

SPECIAL MEETING MINUTES
Our City, Our Home Oversight Committee Meeting
November 4, 2021
9:35AM – 12:08 PM

This meeting was held by WebEx pursuant to the Governor’s Executive Orders and Mayoral Emergency Proclamations suspending and modifying requirements for in-person meetings. During the Coronavirus Disease (COVID-19) emergency, the Our City, Our Home Oversight Committee (OCOH) will convene remotely until the Committee is legally authorized to meet in person.

Note: The Our City, Our Home Oversight Committee meetings are live streamed at SFGovTV.org. The agenda, video recording, audio recording, and caption notes are posted at https://sanfrancisco.granicus.com/ViewPublisher.php?view_id=209. Supporting materials including presentations and reports are posted at <https://sfcontroller.org/meetings/220>.

1) ***Call to Order/Roll Call.***

The meeting was called to order at 11:35

Roll Call:

Member Andrews: Present
Vice Chair D’Antonio: Present
Member Friedenbach: Present
Officer Leadbetter: Joined late
Member Miller: Joined late
Member Reggio: Present
Chair Williams: Present

Quorum confirmed.

2) Discussion Item/Possible Action:

Equity as North Star: Strategic Innovations in Housing

The panel included Rebecca Foster, the CEO of the Housing Accelerator Fund, William Pickel, the CEO of Brilliant Corners; Anne Romero, Senior Project Manager at Mayor’s Office of Housing and Community Development (MOHCD), Liz Jackson-Simpson, CEO of Success Centers.

Chair Williams asked: what need do you see in the homeless population or homeless response system, and how has your organization innovative to meet that need?

Bill Pickel said that Brilliant Corners looked for practical solutions to rehousing Extremely Low Income (ELI) and other vulnerable households in tight housing markets. He sought to develop a “population agnostic” housing platform—flexible housing subsidy pool—that could operate at scale.

Rebecca Foster said that the Housing Accelerator Fund (HAF) was incubated in the SF Mayor’s Office to accelerate the delivery and preservation of affordable housing as a lender and investor. HAF created a model that not only speeds up the development of permanent supportive housing, but also decreases the cost per unit.

Liz Jackson-Simpson says that Success Centers was created to provide educational and workforce development opportunities to marginalized communities. She said that housing provides the stability

needed for young people to focus on education and employment goals. She said it is critical to decrease the eligibility requirements for housing.

Anne Romero of MOHCD said that since 2004 the City and County of San Francisco has required developers to set aside units for Permanent Supportive Housing (PSH). She said that policy change increased the production of housing for ELI households. However, she said that developing housing is complex, time consuming, and expensive. It's not possible to build out of the affordable housing shortage. Instead, it's necessary to use all possible strategies, modular housing, leveraging state and federal subsidy sources such as No Place Like Home funds and the Senior Operating Subsidy (SOS).

Chair Williams asked about the benefits of public-private partnerships in housing ELI populations.

Rebecca Foster said that the public sector is essential to developing PSH because of the extraordinary operating subsidies required and ongoing civic responsibility. Private partners can move quickly and take risks.

Liz Jackson-Simpson says the non-profit sector has a tremendous role to play in terms of owning and operating ELI housing and providing the human supports that keep people stably housed.

Anne Romero noted that public and private partnerships build on the strengths of each partner. Public entities are subject to public processes and oversight, and seek to meet multiple social and economic goals, and as a result, public entities cannot be nimble.

Bill Pickel described Brilliant Corners service and engagement model, which requires partnership with government and other organizations to rehouse people. Government invests in markets and infrastructure. Brilliant Corners extends a City or County's capacity to administer a complex program. He said that nonprofits must let go of a scarcity mindset and realize their role as administrators and infrastructure.

Chair Williams asked how these innovations in permanent housing respond to racial inequality?

Anne Romero said that MOHCD has been working on racial equity plan for itself as an organization and the projects it administers. Some examples of the way MOHCD is implementing its racial equity plan is by encouraging joint ventures with Black and Brown lead-organizations in order to build capacity; creating diverse selection panels; and disaggregating eviction data by race, including Permanent Supportive Housing projects

Liz Jackson-Simpson said that 85% of the people her organization serves are Black or Brown residents of San Francisco. Many have committed offenses of an economic nature. She noted the history of housing discrimination against the Black/African American people in San Francisco and suggested preferences that account for the wrongs of the past.

