



CITIZENS' COMMITTEE ON COMMUNITY DEVELOPMENT FULL COMMITTEE MEETING

Wednesday, July 31, 2019
1 South Van Ness Avenue, 5th Floor, Room 5080
San Francisco, CA 94103
5:00 p.m. – 7:00 p.m.

MINUTES

1. Call to Order at 5:13 p.m.

Committee Members Present: Clinton Loftman, Aileen Hernandez, Marc Vogl, Emma Kelsey, Elena Chavez Quezada, and Azalea Renfield (arrived at 6:02 p.m.).

City Staff Attendance: Brian Cheu (MOHCD) and Mike King (MOHCD).

2. Director's Report (*Discussion Item*)

- a. Brian shared that Kate Hartley, Director of MOHCD, resigned her position as of July 25, 2019. She joined the Housing Accelerator Fund. Dan Adams will be the Acting Director. He was previously the Deputy Director of Housing. MOHCD is currently hiring for the Deputy Director of Housing position. That search started prior to Kate's resignation, as Dan Adams was transitioning to working on the Housing Authority transition (as Director of Special Initiatives). It will be the Mayor's choice whether Dan will remain as Director or another candidate will be appointed. Kate's transition has not had a great impact on the work of the Community Development team and on our ongoing planning and RFP process.

3. Committee Members' Report (*Discussion Item*)

- a. None.

4. Analysis of Impediments to Fair Housing, Consolidated Plan and HIV Housing Plan Update

Brian provided an overview of our Strategies for the FY 2020-24 Consolidated Plan. He provided a high-level overview of each objective and highlighted goals and activities under each objective.

On the Housing Development side of the office, we are trying to find creative ways to finance affordable housing projects. The Mayor's Office has worked to create a one-stop shop for permitting to help lower costs. We will continue to leverage our Small Sites program to preserve and/or increase the affordability of existing housing units. This program is especially valuable for certain neighborhoods, such as the westside of the city. Clint asked what the differences are for developers, in terms of building in different neighborhoods. Brian said that there is no difference,

but working in new neighborhoods on these smaller projects may not be the highest priority for certain developers, given their limited staffing. Clint suggested that new funds may best be used for outreach to and capacity building for small sites developers. MOHCD has been receiving more requests for housing data, so we are working to build our capacity on the data side of our operations.

We received \$5 million+ in ERAF funds this year for one-time tenant-based rental subsidies. We are challenged to put out one-time funds for households that require ongoing support. We will continue to provide our DALP and other homeownership programs. These programs predominantly serve Asian households. The developer decides whether to make rental or ownership units. We will continue to invest in outreach to provide greater access to housing opportunities. We recognize that additional outreach means more competition. Marc asked what the strategic objective is. Brian said that the objective is to ensure that all residents have the same opportunity to successfully achieve housing, as well as to provide support repairing credit and preparing them for move-in. Marc suggested revising Goal 1Biv to reflect our goal to prepare residents for opportunities, not necessarily to increase access to housing. We need to continue to refine our lottery system/processes to ensure that we are reaching all residents with special preferences.

We continue to have a priority need around preventing and reducing homelessness. Most of these objectives are held by the Department of Homelessness and Supportive Housing, for which we make our Emergency Solutions Grant (ESG) funds available. We have launched and will continue to refine the Tenant Right to Counsel program that provides full scope legal representation to any San Franciscan facing eviction. We are expanding services for residents of Single Room Occupancy (SRO) hotels, in addition to our ongoing services for public and publicly subsidized housing and RAD project residents. We are looking to existing SRO collaboratives for guidance on the level of resources necessary to appropriately support this population. We will be providing more mental health and counseling services in affordable housing developments, which will require working and coordinating more effectively with the Department of Public Health. Currently those services fall to our developers and management organizations, who are not necessarily skilled in those areas.

The Office of Economic and Workforce Development will be expanding its enforcement and application of the Local Hire program to provide employment opportunities for San Francisco residents. MOHCD heard loud and clear from its community engagement process in early 2019 that we need to improve language access to our programs, services and engagement processes through high-quality translation and interpretation. Brian talked about our challenges with translating our policy documents into different languages. Marc asked what the goal of translation is. Clint remarked that we need residents representing different cultures and languages providing input into our planning processes to help influence our policies and investment strategies. Marc suggested taking an efficient approach to receiving community input in multiple languages, while prioritizing more funding for counselors and service providers that can speak languages other than English. We will continue to invest in skill development and financial literacy services, and expand our investment in digital literacy and digital equity services, including increased internet access in low-income communities.

We will continue to fund civil legal services, especially immigration law, but we are now focusing our investments in other specific areas of law, including housing, family and consumer law. We will continue to invest in service connection and short-term case management services. In the objective focused on building healthy community, business and social infrastructure, we will maintain our

investments in commercial corridors, capital improvement projects, and public space improvements. We will continue to invest in locally-based community building, our legislated Cultural Districts, and nonprofit capacity building.

In the objective addressing communities at risk of displacement, multiple departments have proposed creative solutions to keeping low-income households and small businesses in place. Strategies include the right of first refusal for space acquisitions at risk of being unaffordable, as well as existing strategies within other program areas. In the objective addressing racial disparities, we will create a racial equity plan that helps us apply principles and perspectives of racial equity and trauma-informed systems to all of our work and operations.

Members discussed.

Marc asked how we want to use the community needs assessment, internally and externally. He proposed focusing on program evaluation and impact, and making sure we have as great an impact as possible. He says that it would be good to consolidate the indicators of success into the most important metrics and goals. It can be useful to have bold goals to inspire and also hold partners accountable. If we have core goals, we will have a much better chance of telling a story of the impact that these investments had in the community. Goals must include bold targets. Be transparent about what information we need to be able to set clear targets. Establish baselines from existing data (which may not be available until after the first year or several years) and base targets off of those baselines. Consider increasing the point allocation for Program Impact in the RFP scoring process. Aileen is concerned about putting out an RFP without targets. It behooves the City to do that analysis necessary to signal what impact we are striving for. Put an emphasis on providing that level of guidance to our prospective applicants and grantees. We need to define success so all partners/stakeholders know what we are trying to accomplish. The responsibility is ultimately on the City to set those targets and provide the guidance/framework for accomplishing those goals.

Azalea asked us to be mindful of those nonprofits who are younger. We need to help build their capacity so we can hold them accountable to outcomes. Some organizations may be less likely to apply if we are clear about goals and they do not think they can accomplish them. Emma suggested moving Key Metrics to the front of the strategy description, and reducing the number of metrics. Elena would like more time in a future meeting to talk about impact and the balance that funders need to strike in terms of evaluating programs.

5. Public Comment

- a. Ryan Knutson, an attorney with Knutson Law Offices, is very interested in affordable housing. He explained that he is doing a lot of estate planning and other types of legal cases. He said that if you are representing tenants, housing issues will come up at some point. He wants to learn more about the government's approach to affordable housing and other housing issues.

6. Adjournment at 7:03 p.m.