



Initial Strategic Framework for Expanded Regional Housing Portfolio



ASSOCIATION OF BAY AREA GOVERNMENTS
METROPOLITAN TRANSPORTATION COMMISSION

MTC Executive Committee & ABAG
Administrative Committee Joint Meeting

June 12, 2020

Background and Context

Key ABAG/MTC Decisions in May:

1. Defer consideration of affordable housing ballot measure to an election after November 2020
 2. **Pursue an expanded regional housing portfolio**
 - Direction to staff to return in June with strategic proposal to chart a path forward
- **COVID-19 Impacts**
 - Fiscal constraints
 - Exacerbation of underlying housing problems



Strategic Framework for Expanded Regional Housing Portfolio

- The multi-faceted nature of the housing crisis requires a multi-pronged set of solutions, partners, and tools.
- Framework for a regional housing strategy is rooted in a partnership approach that enables consideration of all tools in the toolbox.
 - Regional collaboration will situate ABAG in a leading role, with MTC and BAHFA as necessary partners.
- Two-Part Strategic Framework:
 1. **Proposed Guiding Principles**
 2. **Phased Implementation Plan & Proposed Near-Term Work Plan**



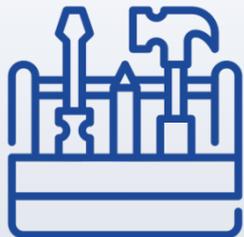
Proposed Guiding Principles



Collaborative, Multi-agency Strategy, with ABAG in Leadership Role



Multi-sector Partnerships



Advance the “3Ps” Framework



Equity-Focused Approach



Embrace Innovation and Creativity



Achieve Scale



Ensure Financial Sustainability

Phased Implementation Plan

Three-phased approach seeks to gradually expand regional housing activities within fiscally constrained environment by providing time to pursue revenue opportunities and evaluate programmatic priorities with policymakers.

- Overview
 - **Phase 1: Planning**
(next 3 months)
 - **Phase 2: Early Stage Pilot Activities**
(3-12 months)
 - **Phase 3: Build Upon Early Success**
(12 months and beyond)



Phase 1: Planning

Intensive planning to explore potential revenue sources and lay the foundation for corresponding additional activities

- Timeline: next 3 months (July – September)
- Key Components:
 - **Support Boards and Committees.** Establish ABAG Housing Committee and BAHFA Board. Pursue “streamlined approach” with as-needed meetings until Phase 2.
 - **Regional Housing Portfolio Business Plan.** Methodically evaluate potential future housing activities, including possibility of accepting land donations and feasibility of issuing project revenue bonds.
- Resource Needs: \$300k – \$500k for Business Plan



Phase 1: Planning

Proposed Work Plan

Work Item	Key Tasks	Resource Needs
Support Regional Housing Committees	<ul style="list-style-type: none"> • Support new ABAG Housing Committee • Support activation of BAHFA Board • Plan for BAHFA Advisory Committee 	With streamlined approach, current staff is sufficient.
Regional Housing Portfolio Business Plan	<ul style="list-style-type: none"> • Develop scope of work • Secure additional funding to develop the Business Plan • Release RFP and select consultant(s) 	Current staff can scope and manage RFP process. \$300k-\$500k required for consulting services.
Track Federal and State Housing Efforts	<ul style="list-style-type: none"> • Monitor state and federal legislation and budget processes for housing-related issues • Brief boards/committees as needed • Strategically intervene to support Bay Area positions, as appropriate 	Current staff is sufficient
Explore and Pursue Partnership Opportunities	<ul style="list-style-type: none"> • Engage with philanthropic and private-sectors • Explore partnerships with other public agencies • Evaluate value-add opportunities for Phase 2 programs 	Current staff is sufficient

Phase 2: Early Stage Pilot Activities

Advance planning activities from phase 1 and introduce new pilot activities, subject to funding availability and policy direction from governing boards.

- Timeline: 3 – 12 months (October 2020 – June 2021)
- Potential Pilot Activities & Partnerships:
 - Regional Convenings for Local Agency Staff
 - Regional Affordable Housing Application Platform
 - COVID-Related Technical Assistance to Local Jurisdictions
 - Acquisition and Preservation Financing Strategies
- Resource Needs: TBD



