

## Meeting Agenda

### CASA – Technical Committee

Co-Chairs:

Fred Blackwell, Chief Executive Officer, The San Francisco Foundation

Leslye Corsiglia, Executive Director, Silicon Valley at Home

Michael Covarrubias, Chief Executive Officer TMG Partners

Convener:

Steve Heminger, Executive Director, Metropolitan Transportation Commission

---

Wednesday, September 27, 2017

9:30 AM

Yerba Buena – 1<sup>st</sup> Floor

---

#### CASA Technical Committee Meeting #3

9:30 AM

1.

Welcome, Opening Remarks

- New members
- Overview of agenda and goals
- State legislative update

**Presenter:**

Leslye Corsiglia

**Attachments:**

Updated Member Roster

9:40 AM

2a

Overview: Team Decision Making Process

**Presenter:**

Mike Covarrubias, Fred Blackwell

**Attachments:**

CASA Decision Making Process memo

9:55 AM

2b.

Action Idea Presentations / Work Group Formation

- Introduce process for reviewing Action Ideas for protection, production, preservation
- Co-chairs each present one category of Action Ideas
- Action Ideas are on handouts. Committee members will preliminarily score each Action Idea on their handouts using the 1-5 rating system.
- Work group formation and sign-ups

**Presenter:**

Co-Chairs, Jennifer LeSar

**Attachments:**

Action Idea Template

CASA Workgroups Organization Memo

Populated Action Idea Templates — to be posted 9/22/2017

11:15 AM

3.

Public Comment

**Presenter:**

Ken Kirkey

11:30 AM

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

**Presenter:** Ken Kirkey, Anne Richman  
**Attachments:** MTC Near-Term Opportunity Slideshow

11:50 AM

5. Summary and Next Steps
- Presenter:** Jennifer LeSar

12:00 PM

6. **Adjournment / Next Meeting**

**The next meeting of the CASA – Technical Committee will be Wednesday, October 25, 2017 at 12:00 PM at the Bay Area Metro Center, San Francisco, CA 94105.**

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

*Link to Final Literature Review*  
<http://mtc.ca.gov/our-work/plans-projects/casa-committee-house-bay-area/resources>

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

For information or questions regarding this meeting, call Wally Charles at 415.820.7993 or [wcharles@bayareametro.gov](mailto:wcharles@bayareametro.gov)

## CASA – Committee for Housing the Bay Area

9/19/2017

COMMITTEE MEMBERSHIP IS NON-TRANSFERABLE

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

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

### Steering Committee Members

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

### Technical Committee Members

	Name	Organization	Email
1	Abby Thorne-Lyman	BART	athorne@bart.gov
2	Amie Fishman	Non-Profit Housing Association	amiefishman@nonprofithousing.org
3	Andreas Cluver	Building and Construction Trades Council of Alameda County	cluver@portcommissioner.com
4	Bill Witte	Related California	bwitte@related.com

