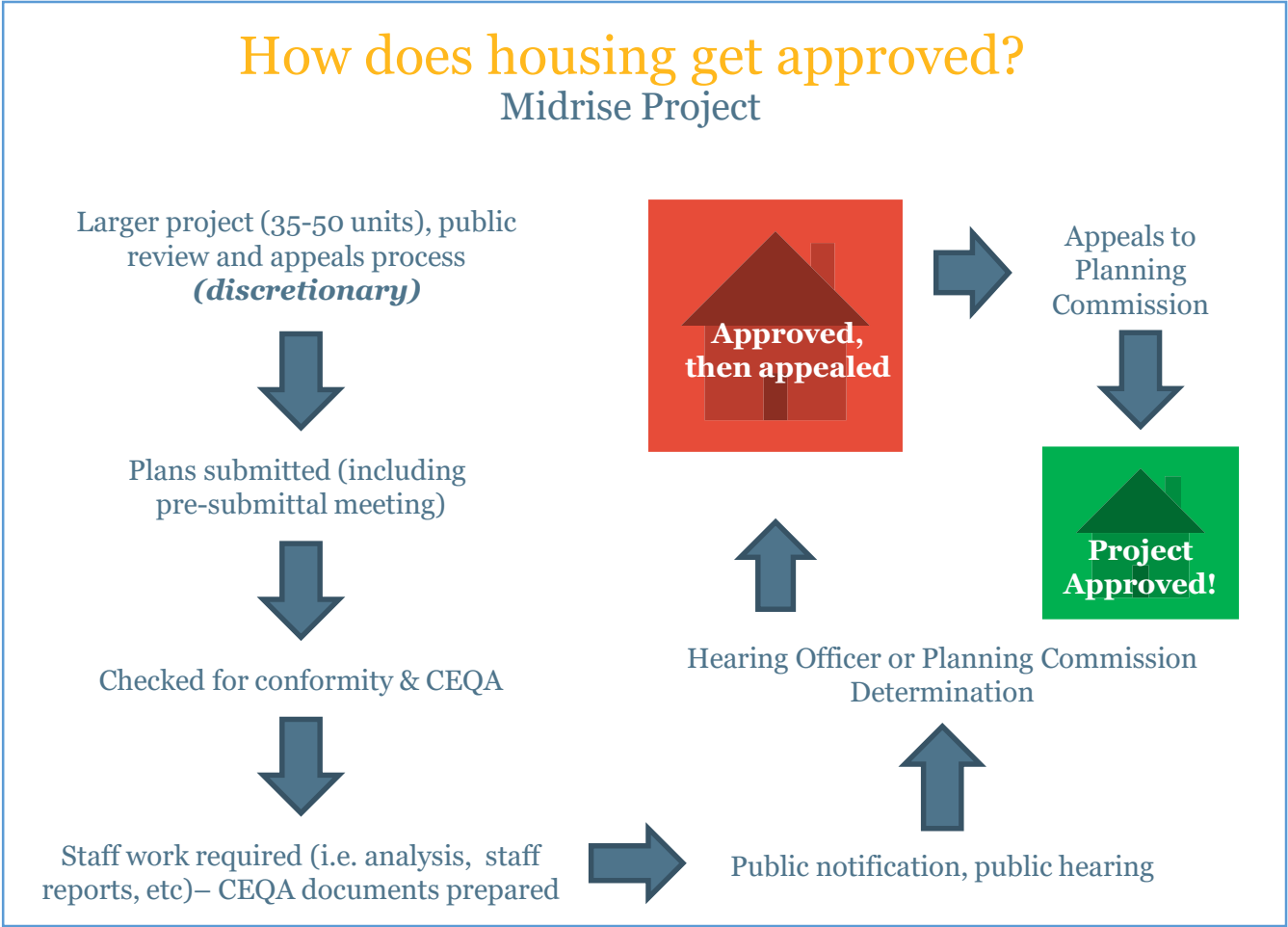
**Standards for Inclusionary Zoning:** state law should establish that programs which require inclusion, such as density bonus, local inclusionary requirements, housing impact fees and in-lieu fees, should not be additive. Require that in-lieu fees should be an option for fulfilling inclusionary requirements imposed without the density bonus. Existing local policies should be grandfathered in.

**Standards for Downzoning and Moratoria:** the State should create standards that govern the circumstances in which local governments downzone or impose building moratoria in existing or planned residential neighborhoods in urbanized areas. Such actions run counter to state housing law and should only be undertaken to address an immediate crisis, such as a health and safety hazard or protection of low-income families at risk of displacement.

**Report Impositions That May Suppress Housing above the Hard Cost of Housing Construction:** jurisdictions should annually document all local agency impositions that increase the hard cost (excluding labor and materials) of housing construction, including fees and inclusionary zoning requirements. This information should be included in the jurisdiction's annual Housing Element report.

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Figure 6: Typical Local Housing Approval Processes and Timeframes



Source: the Turner Center for Housing Innovation, UC Berkeley, 2018,

## Compact Element #7: Expedited Approvals and Financial Incentives for Select Housing

**Brief Summary:** ensure timely approval of zoning-compliant housing projects and create financial incentives for enabling on-site affordability and prevailing wages. This streamlining policy will provide another option for projects that may not benefit from SB 35. This policy does not amend or replace SB 35. Allow Sensitive Communities to defer implementation while they develop a context-sensitive plan.

---

**Desired Effect:** This policy would make it possible to build more housing projects while addressing the critical shortage of housing labor, curbing unsafe labor practices, and providing on-site affordability for missing-middle income ranges that aren't eligible for other sources of subsidy. By harnessing future tax increment from the proposed housing development itself, local jurisdictions can get more affordable units built with less public subsidy. All taxing agencies will benefit from the multiplier effect of new construction beyond the project site. By providing expedited approvals, these projects will be approved and built more quickly. The intent of this element is that it does not overrule local inclusionary zoning.

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**Models and References:** SB 35 (Wiener,2017); New York tax abatement; Action Plans Referenced: 12.2, 12.3, 17.1, 17.2

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### Detailed Proposal:

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**Streamlined Review Process:** state law should create a new, expedited review process for residential projects that meet thresholds outlined below. These projects should be granted a statutory CEQA exemption and should be subject to a limited discretionary review process. Projects should be approved within one year and should be subject to no more than three de novo public hearings.