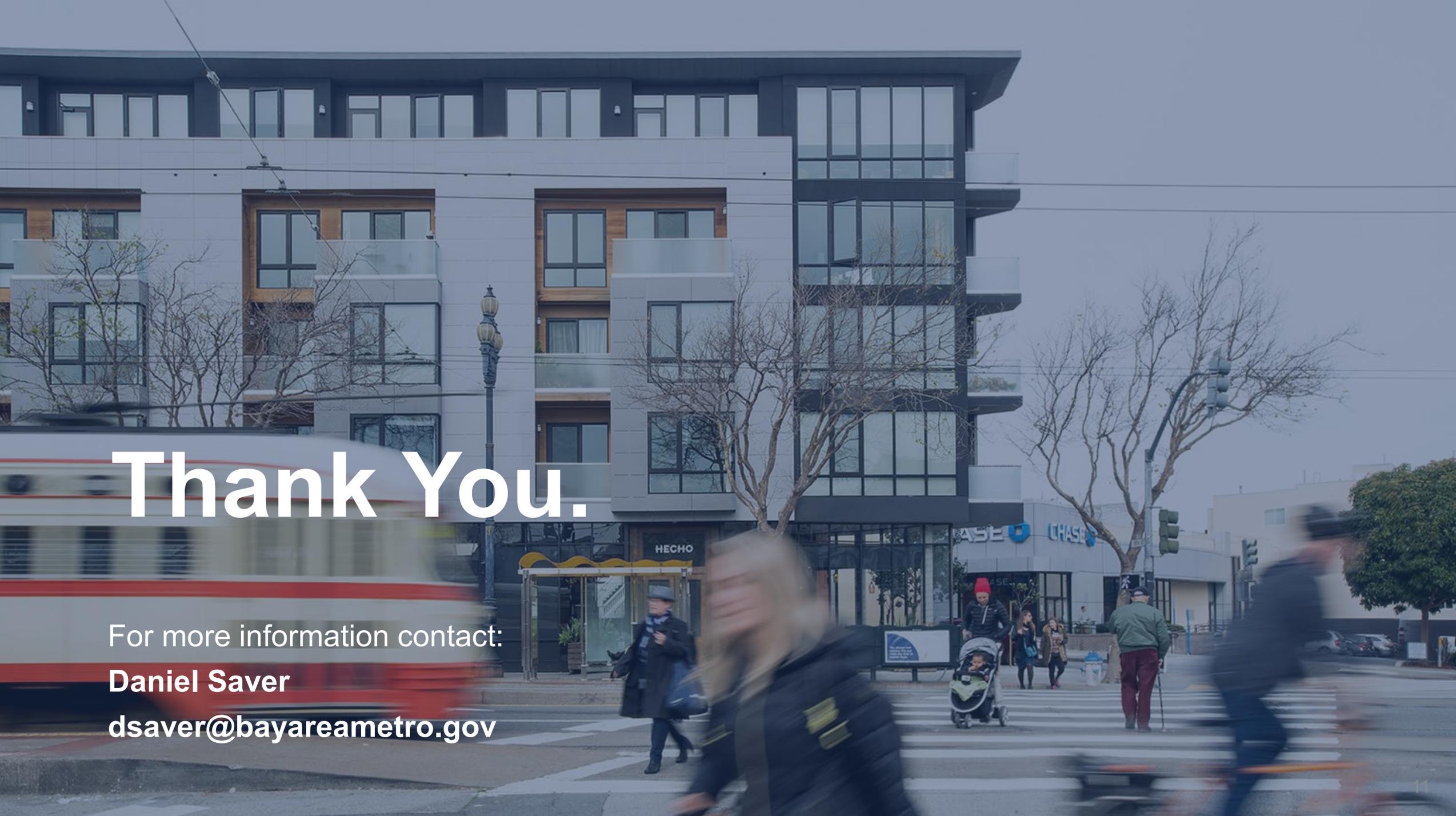
Phase 3: Expand Upon Early Success

Provide policymakers the opportunity to implement recommendations from the Business Plan and other Phase 1 & 2 planning activities

- Timeline: 12 months and beyond (July 2021 and following)
- Key Components:
 - **Review costs and staffing requirements for potential activities identified in Business Plan.** Could include comprehensive financing strategies, ongoing TA for local jurisdictions across 3 Ps, regional funding coordination, and enhanced data gathering.
 - **Review options for division of labor** between regional entities
 - **Consider revised approach & timeline** to pursue a regional revenue measure
- Resource Needs: TBD



	Phase 1 PLANNING (next 3 months)	Phase 2 EARLY STAGE PILOT ACTIVITIES (3-12 months)	Phase 3 EXPAND UPON EARLY SUCCESSES (12 months & beyond)
Regional Housing Portfolio Business Plan	<ul style="list-style-type: none"> • Develop scope of work • Secure funding • Release RFP • Select consultant(s) 	<ul style="list-style-type: none"> • Oversee consultants • Regular reports to and direction from policymakers 	
Assess Revenue & Partnership Opportunities	<ul style="list-style-type: none"> • Track state and federal efforts • Strategically intervene as appropriate. • Engage w/ public & private stakeholders to explore potential partnerships 	<ul style="list-style-type: none"> • Revenue generation activities as appropriate • Continue to explore and form initial partnerships 	
Expanded Programming		<p>Examples include:</p> <ul style="list-style-type: none"> • Regional affordable housing platform to streamline application process • COVID-related “protections” TA; • Evaluate existing regional housing funds • Share best practices and host local agency convenings 	<p>Consider recommendations from Business Plan for</p> <ul style="list-style-type: none"> • TBD programming across housing finance • Funding coordination • Technical assistance • Enhanced data gathering • Exploring a future regional ballot measure
Support Boards and Committees	Support regional policymakers, including to-be-formed ABAG Housing Committee, BAHFA Board, and BAHFA Advisory Committee.		
TOTAL COST	\$300-500K	TBD [pending activities & revenue]	TBD [pending activities & revenue]



Thank You.

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