
SERVICE INNOVATIONS

SAN MATEO COUNTY: THE SOCIAL SERVICE AGENCY AS A CATALYST IN ADDRESSING THE HOUSING CRISIS

By Sue Gilchrist*

EXECUTIVE SUMMARY

Decent, affordable housing is the cornerstone of our efforts as social service agencies to support the self-sufficiency and well-being of families and individuals in our community, yet few agencies have defined a strategy to address the growing housing crisis in the Bay Area. The purpose of my BASSC project was: 1) to learn about proposals to increase resources and community support for solutions for housing needs in San Mateo County, and 2) to analyze the San Mateo County Human Service Agency's role in creating these solutions.

San Mateo County is currently pursuing a number of promising mechanisms to develop additional resources for the construction and preservation of affordable housing. These mechanisms include:

- A land acquisition fund to provide short-term revolving funds for land acquisition;
- A larger housing trust fund to support the construction of new affordable units;
- A permanent renewable funding source for the trust fund such as a sales tax increment;
- A non-profit regional land trust modeled after conservation land trusts to increase the land available for affordable housing; and
- A community land trust proposal to secure a percentage of the existing housing as affordable.

These proposals are not only supported but also being implemented by a broad spectrum of the community including: government, elected officials, businesses, property owners, housing providers, educators, unions, and faith-based organizations.

The San Mateo County Human Service Agency (Agency) has played a key role in creating these strategies through a long-term community process of community building and education. The Agency specifically acted as a catalyst by:

- Providing technical and financial support to early planning and organizing efforts;
- Using their ability to bring diverse partners together to connect business, labor, education, housing providers and the public;
- Intentionally continuing to widen and broaden the discussion of housing issues;
- Mainstreaming the discussion of housing issues by defining the need for workforce housing;
- Integrating principles and goals from these efforts into their own social service planning documents;
- Leading in the commitment of significant resources to address the problem.

While few social service agencies have San Mateo County's organizational structure or resources, all of the agencies can play a role in bringing partners together and educating their community about housing issues. Initial recommendations for the Santa Cruz County Human Resources Agency are:

- Contact HUD about the possibility of assistance from their Community Builder and technical assistance program;
- Review the San Mateo County Permanent Revenue Study for applicability in Santa Cruz County (to be published in September);

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- Work with Continuum of Care to insure that the Five Year Strategic Plan considers relevant information regarding community/political support and long range funding strategies for affordable housing;
- Convene County housing partners to evaluate the feasibility of a civic engagement process on housing issues and to explore housing resource opportunities.

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INTRODUCTION

The housing crisis in the greater Bay Area affects everyone: from high tech CEOs to small business owners, from doctors to fast food workers, from the homeless to your neighbor down the street. This crisis is of special concern to social service agencies and community-based organizations because the lack of affordable housing impacts many of our efforts to assist the most vulnerable families and individuals in our communities. Social service agencies have not traditionally taken a significant role in the creation of affordable housing, but the increased pressures of welfare time limits have caused many social service agencies to look at ways that they can actively participate in the creation and retention of affordable housing as one of the key strategies to support our clients' self sufficiency. At the same time, increased flexibility in how funding can be used provides social service agencies with new options for participating in housing efforts. The purpose of my project was to observe and investigate the efforts in San Mateo County in creating solutions to the housing crisis in their community.

Housing is a critical and controversial issue in both Santa Cruz and San Mateo Counties. Despite significant political and economic differences between the Counties, they share a number of common concerns and challenges. The experiences of San Mateo County are thus informative to Santa Cruz County and other communities who are seeking to find solutions to their housing crises. By looking at the role that San Mateo's Human Service Agency plays in these efforts, I have developed specific

recommendations for the Santa Cruz County Human Resources Agency. In addition, despite economic, social and political differences between communities, I suggest that all social service agencies could play an important role of catalyst in developing solutions to their communities housing issues.