**Qualifying Projects:** to qualify for streamlined review, projects should meet all of the following criteria:

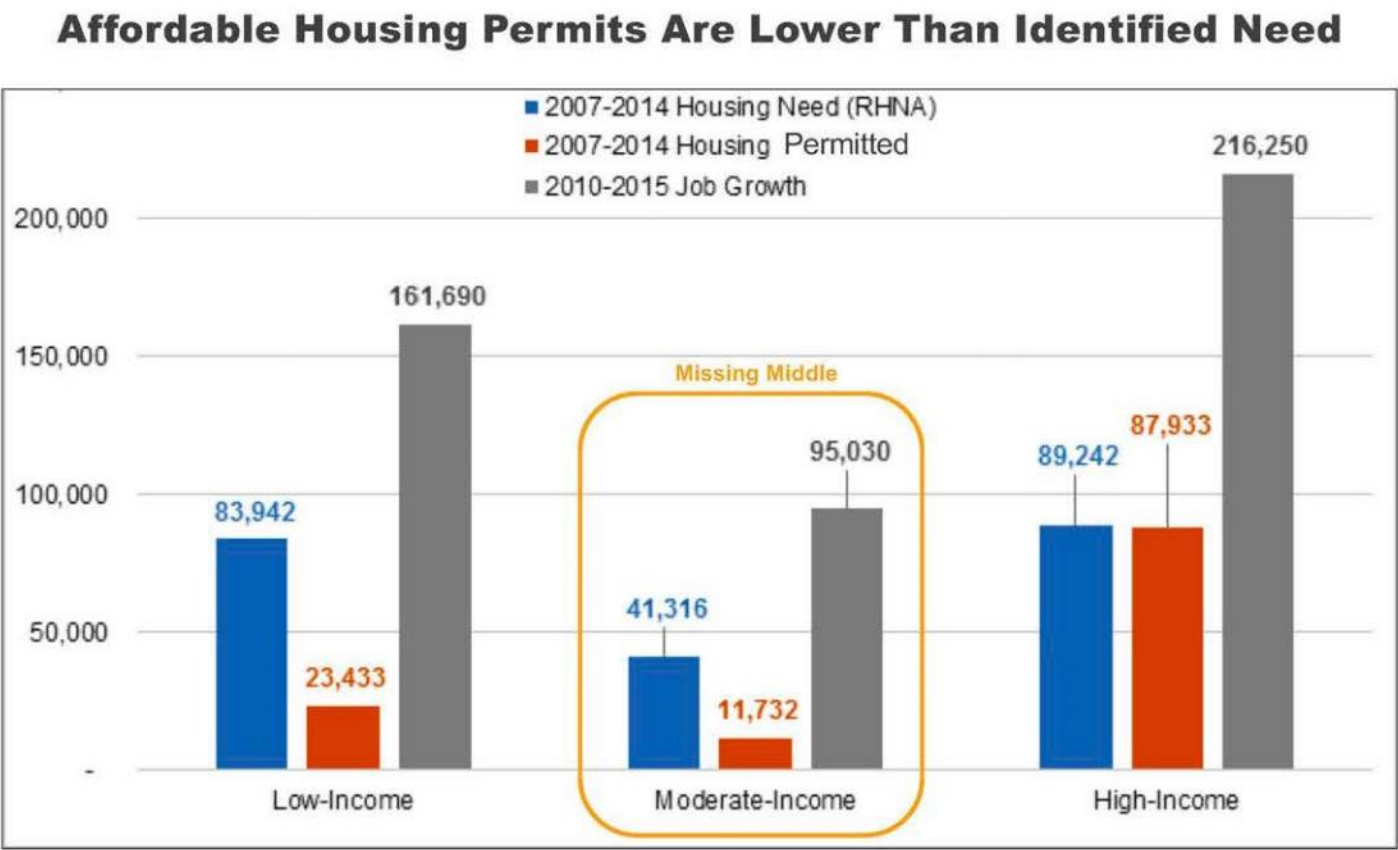
- Complies with existing zoning standards;
- Located in an existing urbanized area;
- Eligible sites as defined in SB 35;
- Restricts at least twenty percent (20%) of onsite housing units to middle-income households through recorded long-term deed restrictions (that may range from 80% to 150% of AMI depending on localized rents and market conditions) with an average affordability not to exceed 110% AMI;
- Provides prevailing wages and safe working conditions for all workers;
- Utilizes apprentice labor to grow the construction workforce.
- Complies with all proposed labor standards contained in SB 35 and shall include prevailing wages and trained apprentices to help grow the construction workforce.

**Financial Incentives to Offset Costs:** qualifying projects should receive financial incentives to offset the costs associated with providing income-restricted housing units and higher wages. Incentives could include some combination of the following:

- Fifteen years of property tax increment abatement, modeled on the New York City program. Abatement should be structured so that units rented or sold at missing middle prices (ie 150% AMI or less) receive full abatement, and units rented or sold above this shall receive a lesser abatement (ie 50% -75% abatement)
- Cap impact fees at a reasonable level that allows project feasibility targeted to regional median
- Density bonus of 35%
- Parking reduced to 50% of local requirement (at the discretion of the developer)
- Relief from strict liability standards for ownership housing

**Sensitive Communities:** implementation of this policy in sensitive communities should be automatically deferred for a period of up to 3 years. During this time, the local jurisdiction should develop a context-sensitive plan for that community. The deferral period should be extended beyond 3 years where good faith planning efforts are underway. If a Sensitive Community so chooses, it may opt to implement this policy effective immediately. The decision to opt in should be made by the local legislative body (city council or board of supervisors) and must involve consultation with residents of the sensitive community, and at least one public hearing. Sensitive community areas represent the intersection of disadvantaged and vulnerable communities as defined by the following Bay Area regional agencies: MTC, SF Bay Conservation and Development Commission (BCDC), and the Bay Area Air Quality Management District. See Figure 5 for the map of these Transit Access and Sensitive Community Areas.

Figure 7: Regional Housing Production is Worst for the “Missing Middle”



## Compact Element #8: Unlock Public Land for Affordable Housing

**Brief Summary:** Promote increased utilization of public land (surplus and underutilized) for affordable housing through a variety of legislative and regulatory changes, as well as the creation of new regional coordination and planning functions.

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**Desired Effect:** Encourage the reuse of public land for creation of mixed-income/affordable housing by reducing barriers to development on public land. See Figure 8 for the largest public agency landowners near public transit.

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**References and Models:** Action Plans 16.1; 16.2; Puget Sound region including Seattle; Enterprise; MTC/ABAG Study.