### Technical Committee Members Cont'd

	Name	Organization	Email
5	Bob Glover	BIA Bay Area	bglover@biabayarea.org
6	Caitlyn Fox	Chan Zuckerberg Initiative	caitlyn@chanzuckerberg.com
7	Claudia Cappio	City of Oakland	ccappio@oaklandnet.com
8	Denise Pinkston	Bay Area Council	DPinkston@tmgpartners.com
9	Derecka Mehrens	Working Partnership, USA	derecka@wpusa.org
10	Doug Shoemaker	Mercy Housing	dshoemaker@mercyhousing.org
11	Gabe Metcalf	SPUR	gmetcalf@spur.org
12	Jacky Morales Ferrand	City of San Jose	jacky.morales-ferrand@sanjoseca.gov
13	Janice Jensen	Habitat for Humanity	jjensen@habitatebsv.org
14	Jennifer Hernandez	Holland and Knight	Jennifer.hernandez@hkclaw.com
15	Dr. Jennifer Martinez	Faith in Action Bay Area	jennifer@faithinactionba.org
16	Jonathan Fearn	Summerhill Homes	jfearn@shapartments.com
17	Joseph Villarreal	Contra Costa Housing Authority	jvillarreal@contracostahousing.org
18	Joshua Howard	California Apartment Association	jhoward@caanet.org
19	Ken Rich	City of San Francisco	ken.rich@sfgov.org
20	Linda Mandolini	Eden Housing	lmandolini@edenhousing.org
21	Lynn Hutchins	Goldfarb Lipman LLP	lhutchins@goldfarblipman.com
22	Mark Kroll	Saris Regis Group	mkroll@srgnc.com
23	Mary Murtagh	EAH Housing	mary.murtagh@eahhousing.org
24	Matt Schwartz	CA Housing Partnership Corp	mschwartz@chpc.net
25	Ophelia Basgal	Terner Research Center	ophelia.basgal@gmail.com
26	Randy Tsuda	City of Mountain View	randy.tsuda@mountainview.gov
27	Raquel Gonzalez	Bank of America	raquel.gonzalez@bankofamerica.com
28	Rich Gross	Enterprise	rgross@enterprisecommunity.com
29	Robert Apodaca	California Community Builders	robert@zenenadvisors.org
30	Scott Littlehale	Nor Cal Carpenters Reg. Council	slittlehale@nccrc.org
31	Tomiquia Moss	Hamilton Families	tmoss@hamiltonfamilies.org

### Staff and Consultants

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



## MEMORANDUM

TO: CASA Steering and Technical Committee Members

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

DATE: September 20, 2017

RE: CASA Decision Making Process

---

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

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

### **Co-Chairs are the CASA Gatekeepers**

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

- Setting agendas for the Steering Committee and Technical Committee meetings
- Directing and approving all work products prepared by Bay Area Metro<sup>1</sup> staff and consultants
- Deciding which Technical Committee recommendations should be forwarded to the Steering Committee for consideration
- Leading workgroups and/or kitchen cabinets to develop and vet policy ideas for consideration.

### **Co-Chairs Will Make Recommendations by Consensus**

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

### **Both Steering and Technical Committees Will Vote Using a Modified ‘Gradients of Agreement’ Approach**

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

---

<sup>1</sup> MTC and ABAG

<sup>2</sup> [http://teamstarproject.org/pdf/Team\\_Decision\\_Making.pdf](http://teamstarproject.org/pdf/Team_Decision_Making.pdf)



of agreement approach was pioneered by Sam Kaner and Community at Work<sup>3</sup> and is widely considered a best practice in group decision-making. A version of this approach was used by participants in the Seattle Housing and Affordability and Livability Agenda (HALA) process, as well as the California Economic Summit’s All of the Above Housing Framework development process in 2016. The original Gradients of Agreement consists of an 8-level voting scale, but we recommend using a simplified 5-level voting scale, as described below.

**How Voting Works**

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

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

**Decide Ahead of Time How to Interpret Vote Results**

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

**Co-Chairs Will Interpret Technical Committee Votes**

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

**Steering Committee Decision Making Process**

---

<sup>3</sup> Kaner, Sam (1998). *Facilitator’s Guide to Participatory Decision-Making*. Wiley & Sons, San Francisco.



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

### **Interpreting Steering Committee Votes**

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

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

---

<sup>4</sup> Durning, Alan (Aug 24, 2017). Personal Communication.

<sup>5</sup><http://www.seattle.gov/hala/about>



**“BIG HIGH-IMPACT ACTION IDEAS”  
INPUT TEMPLATE**

This template will be populated by each of the co-chairs prior to the September 27<sup>th</sup> Technical Committee meeting. The populated templates will then be forwarded to the committee members and added to the posted agenda package on the CASA website.