While the San Mateo County Human Service Agency (Agency) has played a key leadership role in the housing crisis, no single organization or entity alone could possibly address this complex problem. Some of San Mateo's partners include community-based organizations; non-profit housing advocacy groups, economic development and business groups and the faith based community. No one in San Mateo County would say that their housing problems have been solved, but there are a number of promising proposals that are currently being pursued by government, business, and other community partners. These proposals include: a) a housing land acquisition fund, b) a housing trust fund, c) a permanent funding source for a housing trust fund, and d) a regional land trust. There are also several proposals for community land trust organizations. Although the San Mateo County strategies and efforts are in formative stages, the political, institutional and community momentum towards addressing community housing needs is impressive. This case study describes the approach taken by San Mateo to address the county's housing needs, including: 1) planning and education efforts, 2) community and political support strategies, 3) resource strategies, and 4) the Agency's role. The case concludes with recommendations for Santa Cruz County.

PLANNING AND EDUCATION EFFORTS BY THE HUMAN SERVICE AGENCY

Unlike many counties, the Agency includes a Housing Division. This division incorporates funding and technical assistance activities and operates the Housing Authority of San Mateo County. The Housing Division provides these services to many of the smaller cities as well as within the unincorporated areas in the county as well as within the unincorporated areas. As a result, social services and housing are more integrated in San Mateo County than in other communities. The organization of the Agency also recognizes the link between housing and social services.

In San Mateo County, as in most counties, the coordination and planning of homeless services and housing is the responsibility of the social service agency. In 1996, the Bay Area Regional Initiative, a comprehensive regional plan for homeless housing and services was funded as a HUD demonstration project. This collaboration, facilitated by Homebase, a public interest law firm, created a forum for planning and collaboration between counties and service providers. As result of the Regional Initiative and the Continuum of Care planning process mandated by the McKinney Act Federal funding requirements, homeless housing and service providers began to work with a wider range of housing providers. In addition, the focus of homeless advocates changed from an emergency response to homelessness (e.g. immediate food and shelter), to transitional and permanent housing. Connections to systems of care and networks of services were also created. Moreover, within the past three years, Congress has also shifted the funding emphasis to permanent support housing. At a State and local level there has also been a realization that in order to maximize resources and effectiveness,

homeless housing needs must be “mainstreamed” or connected with the housing needs of the entire community.

As a part of the Continuum of Care and Regional Initiative planning process in San Mateo, the need to involve a wider spectrum of the community in a comprehensive housing strategy was identified as a priority. A housing forum was convened for that purpose in November 1998. The forum, which was supported and coordinated by the Agency, convened a group of 65 people with diverse interests in housing, including city and county elected officials. The forum met for a work-intensive 2½ days and then divided into 7 self organized work groups: 1) community building, 2) information, 3) coalitions, 4) land use planning, 5) diversity, 6) financial resources, and 7) regulatory issues. The forum completed its activities in February, 2000 with plans for participants to join and lead other on-going community housing efforts (described in the following section of the report). The forum created a framework for discussion and fostered the development of ideas that have been nurtured and expanded in other organizations. In addition to the work groups, one of the critical activities of the forum was the sponsorship of a series of 12 community conversations regarding housing issues that involved over 200 community members. These conversations have continued as a part of the County’s Civic Engagement Initiative, which received funding from the San Francisco Foundation. In addition, other businesses and faith-based partners are using this model in public forums to address both housing and transportation issues.

The Agency has also integrated housing needs and issues into its long range social service goal, through their Strategic Plan 2000, which sets forth a broad vision, goals, and general direction for com-

munity partners to work collaboratively and meet the human service needs of the county. The plan was developed in partnership with the community through community focus groups. Recommended strategies were identified in the areas of child-care, housing, transportation. The housing goals and action steps from the Strategic Plan are summarized in Attachment 1.

Goals and strategic plans, however well crafted, cannot be realized without widespread community and political support. In addition, new and additional resources are needed to successfully address growing housing needs.

COMMUNITY AND POLITICAL SUPPORT STRATEGIES

Advocacy and leadership on housing issues in San Mateo County is shared by groups representing business and labor, the faith-based community and government. The activities of these groups are lead by participants of the housing forum and reflect the recommendations of that forum. Because these groups continue to raise housing issues as a community-owned problem and to broaden the range of community involvement, a number of possible strategies are now being considered in San Mateo County. Participation includes: 1) San Mateo County Economic Development Association, 2) Peninsula Policy Partnership, 3) the Housing Leadership Council, and 4) various funding resources.