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### Detailed Proposal:

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#### Support reforms introduced in AB 2065 (Ting, 2017)

- Respond to the issue of charter cities and the requirement that all cities comply with State surplus lands law
- Create clear definition of “surplus” and “underutilized”
- Require cities, counties, State agencies, and all public agencies to create a full inventory of their publicly-owned sites and report them to HCD.
- Direct HCD to develop a statewide public lands database that will include all publicly-owned sites in the State of California, starting with a pilot in the Bay Area. The database will also include information on present uses. HCD would enforce a revised State Surplus Land Act with referral power to the Attorney General’s Office for infractions.

#### Amend State Housing Element Law to:

- Allow residential uses on all developable public land, regardless of zoning, by establishing a presumption in Housing Element Law that homes may be built on public land meeting certain criteria (e.g., not parkland).
- Require that Housing Elements include a discussion of the jurisdiction’s policies and plans to encourage the development of affordable housing on these sites.
- Require jurisdictions to report annually through housing element progress reports how they disposed of public and surplus sites.
- State and regional agencies should give preference in screening and scoring projects for discretionary funds to public agency project sponsors that dispose of surplus lands for affordable housing.

#### Regulatory and Process Changes

- Require State agencies to comply with the State Surplus Land Act and make surplus and underutilized property available for affordable housing, including deploying 10% of underutilized/surplus property for affordable housing on an annual basis.
- Amend State law time frames for surplus land disposition to expedite the process to no more than 24 months.
- Competitive funding programs for affordable housing, including the Low-Income Housing Tax Credit (LIHTC) and Affordable Housing & Sustainable Communities (AHSC) programs, should reward additional points to projects that propose affordable development on public land.
- The State of California should review its spatial guidelines for public facilities (i.e., schools) to evaluate potential for changes that could open up land for housing without compromising the quality of on-site public services.

**Labor Standards:** public lands released for housing should include policies that help expand the trained labor pool available for housing construction including requirements for trained apprentices and prevailing wages. Exceptions to these requirements on should be made for temporary housing built to address an emergency, and for housing built with volunteer labor (see Labor Code § 1720.4). Temporary housing shall be defined as follows:

Designed and constructed to be relocatable and transportable over public streets.

- Floor area of 500 square feet or less when measured at the most exterior walls.
  - Sited upon a temporary foundation in a manner that is designed to permit easy removal.
  - Designed to be removed within three (3) years of installation.
-

Figure 8: Top Ten Landowners for Publicly-Owned Parcels Suitable for Housing Near Transit

## Publicly-Owned Land

Source: MTC

Landowner	Number of Parcels	Total Acres
Bay Area Rapid Transit (BART) District	91	229
Santa Clara Valley Transportation Authority (VTA)	26	178
State of California	17	42
City/County of San Francisco	18	26
San Mateo County Transit District (SamTrans)	11	18
Union City Community Redevelopment	6	15
County of Santa Clara	7	15
City of Oakland	19	10
City of San Jose	5	8
Suisun City	17	8
<b>Total</b>	<b>217</b>	<b>548</b>

## Compact Element #9: Funding and Financing the CASA Compact

**Brief Summary:** Raise \$1.5 billion in new revenue annually from a broad range of sources, including property owners, developers, employers, local governments and the taxpayers, to fund implementation of the CASA Compact. While not all revenue ideas in Figure 9 will be implemented, no one sector would bear the burden on its own. No more than one revenue idea should be implemented under each of the five categories.

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**Desired Effect:** The Compact identifies a range of strategies to protect tenants, preserve affordability and produce new units. Many of the strategies, such as “Access to Legal Counsel,” building 14,000 new subsidized housing units annually, and preserving 26,000 market-rate units as permanently subsidized units for lower-income households, require an infusion of new revenue.

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**References and Models:** The entire CASA Compact

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### Detailed Proposal:

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**Funding gap:** CASA estimates that the funding gap to implement the Compact is \$2.5 billion per year over the next 15 years. CASA proposes to meet \$1.5 billion of this deficit with regional and local self-help measures. The remainder would be funded from additional state and federal sources. Any regional impositions that duplicate similar local impositions shall be reduced proportionally.

**Potential sources:** New revenue could be raised through fees or taxes. In principle, new revenue would be raised from a range of sources to spread the responsibility among different sectors of the economy. These sources may include property owners, developers, employers, local governments and taxpayers. CASA also recommends exploring with other stakeholders whether a ‘mega measure’ involving transportation and housing could be pursued. The Compact identifies a menu of options (for further details see Figure 9):

- A. Vacant Homes Tax levied on property owners;
- B. Parcel Tax levied on property owners (residential and commercial);
- C. Commercial Linkage Fee charged to developers;
- D. Gross Receipts Tax levied on employers;
- E. Head Tax levied on employers;
- F. Revenue Set Asides for Redevelopment Agencies (local governments);
- G. Revenue Sharing Contribution into a region-wide housing program for local governments;
- H. 1/4-cent Sales Tax; and
- I. General Obligation Bonds, reissued every five years.

**Allocation formula:** new revenues would be allocated by the following shares:

- Up to 10 percent for local jurisdiction incentives (including funding for hiring more building inspectors);
- Up to 10 percent for tenant protection services;
- Up to 20 percent for preservation; and
- A minimum of 60 percent for subsidized housing production.

**Distribution formula:** new revenues would be distributed by the following shares (total expenditures would still meet the allocation formula (see above), and be subject to objective performance standards and outcomes):

- 75 percent to county of origin (return to source); and
- 25 percent to a regional program (revenue-sharing).

**Labor Standards:** public funding through CASA shall include a requirement for trained apprentices and prevailing wages. Projects under a certain size should be required to comply with existing wage and labor laws and standards.

**Administration:** revenue collection and disbursement would be managed by the Regional Housing Enterprise (RHE) described in Compact Element #10). New revenue would be authorized based on fund source but may include state enabling legislation, a decision of the RHE board, or a vote of the people in the Bay Area.

