



**Mayor's Office of Housing  
& Community Development  
(MOHCD)**

**Edwin M. Lee**  
Mayor

**Kate Hartley**  
Director

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## **CITIZENS' COMMITTEE ON COMMUNITY DEVELOPMENT FULL COMMITTEE MEETING**

Tuesday, November 14, 2017  
1 South Van Ness Avenue, 5<sup>th</sup> Floor, Room 5080  
San Francisco, CA 94103  
5:00 p.m. – 7:00 p.m.

### **MINUTES**

#### **1. Call to Order at 5:15 p.m.**

Committee Members Present: Diana Kruze, Irene Riley, Marc Vogl, Elena Chavez Quezada, Emma Kelsey, Peter Cohen.

Attendance: Pierre Stroud (MOHCD), Charlie MacNulty (MOHCD), Mike King (MOHCD).

#### **2. Approval of Meeting Minutes**

- a. **Meeting minutes from September 19, 2017 were motioned by Marc Vogl, seconded by Irene Riley, and approved unanimously by the Committee. Meeting minutes from October 17, 2017 were motioned by Marc Vogl, seconded by Elena Chavez Quezada, and approved unanimously by the Committee.**

#### **3. Director's Report** (*Discussion Item*)

- a. Pierre Stroud informed the Committee that MOHCD is finalizing its FY 2016-17 Annual Report and FY 2017-22 Strategic Plan. These are easy-to-read, infographic-heavy documents to educate the general public and other stakeholders about MOHCD's work.
- b. Pierre also provided an overview of conversations with Supervisor Ronen's office and other City partners about the creation of new cultural districts. MOHCD and other departments are currently providing feedback on draft legislation. If approved, the legislation would be an opportunity for MOHCD to be more heavily involved in the creation of cultural districts and the related community planning and community development activities.

#### **4. Committee Members' Report** (*Discussion Item*)

- a. None.

#### **5. New Business** (*Discussion Item*)

##### **Consolidated Planning Process Overview**

Pierre provided an overview of the Consolidated Plan process. Members discussed:

- How do we evaluate whether previous HUD-mandated processes were helpful in determining how to move the needle on the important community issues? For instance, would a shorter planning document have been more effective at organizing the City's efforts?
- Which community input methodologies were most and least valuable for our department? To what extent did those methodologies affirm or contradict our understanding of the issues?
- It is an opportunity to engage with residents and partner organizations, but is that our ultimate goal? If MOHCD can be explicit and candid about its ultimate goals or objectives through this process, then it will be easier to develop a process to accomplish those objectives.
- To what degree do MOHCD's investments change from Consolidated Plan to Consolidated Plan? It is interesting to see that some of the community's past priorities have not been funded by MOHCD because other City departments provide considerable investment in those areas already. The Consolidated Plan did drive additional investments in several areas, including eviction prevention and access to housing. It also led to the creation of some new program areas, like service connection and foundational competencies.
- Members reviewed the "dollar exercise" from the last Consolidated Planning process. It could be helpful to ask residents about how they would prioritize finite investment amounts again in the next process.
- According to one Committee member, the Consolidated Plan did not have the impact at a policy-level that it could have. It did not change the way policy makers understand the conditions on the ground. Historically the CCCD has not been a policy body, but the Consolidated Plan process could be a vehicle for that purpose. What does the Committee need to fully engage in the policy aspects of this work?
- How do we make sure this process does not just become a 500-page document on the shelf? Are there going to be hearings and a press strategy? Are we going to leverage social media? MOHCD would likely get more out of a succinct description of goals, strategies and policies, instead of the large HUD-mandated document.
- MOHCD should consider procuring a communications consultant who can strategize how to communicate learnings from the community, along with the recommendations and policies that come out of the process. This consultant could also strategize how to leverage social media and other media to reach disengaged populations.
- MOHCD should set a goal for the number of survey responses; it should be much more than the 285 responses from 2014.
- MOHCD should consider giving more attention to the areas where we think priorities have changed, or need to change. We can identify those areas by comparing current data with the previous Consolidated Plan.
- Community meetings inherently have low-turnout because there is not an imminent threat to the community. Is there a way to market this process that becomes more deeply meaningful to the community? We should consider creating a compelling story or rebranding the conversation, such as "a discussion on how to reshape the future of San Francisco".
- Can we piggyback off of existing 2018 ballot measure and election-related meetings?
- Large scale community meetings may not be best for collecting actionable information.
- MOHCD can use partners such as SFUSD to reach a broader portion of the city.
- Richer, more in-depth information has to come from experts such as service providers and advocates.
- MOHCD should not let a consultant define the goals of the process; that should be driven internally and with other stakeholders.

## **AFH and Consolidated Plan Pilot Community Engagement Questions and Data**

Charlie MacNulty provided an overview of HUD's AFH mapping and data tool. As part of his presentation, Charlie provided examples of maps that could enhance our stakeholders' ability to answer questions of interest. Members discussed:

- MOHCD needs to be careful when analyzing racially/ethnically-concentrated areas of poverty (R/ECAPs) not to see impacts of gentrification as positive developments.
- How do we frame questions in a way that acknowledges changes and projects where we might be by the year 2025? Who will live in certain neighborhoods and what will the housing mix look like?
- MOHCD should use data to tell stories about how fair housing policies, such as rent control, are keeping communities housed.

Pierre shared pilot community engagement questions using HUD-mandated questions as a starting point. Members discussed:

- Some questions seem less relevant for community engagement because we already know the answer to the question. We need to prioritize those questions where we do not already have the answer or the answer is not obvious.
- We should add a column to our tool to identify whether the answer to a question is quantitative (or can be answered by non-community or stakeholder input).
- We should use data sets for the more specific questions we have for which the community or certain stakeholders can help us understand the changes or impacts.
- We should prioritize questions where MOHCD really has the ability to do something differently.
- The categories in the tool so far will not mean much to most audiences; we need to translate these topics into real and meaningful stories, or "reverse engineer" meaningful stories into these categories.
- MOHCD should consider going deeper into the content with small scale engagements.
- The [Family Story Project](#) may be a good consultant to engage.
- MOHCD should consider engaging community members to do the work of soliciting feedback. For example, we could talk with PODER about their civic engagement model.

### **6. Public Comment**

- a. None.

### **7. Adjournment at 7:07 p.m.**