Samceda, the San Mateo County Economic Development Association, has taken a significant role in advocating for the development of workforce housing, particularly near existing transportation corridors, through the Peninsula Policy Partnership (P3). P3 has the goal of addressing economic vitality and quality of life issues by developing consen-

sus on public policies. P3 recently sponsored a series of forums to develop a strategic plan to comprehensively address the fundamental transportation, housing and economic needs of the Peninsula. The group brought together the County, cities, business, labor, environmental groups, and planning experts to consider how transportation and housing issues affect the quality of life of everyone in the community. These forums concluded in May, 2001 and the recommendations from the forums are now being compiled. Samceda also supports a housing action team that provides leadership in addressing housing policy issues, endorses proposed housing projects and conducts public outreach activities on housing needs within the County. The housing action team has endorsed over 3,000 units of housing and a number of policy measures. Through both P3 and the housing action team, Samceda continues to support transit oriented development (higher density residential development near transportation system corridors) as a way to address both housing and transportation issues.

The Housing Leadership Council provides resources and leadership to housing advocates in the community. The County of San Mateo also sees the Housing Leadership Council as a key educational and advocacy link to desired housing outcomes in their strategic plan. The housing forum's initial efforts to build a broad-based public discussion of housing issues were expanded by a workshop convened by the Leadership Council in December 2000 to launch an organizing initiative. The workshop brought nationally recognized experts in funding and organizational strategies to provide information. Participants included key representatives from government, housing providers, businesses, labor organizations and property owners. The main outcome of this meeting was an agreement that any housing strategies must secure

permanent affordable housing. Possible mechanisms to achieve this result were discussed including a trust fund, a land trust and a regional land trust combining both a housing trust fund and a community land trust.

Peninsula Interfaith Action (PIA) is a social justice advocacy group representing 23 congregations and more than 15,000 families. PIA has identified the housing crisis and regional jobs/housing balance as its specific focus for the next year. The group is a catalyst and facilitator of community discussions involving a number of sectors in the community and is coordinating the activities of a Trust Fund Advisory Group. This group is considering the possible organization and structure of a trust fund and permanent revenue sources to support the fund.

The Agency has supported housing strategies through participation in efforts by Samceda, PIA, and the Housing Leadership Council and through regional planning efforts. Recognizing that housing needs and issues cross jurisdictional boundaries, the Agency also convenes countywide meetings of all of the local jurisdictions to discuss housing issues. The Agency was recently successful in bringing Julie Bornstein, the Director of the California Housing and Community Development Department, to visit housing sites in San Mateo County and to discuss HCD programs and State housing requirements with elected county and city officials. A proposal to allow the cities and county to meet their requirements in producing their fair share of the state-wide housing needs as a region was discussed. However, the proposal was not pursued due to short time lines. Coordination efforts are now directed towards a combined application for a planning grant to explore solutions to the regional jobs/housing balance.

The Agency continues to play a key role in mainstreaming housing issues by defining the crisis as a need for workforce housing. The linkage of housing and transportation issues is another leadership area for the Agency both through planning and educational activities and through active support of innovative transit oriented development proposals along the CalTrain corridor.

The Federal government has provided valuable assistance to San Mateo County through the Housing and Urban Development (HUD) Community Builders Program. Several years ago, HUD recognized that local communities often don't have the capacity or expertise to address housing problems while at the same time acknowledging that HUD did not have enough connection with the local needs of communities. The Community Builders Program was established to engage local communities, market HUD programs, and inform HUD about changes to policies that are needed to reflect local concerns. Highly experienced, creative housing professionals are assigned to communities as "Community Builders" and are given the latitude to work on a wide range of housing issues. In San Mateo County, the focus of HUD community building has been on East Palo Alto, a low income community that is experiencing tremendous development pressure. The HUD Community Building Program has helped East Palo Alto develop an inclusionary zoning ordinance and is now working on a plan to address unfair lending practices. HUD Community Building staff has participated in all of the planning and organizational strategies described in this report. HUD also provides funding for the Housing Leadership Council and for efforts to identify new resources for affordable housing.