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_

Action Ideas	Action supports which Key Goal?	Time Frame for Implementation	What will it take to get this action implemented?	Measurable Outcomes	Rating Scale
<p><i>Ideas should be big, high-impact ideas that can move the needle on the Bay Area housing crisis, and are within CASA’s ability to influence or directly act upon.</i></p> <p><i>(Details may go in attachments, or via links)</i></p>	<p><i>List more than one if applicable</i></p> <p>Protection Production Preservation</p>	<p>Short-Term 0-2 years Med-Term 2-5 years Long-Term 5-10 years</p>	<p>1. Legislation 2. Regional Funding 3. Statewide Funding 4. Regulatory Reform 5. Education and Advocacy 6. Pilots &amp; spreading Best-Practices 7. Other _____</p>	<p><i>Add achievable outcomes if known.</i></p> <p><i>Reasonable guesses OK!</i></p>	<p>1 = Strongly Agree 2 = Agree but with reservations 3 = Neutral or Abstain 4 = Disagree, but will go along 5 = Strongly Disagree</p> <p>(circle one)</p>
<p>1.</p>					<p>1 2 3 4 5</p>
<p>2.</p>					<p>1 2 3 4 5</p>

Action Ideas	Action supports which Key Goal?	Time Frame for Implementation	What will it take to get this action implemented?	Measurable Outcomes	Rating Scale
<p><b><i>Ideas should be big, high-impact ideas that can move the needle on the Bay Area housing crisis, and are within CASA's ability to influence or directly act upon.</i></b></p> <p><i>(Details may go in attachments, or via links)</i></p>	<p><b><i>List more than one if applicable</i></b></p> <p>Protection Production Preservation</p>	<p>Short-Term 0-2 years Med-Term 2-5 years Long-Term 5-10 years</p>	<p>1. Legislation 2. Regional Funding 3. Statewide Funding 4. Regulatory Reform 5. Education and Advocacy 6. Pilots &amp; spreading Best-Practices 7. Other _____</p>	<p><i>Add achievable outcomes if known.</i></p> <p><i>Reasonable guesses OK!</i></p>	<p>1 = Strongly Agree 2 = Agree but with reservations 3 = Neutral or Abstain 4 = Disagree, but will go along 5 = Strongly Disagree</p> <p>(circle one)</p>
3.					<p>1 2 3 4 5</p>
4.					<p>1 2 3 4 5</p>
5.					<p>1 2 3 4 5</p>
6.					<p>1 2 3 4 5</p>

Action Ideas	Action supports which Key Goal?	Time Frame for Implementation	What will it take to get this action implemented?	Measurable Outcomes	Rating Scale
<p><b><i>Ideas should be big, high-impact ideas that can move the needle on the Bay Area housing crisis, and are within CASA's ability to influence or directly act upon.</i></b></p> <p><i>(Details may go in attachments, or via links)</i></p>	<p><b><i>List more than one if applicable</i></b></p> <p>Protection Production Preservation</p>	<p>Short-Term 0-2 years Med-Term 2-5 years Long-Term 5-10 years</p>	<p>1. Legislation 2. Regional Funding 3. Statewide Funding 4. Regulatory Reform 5. Education and Advocacy 6. Pilots &amp; spreading Best-Practices 7. Other _____</p>	<p><i>Add achievable outcomes if known.</i></p> <p><i>Reasonable guesses OK!</i></p>	<p>1 = Strongly Agree 2 = Agree but with reservations 3 = Neutral or Abstain 4 = Disagree, but will go along 5 = Strongly Disagree</p> <p>(circle one)</p>
7.					<p>1 2 3 4 5</p>
8.					<p>1 2 3 4 5</p>
9.					<p>1 2 3 4 5</p>
10.					<p>1 2 3 4 5</p>





## MEMORANDUM

TO: CASA Technical Committee Members

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

DATE: September 20, 2017

RE: CASA Work Group Overview and Process

---

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

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

1. Two work groups will be formed
  - a. Protection – this work group will also cover preservation issues
  - b. Production – this work group will primarily work on new construction and housing supply
  - c. Integration to be coordinated: We recognize that overlap of preservation and other issues will arise and we will work with the work group moderators on an on-going basis to address these issues.
2. Work group initial and on-going responsibilities
  - a. The work groups are initially tasked with reviewing the gradients of agreement ranking results of the initial action items put forth by the CASA Co-Chairs in the September 27<sup>th</sup>, 2017 meeting
  - b. Work groups are asked to take these ideas and sort them by levels of consensus – higher level, lower level, and lack of consensus. (The aggregate data will be compiled by Bay Area Metro<sup>1</sup> staff and provided to the work groups).
  - c. Ideas with higher levels of consensus (mostly ratings of 4 and 5) should be worked on within the work groups. Action Plans should be developed that can be forwarded to and presented at the Technical Committee and ultimately the Steering Committee for approval.