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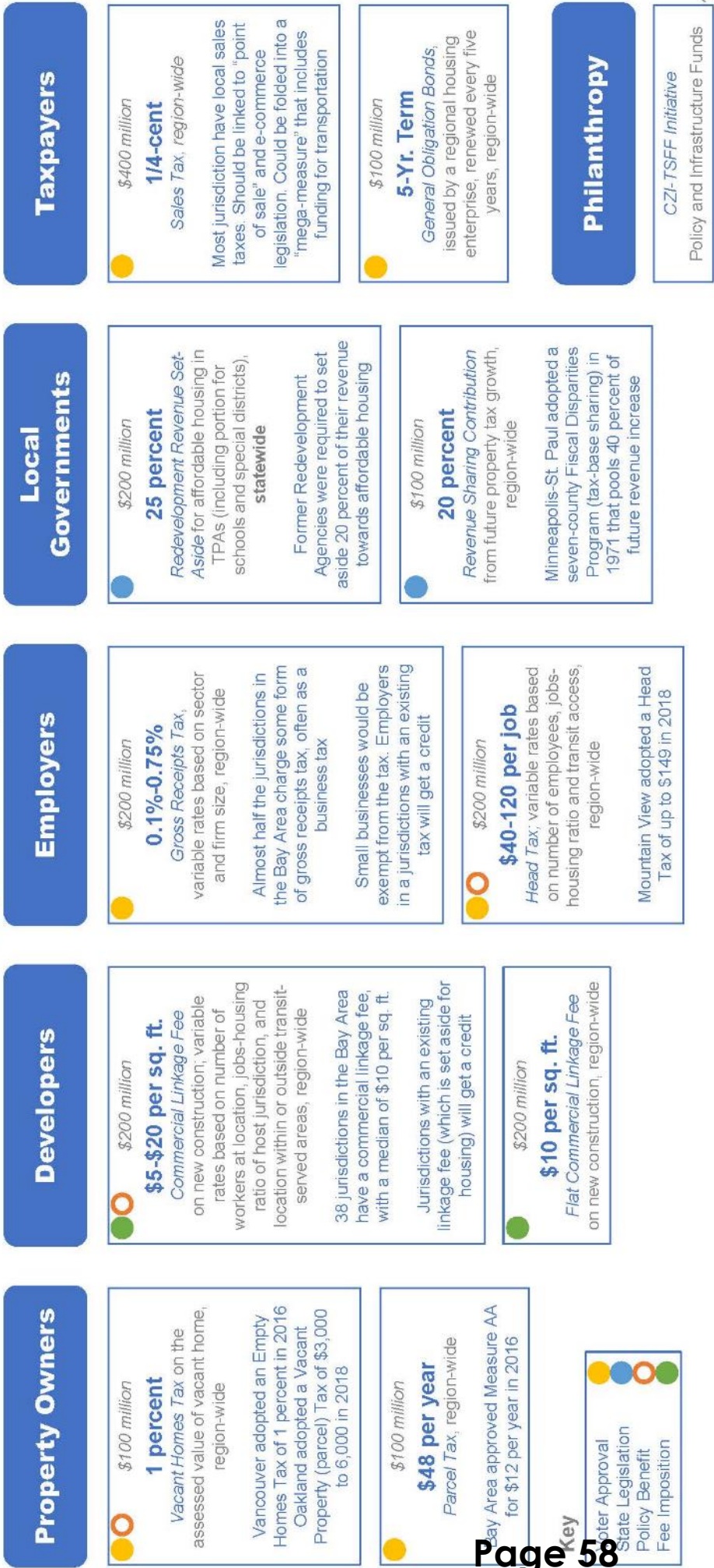


Figure 9: Funding Options

# Menu of Funding Sources to Implement the Compact

## Potential New Sources of Revenue

Target: \$1.5 billion per year





## Compact Element #10: Regional Housing Enterprise

**Brief Summary:** Establish a regional leadership entity to implement the CASA Compact, track and report progress, and provide incentives and technical assistance. The entity must be governed by an independent board with representation for key stakeholder groups that helped develop the Compact. The housing entity would not play a regulatory/enforcement role.

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**Desired Effect:** Existing regional agencies either do not have the mandate (for e.g., the Metropolitan Transportation Commission) or the resources/tools (for e.g., the Association of Bay Area Governments) to directly tackle the region's pressing displacement and affordable housing crisis. The CASA Compact will set a bold region-wide agenda for addressing protection of existing tenants, preservation of existing affordable units and production of both market-rate and subsidized units. To implement this agenda, a broad coalition of stakeholders, who have helped shape the CASA Compact, must stay engaged with state legislative advocacy, building support for raising new revenue and financing programs, tracking and monitoring progress, keeping the public engaged, and taking a regional approach to challenges such as homelessness. A regional approach can balance inequities and imbalances across multiple jurisdiction that have to contend with varying market strengths, fiscal challenges and staff expertise.

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**Models:** New York City Housing Development Corporation (housing finance); Twin Cities (revenue-sharing)

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**References:** The entire CASA Compact

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### Detailed Proposal:

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**Board Structure and Governance:** CASA recommends establishing a Regional Housing Enterprise (RHE) to coordinate and lead implementation of the CASA Compact. State law should establish an independent board, with broad representation to MTC, ABAG and key stakeholder groups that helped develop the CASA Compact. See Figure 10 for graphic depiction of RHE.

**Authority:** the state should form the RHE through an act of legislation and give it authority to collect new revenue (through fees or taxes); disburse the revenue to programs and projects in the expenditure plans (consistent with the CASA Compact); purchase, lease and hold land; and provide direct assistance. The RHE will not have regulatory authority.

### Roles and Responsibilities

*Revenue administration and debt issuance* – using the authority to levy fees and seek voter approval to impose taxes for housing, the RHE may collect and disburse new funding, issue debt based as needed, and allocate funding to protection, preservation and production programs, as laid out in the CASA Compact.

*Land leasing and disposition* – the RHE may act on behalf of the related public agency to lease or purchase land for housing development and assemble parcels, when appropriate. The RHE may hold and bank land, based on market conditions.

*Monitoring and reporting* – the RHE will coordinate with MTC/ABAG and local jurisdictions to collect specified data (including on local housing performance), conduct research and analysis, and disseminate information as part of its monitoring and reporting role. The RHE may also conduct evaluation of its program to improve stated CASA outcomes.

*Enhanced technical assistance* – the RHE may coordinate with MTC/ABAG to provide extensive support and technical assistance to local jurisdictions (especially smaller jurisdictions with limited staff capacity), education and awareness for stakeholders (such as tenants and landlords), and communication materials for the broader public.

*Oversight of protections programs* – while the RHE will not have an administrative role in implementing tenant protection policies, the board would provide oversight when allocating funding.

**Staffing:** the RHE will be supported by the consolidated staff of MTC/ABAG, with additional staff added in specialized areas such as debt issuance, land leasing and disposition, financing projects, etc.