RESOURCE STRATEGIES

Historically, the funding of affordable housing has been dependent on annual designations of federal funds or annual local budget processes where scarce resources are appropriated on a yearly basis. Traditional resources for the creation of affordable housing center around Federal and state programs (HOME, tax credits, and CDBG). The Section 8 program supports rental assistance for low and very low-income families. Because California redevelopment law requires that 20% of the funds generated by a redevelopment area must be used to create low and moderate income housing, redevelopment housing funds have also become an important resource to support the creation and retention of affordable housing. Unfortunately these resources are not sufficient to address the housing crisis, particularly in communities like San Mateo and Santa Cruz Counties with high land costs. Strategies to increase the resources for affordable housing in San Mateo County include: a) a land acquisition fund, b) a housing trust fund, c) a permanent renewable source of funding, d) a regional land trust, and e) various community land trust proposals.

San Mateo County Housing Land Acquisition Fund

Recently the San Mateo County Board of Supervisors approved the creation of a Housing Land Acquisition Fund. The fund is intended to provide short-term bridge funding to developers to secure land for affordable housing while they seek the necessary permanent funding and land use approvals. The fund will be a mechanism for getting funds to developers quickly and is to be available when the regular funding and grant cycle of traditional private and government funding sources is not available. The fund will operate as a revolving loan

fund, offering short-term, low-interest rates. The lack of such a flexible funding source has been identified as a critical barrier to the construction of affordable housing. In addition, given the scarcity of vacant or underdeveloped land and the cost of land in San Mateo County, the Housing Land Acquisition Fund will also provide a means to “bank” land for short periods of time.

The Board of Supervisors also saw the Housing Land Acquisition Fund as a way to strengthen partnerships with community foundations and business and have envisioned support for the fund from three main sources: the county, a large foundation and private business. The Board of Supervisors has allocated one million dollars of General Fund revenues to the fund, provided that an additional two million dollars can be raised from other community resources. To this end, the Agency recently made an application to the Peninsula Community Foundation for one million dollars. Discussions about organizational and administrative structure and the appropriate strategy for soliciting private sector resources are ongoing as a part of the Trust Fund Advisory Group.

Housing Trust Fund

The Housing Trust Fund Project has analyzed 130 existing housing trust funds in the nation, and found that the following characteristics define a housing trust fund:

- A dedicated source of on-going revenue from sources that would not otherwise be used to address housing needs;
- Administration by or formal link to city, county or state government;
- Commitment to the production and preservation of housing affordable to lower income households and the homeless.

The proposed San Mateo County Housing Trust Fund is intended to be supported by public and private funding sources and will leverage other public and private funds to create a community partnership working to solve the housing crisis. The Trust Fund Advisory Group which is composed of city and county government elected officials and staff, non-profit housing developers, service providers, housing advocates, education and union representatives and a Federal government community builder, is working with Peninsula Interfaith Action (PIA) to develop specific administrative and funding strategies for both the Housing Trust Fund and the Land Acquisition Fund. The Housing Trust Fund as proposed by this group would ideally provide \$10-15 million per year to support needed housing throughout San Mateo County. This resource would also be used to leverage other public and private funding sources. It is anticipated that at that level of funding, the Housing Trust Fund could enable the creation of between 1,000 to 3,000 units per year. The proposed principles for the Housing Trust Fund are that all units supported by the fund must remain affordable for the useful life of the property and that funds can be used to support both homeownership and rental housing.

Permanent Revenue Source Study

The Agency has joined with HUD and the Peninsula Community Foundation in supporting a study of possible permanent, renewable revenue sources conducted by Peninsula InterFaith Action. In order to make the San Mateo County Housing Trust Fund proposal a reality, the revenue source study will identify public sources of revenue. Although the study and final recommendations will not be completed until September, 2001, the preliminary identification of possible revenue sources has been completed.

The criteria for possible revenue sources include:

Sources that:

- Individually could generate a minimum of one million dollars to the trust fund;
- Collectively could generate \$10-15 million annually;
- Can be dedicated to the trust fund for a significant number of years;
- Are available for use in the incorporated and unincorporated areas of the county.

Each revenue source is being evaluated based on the revenue it can produce, the legal requirements that must be met to tap that source, and the likelihood of success in securing the revenue source for the trust fund. Additional factors considered include the potential for creating partnerships between cities within the county and county government, the stability of the funding source, and the nexus between the revenue source and the Housing Trust Fund. A list of preliminary priority revenue sources is included as Attachment 2.