---

<sup>1</sup> MTC and ABAG

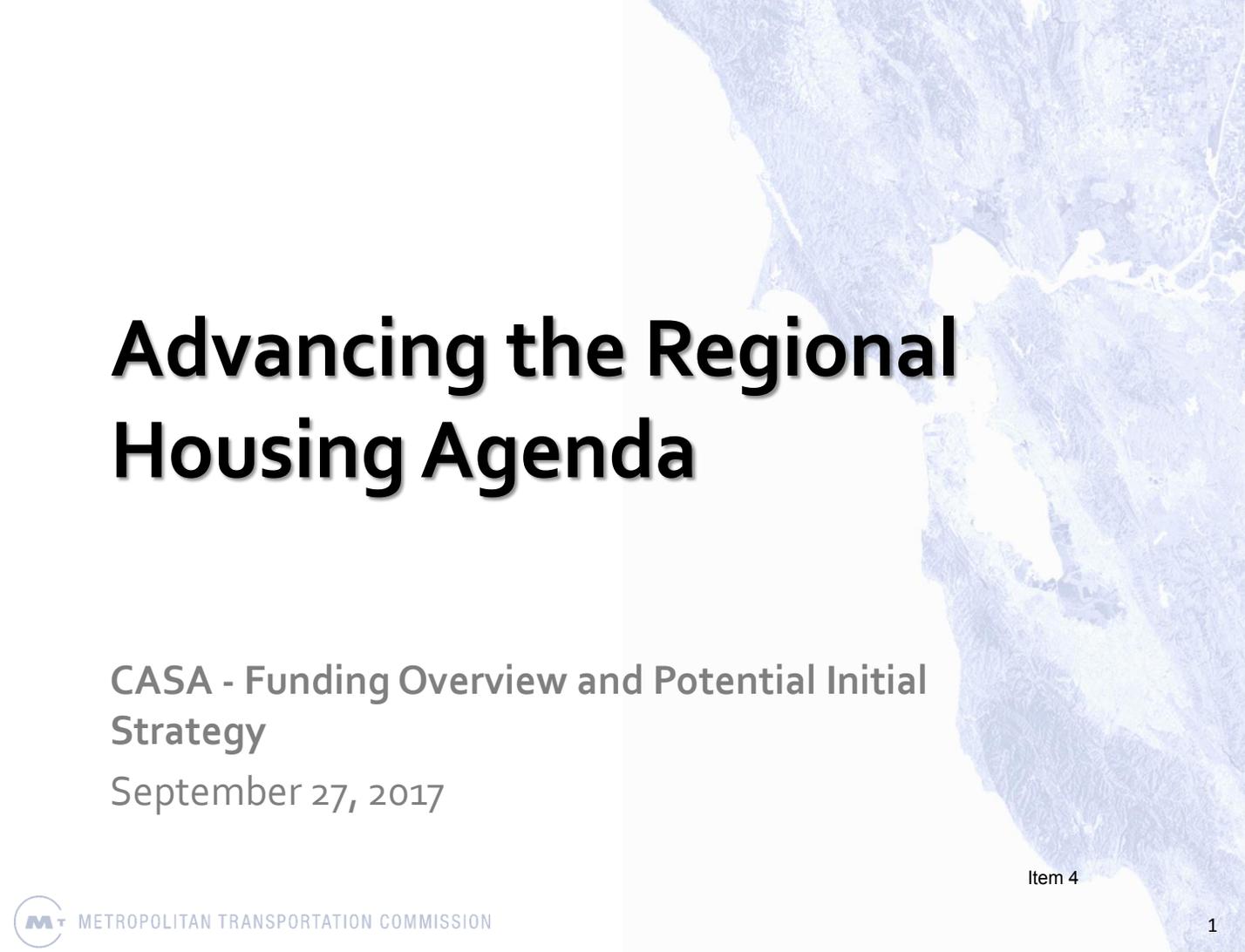


- d. Ideas with lower levels or lack of consensus should be worked on within the work groups and with the CASA Co-Chairs to determine if they can be moved in some format (to be determined on a case by case basis) to the Technical Committee.
  - e. A template for the Action Plans can be developed by the Bay Area Metro staff and its consultants and researchers (collectively the “Bay Area Metro team”) if desired.
  - f. The CASA Co-Chairs desire that the work groups move some issues forward monthly to the Technical Committee.
  - g. As the CASA process matures, the work groups may be tasked with i) coordinating with the other work group and proposing refinements to Action Ideas to achieve higher levels of agreement; ii) revising Action Plans and vetting them with external stakeholders; and iii) other such tasks that move CASA forward to produce a high impact final Regional Housing Implementation Strategy.
3. Work group time commitment and anticipated monthly deliverables
    - a. The CASA Co-Chairs desire that the work groups move issues forward at each monthly Technical Committee meeting.
    - b. The expectations for levels of effort by the work group members should be discussed and developed within the work groups.
    - c. Bay Area Metro team support may be needed to develop the Action Plans.
  4. Work group membership
    - a. The CASA Co-Chairs desire that the work groups represent the diversity of the technical committee so that the hard work of forging consensus can be carried out initially at the work group level.
    - b. Technical Committee members are encouraged to participate in at least one, if not both work groups.
  5. Work group moderators and support
    - a. Work groups will each appoint 1 to 2 moderators (with diverse viewpoints) to guide the activity and to coordinate with the Bay Area Metro staff, and consultant and research teams for support services needed.