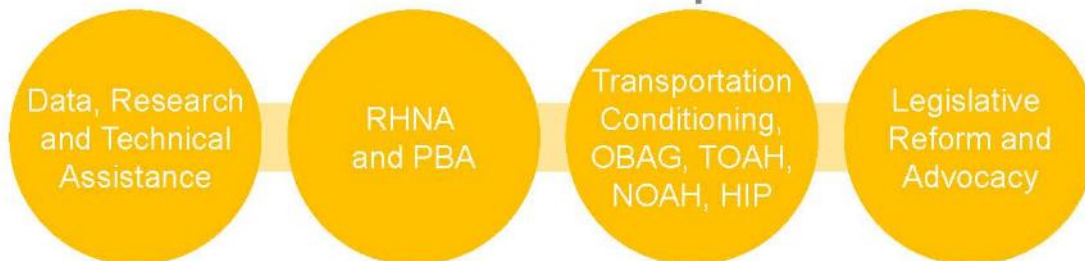
**Administration:** this state-enabled policy package in the CASA Compact will be implemented by the RHE. Some capacity would be needed at the local and county-level to implement the protection strategies.

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Figure 10: Regional Housing Enterprise

## Regional Housing Enterprise

### MTC/ABAG Roles and Responsibilities



### Regional Housing Enterprise Roles



### Regional Housing Enterprise Governance

- **Independent board** w/ representation from MTC, ABAG and key stakeholders
- Supported by **MTC/ABAG consolidated staff** (with additions in specialized areas such as debt issuance, land leasing, etc.)

## Calls for Action

The CASA Compact sets a bold region-wide agenda for addressing the protection of existing tenants, preservation of existing affordable units and production of both market-rate and subsidized units. The CASA Compact Elements represent key reforms that were developed through an intensive 18-month process encompassing multiple stakeholders and constituencies. Supportive state action on the issues outlined below in concert with the implementation of the CASA Compact will fundamentally “turn the tide” on the Bay Area’s housing crisis.

### Call for Action: Redevelopment 2.0

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**Background:** The elimination of redevelopment agencies in California severely restricted the production of affordable housing and market rate housing in the Bay Area. Prior to dissolution, redevelopment agencies in the region provided \$200 million in annual funding for affordable housing that was highly leveraged with other funding sources. In addition, redevelopment agencies provided funding, expertise and infrastructure to advance the production of market rate housing in mixed-use, infill developments. CASA supports the development of a new redevelopment framework to advance the production of extremely low, very low, and low-income housing, and to leverage funding for mixed income, infill housing.

**CASA Call for Action:** Pass legislation enabling the re-establishment of redevelopment in California to provide a significant source of new funding for affordable and mixed income development. Redevelopment agencies should be focused on development activities that are audited regularly, with local projects subject to state level reviews. A new redevelopment framework in California should reinforce a strong link between housing and jobs and transit. Funding should be designed to leverage other sources, including new regional funding through the implementation of the CASA Compact.

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**References:** The entire CASA Compact

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### Call for Action: Lower the Voter Threshold for Housing Funding Measures

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**Background:** Bay Area voters have demonstrated — through their past approval of major transportation, school, housing, and water bonds — that they understand the importance of investing in the region’s future. Although Bay Area voters have passed a significant number of funding measures to expand the supply of affordable housing, on too many occasions an overwhelming majority of voters have supported new funding but the final tally fell short of the two-thirds majority needed for approval under current state law. When provided the opportunity, voters supported lowering the voter threshold for school bonds to a 55 percent vote. The well-being of California’s children was a motivating factor in lowering the voter threshold for school funding. Ensuring that future generations, our children and grandchildren, have the housing opportunities they will need to remain in the Bay Area is a central purpose of the CASA Compact.

**CASA Call for Action:** Pass legislation that will provide voters statewide with the opportunity to apply a 55 percent threshold for investments in affordable housing and housing production. This legislative priority is critical to the successful implementation of the CASA Compact — and to the Bay Area’s prosperity and quality of life.

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**References:** The entire CASA Compact

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### Call for Action: Fiscalization of Land Use

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**Background:** Under Proposition 13, local jurisdictions in California are “paid more” for commercial land uses than for housing. This “fiscalization of land use” is a central factor in the Jobs-Housing Imbalance that exists in the Bay Area resulting in long commutes, traffic congestion and a diminished quality of life for millions of Bay Area residents. The California Tax Code in effect punishes cities that build more housing and rewards cities that build commercial space without commensurate housing for workers and their families. To address the revenue imbalance related to new housing, jurisdictions have raised impact fees and other development requirements that make housing even more expensive so that cities and counties may maintain infrastructure and provide for the needs of existing residents.

**CASA Call for Action:** Pass legislation that will return e-commerce/internet sales tax revenues to the point of sale - not the point of distribution as currently - to provide cities that have a significant residential base with a commensurate fiscal stimulus for new housing. Also pass legislation that will change the Proposition 13 property tax allocation formula to provide jurisdictions building more housing with a higher share of property tax revenue.

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## Call for Action: Homelessness

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**Background:** The Bay Area has one of the largest and least sheltered homeless populations in North America. The proliferation of homeless encampments from select urban neighborhoods to locations across the region is the most visible and arguably disheartening manifestation of the Bay Area's extreme housing affordability crisis. Although this is one of the most prosperous regions in the world, every night thousands of people sleep on our streets. The complexity and scale of homelessness in the Bay Area has increased exponentially as previously housed people including families with children, veterans, and senior citizens cannot find shelter. In the nation's most expensive housing market, commonplace life circumstances (e.g. illness, job loss, and separation/divorce) result in too many of our neighbors being unable to afford monthly rent and resulting in a downward spiral to homelessness.

**CASA Call for Action:** California is experiencing an affordability and housing crisis that is negatively impacting thousands of Californians. The work of CASA has endeavored to put forth a package of policy interventions to house the Bay Area. Homelessness is a humanitarian crisis that deeply impacting the entire Bay Area. CASA recognizes that homelessness is a regional issue that requires alignment across geographies in order to tackle this problem. CASA's funding package must include resources that help produce housing for formerly homeless people, prevent homelessness when possible and make homelessness rare, brief and non-reoccurring.