The revenue source study will also recommend a structure for administration of a trust fund, summarize housing needs within the county and identify state proposals that could maximize the effectiveness of the county Housing Trust Fund. The study is intended to provide the public and San Mateo County elected officials with the necessary information to take the next steps in creating the Housing Trust Fund.

Regional Land Trust

The Housing Land Trust of the San Francisco Bay Area is proposed by a group of progressive corporate and philanthropic entrepreneurs as a self-sustaining solution for increasing the supply of land for

developing workforce housing in the nine county region (San Francisco, San Mateo, Santa Clara, Alameda, Contra Costa, Solano, Napa, Sonoma and Marin) and northern San Benito and Monterey counties. The trust will focus exclusively on land acquisition and entitlements portions of the affordable housing development process with the goal of acquiring land to build more than 10,000 units of workforce housing in the first ten years of operation. The trust is proposed as a private non-profit corporation modeled on the successes of conservation land trusts such as the Nature Conservancy and the Peninsula Open Space Trust. Although the organization will work closely with a variety of government agencies, the proponents do not anticipate receiving government funding. The Housing Land Trust shares some of the characteristics of a community land trust, but the governance model is that of expertise rather than democracy. The Housing Land Trust, as initially proposed, will be led by a small board drawn from the Bay Area business, government and philanthropic communities. In addition, the trust will be guided by an advisory board composed of leaders from the affordable housing community that will provide input and technical advice on an ongoing basis.

Community Land Trust

Community land trusts are democratically controlled non-profit organizations that acquire and hold land for the benefit of the community. In particular they make land and housing available to residents who cannot otherwise afford them. The following features distinguish community land trusts:

- A commitment to local control;
- Dual ownership of housing stock;
- Protection of affordability through permanent acquisition and stewardship of land;
- Cooperation with local governments.

One community land trust proposal in San Mateo County is to create a possible network of local community land trusts affiliated with a regional administrative and fiscal organizations. The regional organization (the Housing Conservancy of Silicon Valley) would raise capital for affiliate organizations, including both local housing trust funds and community land trusts. The specific acquisition objective of the conservancy is the “five percent solution” (to acquire and permanently secure the land beneath 5% percent of the housing units in San Mateo County within 30 years). The 5% percent figure was developed based on the size of the public sector workforce, the size of the current backlog for Federally subsidized housing and the current shortfall in the jobs/housing balance. In San Mateo County this solution would translate into approximately 50,000 units. Currently about 2% of the housing stock in San Mateo County is affordable but many of those units are not permanently secured.

SUMMARY OF THE AGENCY ROLE IN HOUSING EFFORTS

The Agency is a major player in the housing arena because of their responsibilities administering key programs such as state and Federal funding sources, homeless housing programs, and various countywide rehabilitation and rental assistance programs. The county serves as a major funding conduit and provides a significant level of technical assistance, particularly to smaller cities in the county. The Agency has also played a more unique role as the role of a catalyst for the housing efforts described in this paper. As the primary staff and technical support for the Continuum of Care, Housing Forum, and community conversations, the Agency created the initial impetus for coalition building and organizing on housing issues. Many of

the ideas now under cultivation (Trust Fund and Regional Trust) in San Mateo County were planted as seeds in these forums. The Agency has continued to be a significant supporter of these efforts through financial contributions (funding for the Revenue Source Fund and the Land Acquisition Fund), leadership on regional planning issues, and participation in discussions on how to implement housing strategies. Their key leadership role has been facilitated by: a) an early vision shared by a few leaders and key communicators, b) the strategic involvement of elected officials, c) a commitment to a model of community education and discussion and, d) the willingness to change organizations and processes as needed.

San Mateo County is now poised to implement some interesting strategies in addressing the housing crisis in their community. To reach this point, the Human Service Agency along with other partners have engaged in a long-term community process of consensus building and education. The Agency acted as a catalyst in addressing the housing crisis by:

- Providing technical and financial support to early planning and organizing efforts;
- Using their ability to bring diverse partners together to connect business, labor, education, housing providers and the public;
- Intentionally continually widening and broadening the discussion of housing issues;
- Mainstreaming the discussion of housing issues by defining the need for workforce housing;
- Integrating principles and goals from these efforts into their own social service planning documents;
- Leading in the commitment by contributing significant resources to address the problem.