    - b. The work group moderators are the overseers of the work group process, responsible for coordinating all aspects of the CASA work group process, including setting agendas, directing the



work, and facilitating consensus on when work product is ready to be forwarded to the Technical Committee.

- c. Bay Area Metro staff will designate a support team for the work group moderators, and the work groups as well.
  - d. Work group moderators may also be asked to help in the creation of the final Regional Housing Implementation Strategy, forging agreements within and between the work groups, and ultimately reviewing final drafts of the documents to be written.
6. Work group decision making
- a. The work group moderators will work with the work group to set the decision-making process for their group. They may opt to use the Gradients of Agreement approach used by the Technical and Steering Committees.
  - b. Other forms of decision-making may be selected.
7. Role of CASA Co-Chairs
- a. The CASA Co-Chairs will provide support to and serve as a sounding board for the work group moderators.
  - b. The CASA Co-Chairs will work with the leadership of the work groups on issues related to integration, overlap and duplication.
  - c. The CASA Co-Chairs are also available to test the political viability of work group ideas; the work group moderators may request that the CASA Co-chairs vet work groups ideas with selective groups including their own networks and kitchen cabinets.
8. Work group logistics
- a. Bay Area Metro can provide meeting space for the work groups if desired.
  - b. Work group moderators may develop additional meeting guidelines as needed.
  - c. Other logistical items and support for the work groups will be worked out with the work group moderators and the Bay Area Metro team.