Rebecca Foster said that people of color are overrepresented in the homeless population and among those who are rent burdened (paying more than 50% of income in rent). She said that there must be a sense of urgency to building units that are affordable and ensuring permanent affordability that will keep people housed.

Bill Pickel said that Brilliant Corners said that because of racial disparities in the homeless population, the majority of people served by any homeless-serving organization are people of color. Now there is an opportunity to deepen understanding of racial equity. He said Brilliant Corners is working intentionally to build a more equitable organizational structure through hiring, procurement, training, and other supports.

Chair Williams asked the panel about “market saturation,” which is often raised as a risk of housing extremely low-income persons at scale.

Rebecca Foster said that the need for affordable housing is so great, there is no danger of building too much ELI housing. It is unacceptable, she said, for half of the City’s residents to be rent burdened, which is the current state.

Bill Pickel said Brilliant Corners has never failed to house a client because there was not an available unit. He said that it is extremely hard to access units in real time, in a competitive market. But, he said, it is a myth that there are no units: there are always units in the market if resources—human and financial—are in place to access them. He said the system is poor at identifying and targeting resources to those most likely to become homeless.

Liz Jackson-Simpson said that she is a daughter of San Francisco who lives in Vallejo because she cannot afford to live in San Francisco. She said that it is time to revise the thinking of the past by changing zoning limits, expanding the capacity of minority developers, changing the tax structure, and passing a ballot measure to encourage homeowners to build out accessory dwelling units.

Anne Romero said that the City needs more subsidies to access market rate housing, partners who can respond to opportunities, to build more housing, and to develop community acceptance to ELI housing, where there is a lot of opposition.

Committee Discussion

Member Leadbetter asked about using shallow subsidies as a homelessness prevention tool, and the integration of health care spending for housing.

Hugo Ramirez from MOHCD described the local model of shallow subsidy, which makes rent more affordable so that Extremely Low Income (ELI) households can qualify for below market rate housing opportunities.

Bill Pickel said that health care spending is a good idea, but administering these programs is challenging, particularly for nonprofits. Pooling resources would help achieve outcomes and shield nonprofits from the administrative load, he said.

Vice-Chair D’Antonio asked whether seniors who get an SOS voucher need to find their own unit. Anne Romero responded that MOHCD has project-based senior units. Seniors apply and are selected through a lottery.

Vice Chair D’Antonio asked how Rental Assistance Demonstration project units that are subsidized through the Housing Authority can be made available to people experiencing homelessness. Anne Romero said that those units are filled through the Public Housing Authority’s waitlists.

Vice-Chair D’Antonio asked panelists for strategies to house larger households with minor children. Rebecca Foster responded that the small sites program has been successful in helping families retain housing. Hugo Ramirez said that budgeting a larger subsidy makes it possible to house larger families.

Chair Williams thanked the panelists and took a 5-minute recess. The Committee reconvened with all members present.

There were no public comments on agenda item 2.

3) Discussion Item/Possible Action:

Discussion of Investment Plan through the lens of Racial Equity as North Star, with consideration of the Committee's vision, goals, and liaison workplans. Possible action by the Committee.

Member Leadbetter framed a conversation about the Committee's vision, goals, and work plan for leadership from people with lived expertise of homelessness. She introduced presenters and encouraged members to consider the leadership models each describe. Common factors, she said, include staffing, pathways to employment, opportunities to contribute meaningfully.

Mayra Sierra spoke about Tipping Point's Community Action Board of people with lived experience of homelessness.

Michelle Rolon spoke about the SRO Collaborative's organizing and advocacy work in the Mission District. Slides from her presentation can be found [here](#).

Member Leadbetter invited questions from Committee Members.

Vice Chair D'Antonio asked Michelle Rolon about term lengths, recruitment of members, and compensation. She said that full time staff usually stay without a term length. Compensation depends on experience. Internships are seasonal, and typically involve a 12-15 hour commitment per week, compensated at \$20 per hour. Community members receive a stipend. They recruit through the SRO Collaborative.

Member Friedenbach acknowledged logistical challenges to convening and paying a lived expertise board. She said that with a little creativity there are a variety of options for structuring regular input from key informants and their networks.

Chair Williams said that she wants to figure out a structure that works within the constraints.