RECOMMENDATIONS FOR SANTA CRUZ COUNTY

Since the adoption of Measure J in 1979, Santa Cruz County has adopted a number of measures that have restricted growth: a) a limit on new building permits, b) protection of environmentally sensitive areas, c) preservation of agricultural land, and d) the creation of an urban limit line that concentrates any new housing in areas with urban services. Measure J addressed affordable housing issues through an ordinance requiring the inclusion of a percentage of affordable units in all new developments of more than 5 units or the payment of an “in-lieu” fee. Redevelopment agencies in the cities of Santa Cruz and Watsonville and a portion of the unincorporated County have also provided significant resources to build affordable housing. As a result, approximately 5% of the housing stock in the County is income restricted. Several strategies that San Mateo County is pursuing are already in place in Santa Cruz County. In addition, although Santa Cruz County does not come close to building the number of houses that the State of California Housing and Community Development Department considers a “fair share”, Santa Cruz does compare favorably to other areas in the number of affordable units built. These successful efforts have largely been the result of creative and diligent efforts by individual jurisdictions and agencies, rather than a coordinated, community supported housing strategy. In addition, there is often substantial opposition to both specific projects and broader policies that could increase the supply of affordable housing. As a result it has not always been possible to use existing resources for affordable housing in Santa Cruz County.

While environmental preservation is a deeply held value by the majority of the community, the lack of

affordable housing has become an increasing problem for many families and individuals. The Community Assessment Report, an outcome report on family and community health and well being supported by the County and other nonprofit partners, reports that a majority of those surveyed identified housing costs and availability as significant personal and community issues.

Throughout 2000, as a part of the Santa Cruz Region Cluster Project, business leaders participated in focus groups that considered leadership and collaborative opportunities to improve the county economy. This project, convened by Cabrillo College and the Human Resources Agency as a part of Workforce Investment Act implementation, focused on major clusters of activity that drive the county economy. The creation of affordable workforce housing was identified by three-quarters of the focus groups as a higher priority than the more traditional job training and educational strategies to improve the workforce. Subsequent meetings of community leaders on this issue resulted in a consensus that the critical barrier to addressing the housing crisis is the lack of community and political will.

Santa Cruz County is faced with the dilemma of how to create a community consensus that will allow the use of existing resources, and also the development of new resources, to address housing concerns in a way that is consistent with the region's commitment to environmental preservation. Based on observations in San Mateo County, a long-term strategy of education and civic engagement may create a more community acceptance and support for strategies to on additional affordable housing in our community. In addition, some of San Mateo County's permanent funding and organizational proposals to attract nontraditional resources should be considered.

In Santa Cruz County, housing efforts are decentralized in a separate Housing Authority, city jurisdictions, and County departments including Planning, Health Services, Human Resources Agency (HRA) and Redevelopment. Because of HRA's key role in the Continuum of Care and the Santa Cruz Region Cluster Project, the HRA could act as a catalyst to bring these and other partners together to begin to develop a strategy to address community and political support of affordable housing.

My recommendations for initial actions in Santa Cruz County are as follows:

- Contact HUD about the possibility of assistance from their community builder and technical assistance program;
- Review the San Mateo County Permanent Revenue Study for applicability in Santa Cruz County (to be published in September);
- Work with Continuum of Care to insure that the Five Year Strategic Plan considers relevant information regarding community/political support and long range funding strategies for affordable housing;
- Convene county housing partners to evaluate the feasibility of a civic engagement process on housing issues and explore housing resource opportunities.

CONCLUSION

The housing crisis seems so large and complex that it is difficult to see how an individual social service agency would have any meaningful impact. The San Mateo County Human Service Agency's actions to spark and sustain housing efforts have created a turning point toward comprehensive community support for affordable or workforce housing. I believe that while most social service agencies do not have the same organizational structure or

resources as San Mateo, they do share a special ability to engage and connect with the community on social issues. Our abilities to build partnerships and to develop creative strategies have been honed during the implementation of welfare reform. Social service agencies already know how to connect individuals and families with services and how to establish partnerships. At the same time, a context that highlights the importance of affordable housing for the entire community has been created by the jobs-housing imbalance, rising land and construction costs, and the robust regional economy. This context, combined with the ability of social service agencies to collaborate, represents a unique opportunity to build partnerships with business, the faith-based community, and environmental organizations to address our common housing problems.