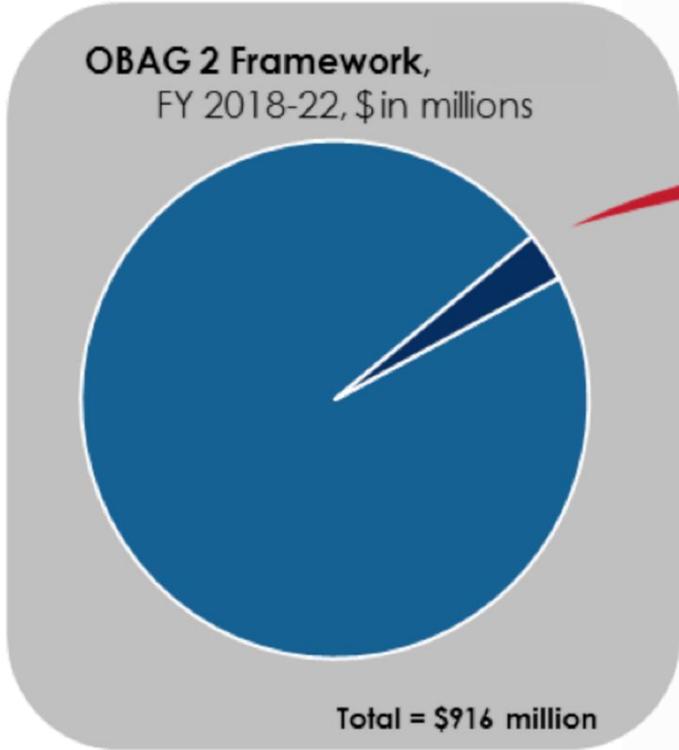
# Advancing the Regional Housing Agenda

CASA - Funding Overview and Potential Initial  
Strategy

September 27, 2017

Item 4

# Limited Strategic Housing Investments



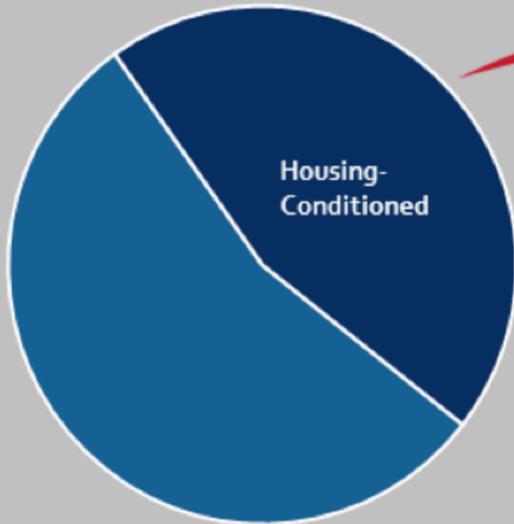
**Housing Investments**

\$18 million	PDA Planning Grants
\$10 million	NOAH*
<b>\$28 million</b>	<b>Total</b>
	<b>(3% of OBAG 2 total)</b>

\*Leveraging at 5:1

# Transportation Investments Incentivizing Housing Production

OBAG 2 Framework,  
FY 2018-22, \$ in millions



Total = \$916 million

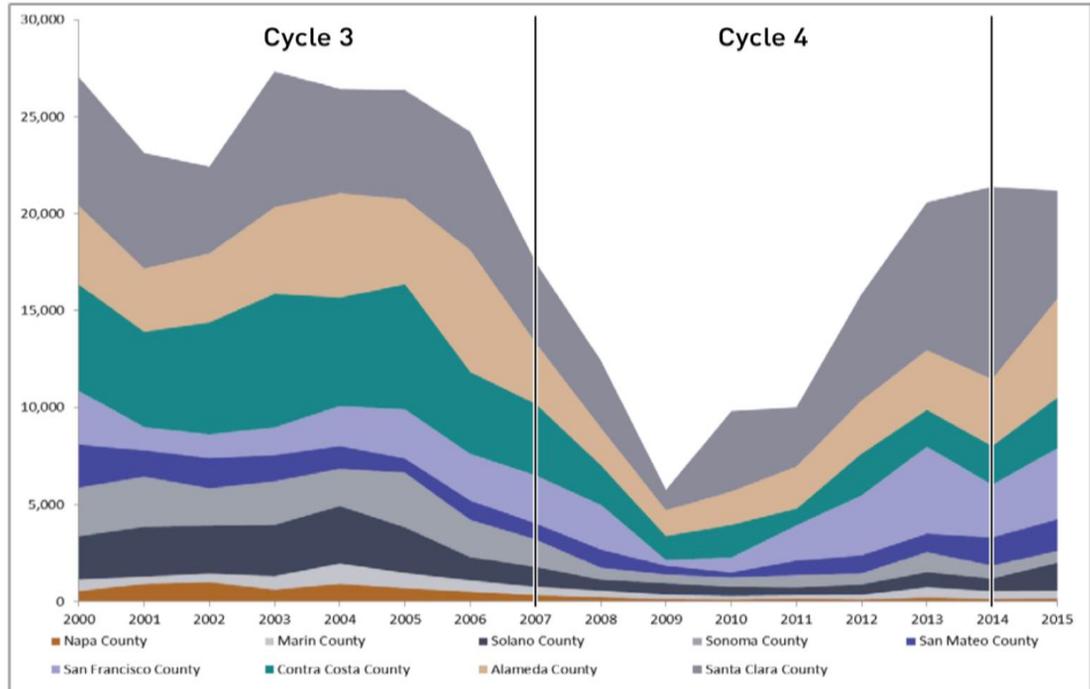
## Housing-Conditioned Transportation Investments