**References:** The following CASA Elements include measures to reduce the region's unhoused population, provide more temporary options for homeless housing, and streamline approvals of permanent homeless housing developments which are often strongly opposed by project neighbors:

CASA Elements 1,2,3 - Tenant Protections: Critical to stabilize households and reduce displacement from housing that has caused significant rapid rise in unhoused population

CASA Element 4 – Accessory Dwelling Units (ADUs) /Tiny Homes: create more housing options for populations vulnerable to economic setback by allowing more of the smallest naturally affordable home types in every neighborhood including seniors or their family members, disabled family members, students, Section 8 recipients.

CASA Elements 5, 6, 7- Up-zone and streamline to increase income restricted and market rate housing options and reduce displacement and upward rent pressure on existing homes and neighborhoods

CASA Element 8 - Public land: encourage immediate disposal of more public land for affordable housing to create more sites and reduce the subsidy needed.

CASA Element 9 - Public funding: More funding for the preservation and production of affordable housing, the provision for new tenant protection measures, and new permanent supportive housing

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## Call for Action: Grow and Stabilize the Construction Labor Force

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**Background:** Growing the construction labor force and improving labor force productivity is critical to expanding the supply of housing. By increasing the safety and desirability of construction work, and thereby expanding the pool of available workers and contractors, we can grow the labor force without which we cannot increase housing production. The following are recommended by CASA as a starting point. We also recommend ongoing work to implement the CASA recommendations in a manner which creates an effective and coordinated regional and State response the need for a larger construction labor force.

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### CASA Call for Action:

1. Grow the workforce by increasing apprentice training, placement, and payment of prevailing wages when direct public funding, public land, fee abatement, tax abatement, CEQA exemptions, and other fiscal/economic development incentives are provided for housing (Compact items 7, 8, 9).
2. Discourage the underground economy and require following of existing wage and workforce laws (Compact items 4, 5).
3. Create a CASA/State labor workgroup charged with coordinating implementation of CASA policies and needed labor force expansion consistent with CASA principles.
4. Call upon the State to use its workforce development and training programs to improve the construction employment pipeline and create improved pathways from secondary education into apprentice training programs.

**References:** Compact Elements 4, 5, 7, 8 and 9.

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# Local Best Practices

This section describes local best practices that are relevant to the CASA Compact.

## Protection, Preservation and Production (3-Ps) Framework

While many jurisdictions in the Bay Area focus on one or two of three Ps, the City of Oakland was one of the first to codify the 3-P framework in a citywide policy developed through a multi-stakeholder process. The underlying policy outcome for Oakland was to address housing insecurity in a rapidly changing community that faces both historic disinvestment as well as very high displacement pressures.

### City of Oakland

In 2016, the Oakland Housing Cabinet developed a comprehensive plan, called *Oakland at Home – Recommendations for Implementing A Roadmap Toward Equity*, to address the city’s chronic housing affordability and homelessness crisis. The plan outlines a three-pronged strategy to protect renters, preserve existing affordable housing by taking it off the speculative real estate market and produce more affordable and market-rate housing. The plan identifies several strategies under each “P” designed to significantly improve housing affordability in Oakland. CASA borrowed this concept from Oakland’s plan to form the three Ps framework.

## Rent Stabilization

13 jurisdictions in the Bay Area have adopted some form of rent stabilization policies. This section highlights two such examples, in the City of Richmond and County of Sonoma.

### City of Richmond

In 2016, Richmond residents approved Measure L, which established the *Richmond Fair Rent, Just Cause for Eviction and Homeowner Protection Ordinance*. The ordinance applies to all multifamily properties, including duplexes. The annual rent increase is set at 100% of the Consumer Price Index. Landlords are required to file all notices of rent increase, termination of tenancy, and change of terms of tenancy notices with the Rent Program. Landlords and tenants may petition the *Rent Board* for an Individual Rent Adjustment.

The city established a Rent Board, an appointed governing body, and a Rent Program Department to administer the program. The department is set up to function on a cost-recovery basis, with no financial assistance from the city’s general funds. Funding for the department comes from Rental Housing Fee, which must be paid by all Richmond Landlords on an annual basis.

### City of Santa Rosa and County of Sonoma

On October 9, 2017, the Governor of California issued an Executive Order declaring a state of emergency in Napa and Sonoma Counties due to widespread damage caused by wildfires. California Penal Code section 396 prohibits price gouging (defined as increases over 10%) for necessary goods and services after the governor declares a state of emergency, including rental housing and hotels.

The City of Santa Rosa adopted additional protections for tenants, which allow renters to file civil lawsuits for violations. The county also adopted protections for tenants in mobile home parks. In addition, the county adopted several *Urgency Ordinances* to address the immediate need for housing for persons displaced by the wildfires. The Urgency Ordinance allows: the use of recreational vehicles and trailers as homes, with an emergency temporary permit; a Safe Parking Program for RVs, trailers and campers, to be parked overnight on county-owned land (basic services such as bathrooms, showers, and warming stations are provided); year-round occupancy in seasonal farmworker housing; replacement schools and child care centers in specific zones without a use permit; and long-term rental of bed and breakfasts, inns, resorts.

## Just Cause Eviction Protections

10 jurisdictions in the Bay Area have already adopted some form of just cause eviction protections for renters. This section highlights one such example, in the City of East Palo Alto.

### City of East Palo Alto

East Palo Alto has adopted both a *Just Cause for Eviction* as well as a *Rent Stabilization Ordinance* to protect tenants in the city from harassment and displacement due to rising market pressures on the city’s existing housing stock. The just cause policy applies to both mobile home parks and residential rental units, including single family dwellings. The ordinance identifies fourteen just causes for eviction, establishes a noticing and filing requirement (with the city rent board) and gives tenants the right to request documentation of all rent payments and charges. The program is funded entirely through fees, half of which are passed on to tenants.



## Access to Legal Counsel

### City and County of San Francisco

In June of 2018, San Francisco voters approved Proposition F that guarantee free legal representation for any renter facing eviction, regardless of income. Proposition F calls for full-scope representation within thirty days of an eviction notice or filing of an unlawful detainer action. San Francisco estimates that as many as thirty-five hundred tenants a year will be eligible for the free services, for which it earmarked \$5.8 million over the first two years of the program. San Francisco also currently spends \$4.4 million a year on eviction-related services such as counseling, education, outreach and basic no-cost or low-cost legal services.

## Rent Assistance

26 jurisdictions in the Bay Area provide some form of tenant assistance. This section highlights one such example, in the County of Sonoma.