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YEAR 2000 STRATEGIC PLAN - RECOMMENDED STRATEGIES, LEAD RESPONSIBILITY AND ACTION STEPS		
STRATEGY	LEAD RESPONSIBILITY	ACTION STEPS
Augment resources and shelters for homeless youth.	Homeless Continuum of Care Collaborative and Children's Collaborative Action Team	<ul style="list-style-type: none"> • Continue to promote development of supportive housing on county land in South San Francisco • Encourage nonprofit organizations to apply for grants for homeless youth
Increase the availability of subsidized housing and advocate the expansion of Housing and Urban Development programs.	Office of Housing working with the community	<ul style="list-style-type: none"> • HUD award for 300 Movement to Work vouchers • HUD award for 329 Section 8 vouchers • 30 units of family housing near Daily City BART • Coordinate legislative advocacy efforts to increase Section 8 cap on percentage of income towards rent • Landlord outreach to increase rental supply
Create tax incentives for landlords who rent to low-income tenants or who do not raise rents.	Office of Housing working with the community	<ul style="list-style-type: none"> • Initiate stakeholders organization • Initiate state legislation to give tax credits to landlords who rent to low income families
Encourage developers to set aside a specified number of below market rate units for low-income families and senior and disabled individuals.	Office of Housing working with the community	<ul style="list-style-type: none"> • Research and develop guidelines for inclusionary unit requirements • Require set aside for developers utilizing county funding • Coima Senior housing, 87 family units in East Palo Alto
Advocate for an alliance between the housing developers and private sector employers to provide affordable housing for the working poor.	Office of Housing working with employers	<ul style="list-style-type: none"> • Sponsor fund raising campaign with corporations and foundations to match Land Acquisition Fund • Work with private sector to develop affordable employee housing as part of moderate to major expansion • Explore AFL-CIO Housing Investment Trust as a resource • Convene stakeholders to plan housing trust fund
Support employees by leveraging money in their retirement systems to provide affordable housing subsidies.	Office of Housing working with employers	<ul style="list-style-type: none"> • Explore SAMCERA and union pension funds as a resource
Support the development of supportive housing projects that meet the needs of disabled and/or homeless individuals	Office of Housing and Supportive Housing Work Group	<ul style="list-style-type: none"> • Obtain approval from the Board of Supervisors for the Supportive Housing Action Plan • Encourage partnerships with nonprofit agencies to apply for HUD McKinney funding • Provide technical assistance to faithbased groups and developers for supportive housing projects
Advocate for zoning overlays to allow for increased density along transportation corridors.	Office of Housing	<ul style="list-style-type: none"> • Educate policy makers and stakeholders on the desirability of higher densities especially near transportation corridors • Organize presentation to elected officials on the value of higher density housing with examples of successful projects
Develop transitional housing for youth leaving the Foster Care System.	Office of Housing and Youth and Family Assistance	<ul style="list-style-type: none"> • Pursue the opportunity for a set aside for emancipated youth in South San Francisco housing initiative • Track funding streams from state and apply for grants when applicable

PRELIMINARY TRUST FUND RESOURCES*		
High Priority Sources		
Source	Description	Approval Required
Sales Tax	There is currently ½ cents in the State authorized amount that is not used in Sant Mateo County. Possibility of a joint campaign with SAMTRANS with revenues divided between housing and transportation.	2/3 vote by Board of Supervisors and 2/3 voter approval county wide
Real Estate Transfer Tax (Allocation of increases)	An allocation of any increases from a baseline fiscal year	Majority vote by Board of Supervisors
Real Estate Transfer Tax (Increase)	Increase from existing rates. Legal case in Alameda County states that Proposition 13 prohibits an increase in real estate transfer taxes if they are levied for a specific purpose.	2/3 vote by Board of Supervisors and 2/3 voter approval county wide and enabling legislation from the State
Linkage or Inclusionary Zoning Ordinance with in-lieu fees	Not enough growth in unincorporated areas to justify further exploration.	Majority vote by Board of Supervisors
Recording Fee Increase	Declining revenue.	2/3 vote by Board of Supervisors and 2/3 voter approval county wide and enabling legislation from the State

*Report to Housing Trust Fund Advisory Committee, March 7, 2001, Dan Pearlman