\$386 million	County Program
\$30 million	80k by 2020 Challenge
<b>\$416 million</b>	<b>Total</b>
	<b>(45% of OBAG 2 total)</b>

Item 4

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

Total Building Permits (Nine-County Bay Area)

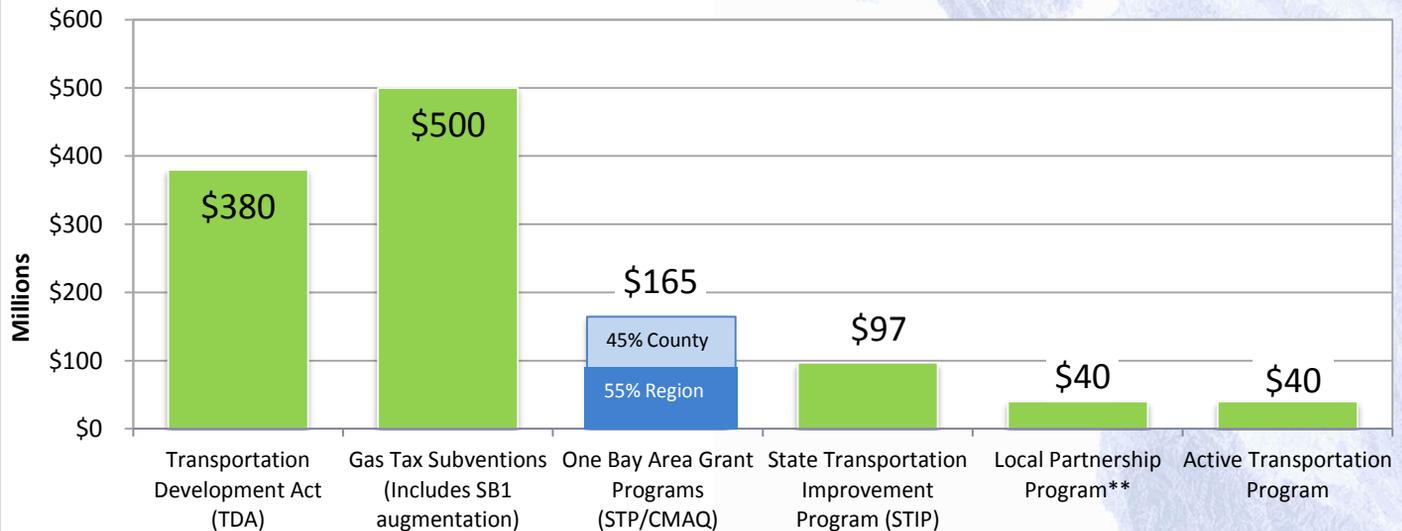


Regional average of L+VL+M permits issued vs. RHNA (1999-2014) = 41%

Source: HUD  
Item 4

# Best Candidates for Leverage

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



## Notes:

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

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

Item 4

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

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