### County of Sonoma

Lastly, the county's *Home Tenant-Based Rental Assistance Program* (TBA) provides rent subsidies to homeless families in shelters, survivors of domestic violence, seniors and persons with HIV/AIDS. Only very low-income individuals are eligible to receive this assistance. They are referred by emergency shelters, transitional shelters, non-profit service providers, the County's Human Services Department and the Division of Adult and Aging Services. The TBA program is administered similarly to the US Department of Housing and Urban Development's Section 8 program.

## Acquisition and Rehabilitation of Affordable Units

30 jurisdictions in the Bay Area have established some form of a preservation program to support acquisition, rehabilitation and protection of affordable units occupied by low-income renters. This section highlights one such example, in the City and County of San Francisco.

### City and County of San Francisco

Launched by the Mayor's Office of Housing and Community Development in 2014, San Francisco's *Small Sites Program* (SSP) is an acquisition and rehabilitation loan program for small multifamily rental buildings. The program was created to protect and establish long-term affordable housing throughout San Francisco. SSP is funded through multiple sources, including voter-approved bonds, inclusionary housing fees, and the city's *Housing Trust Fund*. As of May 2018, the program has acquired 160 units in 25 buildings, serving 327 residents that earn less than 65% of the Area Median Income. The units are located in the following neighborhoods: the Mission District, Downtown/Civic Center, South of Market, Castro/Upper Market, Haight Ashbury, Bernal Heights and Richmond.

## Homebuyer Assistance

28 jurisdictions in the Bay Area have established some form of a homebuyer program. This section highlights two such examples, in the cities of Napa and Oakland.

### City of Napa

Napa's *Down Payment Assistance Program*, funded with grants from the State of California Department of Housing and Community Development, provides assistance to lower-income first time home buyers in the form of a silent (deferred) loan of up to \$150,000. To qualify, an applicant must meet income and credit restrictions and cannot have owned a home in the last three years. Homes must be located within city limits and cannot be bigger than 3 bedrooms and 2 baths.

### City of Oakland

Hello Housing, a regional non-profit organization, has partnered with the City of Oakland and the Alameda County Treasurer-Tax Collector's Office, to acquire and convert formerly blighted and tax-defaulted properties into permanently affordable housing for low-and-moderate income residents. Hello Housing and three local developers have acquired 26 vacant, a majority of which will be developed into single-family homes for ownership and two properties into multifamily affordable rental units to house approximately 15 to 20 families. Construction on the first homes is now underway with occupancy on many of the homeownership properties expected in late 2018 and early 2019.

## Permit Streamlining

50 jurisdictions in the Bay Area have adopted some form of permit streamlining policies. This section highlights two such examples, in the County of Sonoma and the City of San Jose.



## City of Santa Rosa and County of Sonoma

In the aftermath of the wildfires in Sonoma in 2017, the City of Santa Rosa adopted multiple policies to expedite the permitting process for those who wanted to rebuild. There included: establishing a *Resilient City Permit Center* with dedicated staff; exemptions from environmental review; expansion of damaged nonconforming residential structures to added living areas, ADUs, and JADUs; increasing the allowable residential floor area in mixed-use projects from 50 to 80 percent; and delaying collection of fees until near occupancy. The county also established a *Resiliency Permit Center* to expedite permitting, and relaxed rules related to accessory dwelling units (ADUs).

## City of San Jose

In 2014, the City of San Jose formed an ad-hoc committee to explore permit streamlining for small businesses as well as for major projects. Based on the committee's recommendations, the city created a planning desk dedicated to small projects and recently established an electronic plan review system to simplify permitting. The electronic system has resulted in time and cost savings for both the city as well as the applicant. The system provides real-time updates on the status of the approval process.

## Fee Waiver

26 jurisdictions in the Bay Area offer some form of fee waivers to housing developers. This section highlights one such example, in the City of Sunnyvale.

## City of Sunnyvale

Sunnyvale charges all new rental housing projects an impact fee of \$9 to \$18 per habitable square feet. If a developer opts to provide affordable units on-site instead of paying the housing impact fee, the city credits the developer \$300,000 per very low-income unit and \$150,000 for every low-income unit, up to the total housing impact fee amount owed by the project. In case any fee obligation remains after the affordable unit developer credits are applied, the developer may opt to provide additional affordable units to reduce the fee to zero.

These developer credits are based on the subsidy amounts required to develop affordable units, which the 2014 rental impact fee nexus study determined to be \$302,496 for a very low-income unit and \$146,233 for a low-income unit. The city also waives the park and recreation fee for affordable units.

## Housing Overlay Zoning

24 jurisdictions in the Bay Area have adopted some form of a zoning overlay for housing projects. This section highlights one such example, in the City of Menlo Park.

## City of Menlo Park

Menlo Park's *Affordable Housing Overlay* (AHO) zone was established to encourage the development of housing for low, very low and extremely low-income households on housing opportunity sites identified in the city's adopted Housing Element. The AHO establishes development standards for these sites and is designed to benefit all affordable housing projects, including market-rate developments that provide a higher share of low- and very low-income units than what is called for in the State's *Density Bonus Program*.

## New Revenue and Organizational Capacity for Housing

Multiple cities and counties in the Bay Area have raised new revenue for housing in the last two election cycles and/or adopted a regional or sub-regional approach to solving the housing crisis. This section highlights two such examples, in the counties of Santa Clara and Sonoma.

## County of Santa Clara

In June 2016, Santa Clara voters approved Measure A, a \$950 million affordable housing bond program to build and preserve 5,000 affordable housing units countywide. The bond proceeds will help stabilize housing for the county's most 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. Measure A priorities include advancing supportive housing for special needs populations, including homeless and chronically homeless persons and increasing housing supply for extremely low-income populations.

As of June 2018, the first year of implementation, the county approved \$111 million for 10 projects that will add more than 800 multifamily units in 6 cities. The county also approved \$25 million for a first-time homebuyer program.

## **County of Sonoma**

The City of Santa Rosa and the county are moving forward with establishing a joint powers authority, called the Renewal Enterprise District (RED), with the explicit goal for regionalizing housing production; pooling and leveraging financing and funding; sharing risks and benefits of development in new ways; streamlining environmental review and providing confidence in good projects; and putting equity, affordability and climate solutions in the center of local economic strategy.