Member Reggio asked Mayra Sierra for an example of a time when the work of the Community Advisory Board (CAB) impacted a policy decision at the Board level at Tipping Point? Mayra Sierra said that the CAB frequently highlights the board's blind spots, for instance on accessibility of emergency housing vouchers.

Officer Leadbetter thanked the presenters. She said that people have real impact when they come out of these leadership programs. She said OCOH has an opportunity to make an impact in people's lives.

Member Leadbetter moved that the Community Impact Liaison and the Planning Officer work with committee Members individually and together to create a proposal for the lived expertise program. Member Friedenbach seconded the motion.

There were no public comments on agenda item 3.

Roll Call Vote:

Member Andrews: Yes
Vice Chair D'Antonio: Yes
Member Friedenbach: Yes
Officer Leadbetter: Yes
Member Miller: Yes
Member Reggio: Yes
Chair Williams: Yes

The motion passed.

Chair Williams turned the conversation to a consideration of liaison work related to racial equity. The retreat provides an opportunity to reflect on racial equity, to listen and learn from each other, and to develop a shared vision for achieving greater racial equity through the fund. She asked the liaisons to review the below questions and share their thinking about how they see equity informing the Committee's future work:

- A. How can the OCOH Oversight Committee's Recommendations and Investment Plan Enhance Racial Equity?
- B. What does the OCOH Oversight Committee need to know to make funding recommendations in each category that advance greater racial equity?
- C. What would greater racial equity look like in each of these areas?
- D. What are some short- and long-term ideas of ways to identify disparities and increase equity over time?
- E. What supports and partners do we want/need in pursuing these goals?

Shelter Liaison: Member Friedenbach

- Low threshold programs result in more people of color served.
- A comparative data analysis of access models to ensure equity.

Behavioral Health Liaison: Member Andrews

- The system of care is responsive to people in extreme circumstances. Member Andrews described a behavioral health system of care that is low barrier and allows for consistent mental health maintenance. It would be responsive to changes in life, rough patches in everyday life, instead waiting for an acute episode.
- Paradigmatic shift from responding to people (requiring them to be) in crisis to providing high-quality supports that enable people to have a full, dignified life even without the material resources to pay for care.

Housing Liaison: Member Reggio

- Lower documentation barriers
- Where are there options for taking an affirmative stance/ establishing a racial preference for groups that are disproportionately homeless?
- The pace at which we're developing housing is too slow. Interested in the modular housing approach that the Housing Accelerator Fund presented.

Diversion and Prevention: Planning Officer Leadbetter

- Designing responses in collaboration with the community
- Return population specific funding commitments to workforce spending and legal work to recommendations.

OCOH Planning and Oversight activities (*below are already in progress*)

- System Performance Measures disaggregated by race and ethnicity
- Utilization data that disaggregates service population by race/ethnicity and household composition as well as gender and sexual identities wherever possible.
- Performance reporting that disaggregates all outcomes by race/ethnicity and household composition as well as gender and sexual identities wherever possible.

Member Miller

- Setting a high standard, using common sense approaches, making sure people live with dignity.
- She states we know what services are supposed to look like, and she would like to *do* something about it.

- Member Miller asked how we ensure our services reach and serve Black men. How do we actualize and operationalize this knowledge? How do we take the information and use it?

Community Impact and Engagement Liaison: Vice Chair D'Antonio

- More exploration and learning around domestic violence.
- No barriers: allow self-identification and do away with time limits.
- Suggests a standard that any OCOH funding is low or no barrier.
- How does the OCOH Oversight Committee address discrimination in the private housing market? This is an issue for flex pool as well as vouchers.
- How to bring datasets together?

There was no public comment.

- 4) Discussion Item/Possible Action:
Committee discussion of items for future meeting agendas, with possible action by the Committee.

Agenda item 4 was tabled. Chair Williams asked that Members email agenda items to the Officers or staff.

- 5) ***Adjourn***

Vice Chair D'Antonio moved to adjourn. Member Reggio seconded the motion to adjourn.

Roll Call Vote:

Member Andrews: Yes
Vice Chair D'Antonio: Yes
Member Friedenbach: Yes
Officer Leadbetter: Yes
Member Miller: Absent
Member Reggio: Yes
Chair Williams: Yes

The meeting adjourned at 12:08PM.