When established the RED will focus housing development in specific geographies; define project criteria for which incentives and streamlined permitting processes are appropriate; pursue new models for public-private partnerships; expand, pool, and leverage public and private financing in new ways; explore the most strategic use of publicly-owned land; and leverage the regional housing planning tools and resources of MTC/ABAG

## **Cross-Jurisdictional Collaboration**

This section highlights the unique process in San Mateo County to coordinate housing strategies across jurisdictions, including conducting a “nexus” study for setting impact fees.

### **Cities in the County of San Mateo**

#### *The 21 Elements Effort*

21 Elements is a multi-year, multi-phase collaboration of all twenty-one San Mateo County jurisdictions, along with partner agencies and stakeholder organizations. The project aims to support jurisdictions in developing, adopting, and implementing local housing policies and programs. It is a forum for sharing resources, successful strategies and best practices. The projects is co-sponsored and coordinated by the San Mateo County Department of Housing (DOH) and the City/County Association of Governments of San Mateo County (C/CAG).

The project recognizes that cities in the county often struggle with similar housing issues and consider similar solutions. 21 Elements helps those cities find policies that are right for them, working with their neighbors in a supportive, cooperative environment. Respecting local control, 21 Elements makes it easier to adopt innovative policies that address important housing needs. From affordable housing to accessory dwelling units, 21 Elements has resources to help.

#### *Grand Nexus Study*

Through a multi-jurisdiction collaborative process, 15 cities in San Mateo County and the City of Palo Alto embarked on developing a nexus study for their respective linkage fee programs. This project, which came to be known as the Grand Nexus Study, reduced costs by 75 percent and helped establish best practices. Customized, jurisdiction-specific reports focusing on local conditions were completed and provided to each participating city in the second half of 2015.

#### *Affordable Housing Needs Allocation*

In the fourth Regional Housing Needs Allocation (RHNA) cycle, 11 of San Mateo County’s 21 jurisdictions engaged in “housing unit trades.” Five of these jurisdictions accepted additional unit allocations for proposed development adjacent to their city limits. Three additional jurisdictions who had already adopted a land use plan that calls for more housing development also accepted additional allocations. In all, these trades covered a total of 396 units, or 2.5% of the total 8-year allocation for the county. While numerically insignificant, the trades represent an important accomplishment for these 11 jurisdictions as they work together on multiple other efforts to meet the county’s housing crisis.



## Appendices

- A. CASA Leadership
- B. Steering Committee Members
- C. Technical Committee Members

# CASA Leadership

## Fred Blackwell, CASA Co-Chair

Chief Executive Officer | The San Francisco Foundation

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Fred Blackwell 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.

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.

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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 grant-making and assets, giving millions of dollars a year to make the Bay Area the best place it can be. 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.

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## Leslye Corsiglia, CASA Co-Chair

Executive Director | Silicon Valley @ Home

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Leslye Corsiglia 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.

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. 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.

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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. 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.

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**Michael Covarrubias, CASA Co-Chair**

Chair and Chief Executive Officer | TMG Partners

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Michael Covarrubias 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.

Mr. Covarrubias is a graduate of the University of San Francisco with a bachelor's degree in business administration.



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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.

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.

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**Dr. Jennifer Martinez, Protection Work Group Moderator**

Executive Director | Faith in Action Bay Area

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Dr. Jennifer Martinez 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. 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.

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.



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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.

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.



## **Linda Mandolini, Protection Work Group Moderator**

President | Eden Housing

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Linda Mandolini 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.

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 San Francisco Business Times for the past five years in a row (2012-2016).

Ms. Mandolini received her A.B. from Wheaton College in Massachusetts and earned a master's of Business Administration at Boston University.

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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.

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.

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.

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## **Derecka Mehrens, Production Work Group Moderator**

Executive Director | Working Partnerships USA

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Derecka Mehrens, 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.

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.

Ms. Mehrens graduated from the University of Oregon with a bachelor's degree in Sociology, History, and International Studies.

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**WORKING PARTNERSHIPS USA**

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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.

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.

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## Denise Pinkston, Production Work Group Moderator

Housing Committee Co-chair | Bay Area Council

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Denise Pinkston 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 San Francisco Business Times 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.

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.



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.

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## Steve Heminger, CASA Convener

Executive Director | Metropolitan Transportation Commission

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Steve Heminger 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.

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.

Mr. Heminger received a bachelor's degree from Georgetown University and a master's degree from the University of Chicago.



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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.

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.

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# Committee Members

## Steering Committee Members

Name	Organization
Ariane Hogan	Genentech
Bob Alvarado	Northern California Carpenters Regional Council
Dave Cortese	Santa Clara County
Dave Regan	SEIU
David Rabbitt	ABAG
Ellen Wu	Urban Habitat
Grace Crunican	BART
Jake Mackenzie	MTC
Julie Combs	City of Santa Rosa
Keith Carson	Alameda County
Kofi Bonner	FivePoint
Libby Schaaf	City of Oakland
London Breed	City/County of San Francisco
Matthew Franklin	MidPen Housing
Michael Matthews	Facebook
Rebecca Prozan	Google
Sam Liccardo	City of San Jose
Stuart Cohen	TransForm

## Technical Committee Members

Name	Organization
Abby Thorne-Lyman	BART
Adhi Nagraj	SPUR
Aimee Inglis	Tenants Together
Amie Fishman	Non-Profit Housing Association
Andreas Cluver	Building and Construction Trades Council
Bill Witte	Related California
Bob Glover	BIA Bay Area
Caitlyn Fox	Chan Zuckerberg Initiative
Denise Pinkston	Bay Area Council
Derecka Mehrens	Working Partnership, USA
Doug Shoemaker	Mercy Housing
Jacky Morales Ferrand	City of San Jose
Janice Jensen	Habitat for Humanity
Jennifer Hernandez	Holland and Knight
Dr. Jennifer Martinez	PICO California
Jonathan Fearn	GREYSTAR
Joseph Villarreal	Contra Costa Housing Authority
Joshua Howard	California Apartment Association
Ken Rich	City/County of San Francisco
Linda Mandolini	Eden Housing
Lynn Hutchins	Goldfarb Lipman LLP
Mark Kroll	Saris Regis Group
Mary Murtagh	EAH Housing
Matt Schwartz	CA Housing Partnership Corp
Matt Vander Sluis	Greenbelt Alliance
Michele Byrd	City of Oakland
Ophelia Basgal	Turner Research Center
Randy Tsuda	City of Mountain View
Rich Gross	Enterprise
Robert Apodaca	California Community Builders
Scott Littlehale	Nor Cal Carpenters Reg. Council
Tomiquia Moss	Hamilton Families

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