

AGENDA

Technical Advisory Committee

Thursday, March 18, 2010

11:00 am – 1:00 pm

Redwood Shores Library, 399 Marine Parkway, Redwood City

11:00 am

I. Networking

- A. Get lunch in the café or bring your own
 - B. Reconnect with colleagues
-

11:30 am

II. Welcome/Overview

- A. Agenda Review
 - B. Check in, Updates
 - C. Phase II Wrap Up/Distribute CDs and Summary
-

11:45 am

III. Discussion with HCD

- A. What Worked/Ideas for Change
 - B. Coordinating with HCD on Implementation
 - C. Questions and Answers
-

12:10 am

IV. Phase III - Implementation

- A. Overview of Phase III Work Plan
 - B. Initial Products
 - SB 2 Zoning Compliance – Emergency, Transitional and Supportive Housing (handout)
 - Coordination on Sustainability
 - Other Implementation Updates (Definition of Family, Reasonable Accommodation) (handout)
 - C. Next Steps
-

1:00 pm

Close of TAC Meeting



Phase III Workplan

February 11, 2010

Overview

San Mateo County jurisdictions have a long history of cooperating on planning matters. Important countywide efforts like the Planners Roundtable, Grand Boulevard Initiative, and traffic congestion management, laid the groundwork for cooperating on Housing Element updates and the 21 Elements project. The first two phases of 21 Elements – distributing the sub-regional housing needs allocation and producing materials to assist jurisdictions in preparing their housing elements – have now been completed, and a third phase – housing element implementation – is underway. Phase III is a suite of projects that are (1) of high importance to multiple jurisdictions, (2) benefit from a collaborative, resource sharing work effort, and (3) are accomplishable in a (relatively) short period of time.

Below is a summary of the phases.

Phase I – Sub Regional RHNA Allocation

In August 2006, the twenty-one jurisdictions in San Mateo County formed a sub-regional entity to take local responsibility for administering the Regional Housing Needs Allocation (RHNA) process. Using ABAG's allocations as a point of reference, and negotiating adjustments among themselves, the jurisdictions completed the task by November 2007.

Phase II – Housing Element Update Kit

In Phase II, the 21 Elements project provided information and technical support as each jurisdiction updated its Housing Element. A Technical Advisory Committee (TAC) met every two months between March 2008 and April 2009 to compile and review baseline information and best practices. Project staff produced a web-based Housing Element Update Kit (see www.21elements.com) and did outreach to housing advocate groups and service providers. Staff from State HCD also participated in TAC meetings, tours of local jurisdictions, and were available either in person or by phone to answer jurisdiction questions.

Phase III – Housing Element Implementation

Phase III will focus on the implementation of shared priorities. Based on TAC discussions during Phase II and subsequent interviews and surveys with jurisdiction staff, the list of task areas described below under *Outcomes and Approach* was identified for continued collaboration.

Phase IV – Preparing for Sustainable Communities Strategy

The next Housing Element update cycle (“RHNA 5”) is scheduled to coincide and dovetail with the first cycle of the new Sustainable Communities Strategy in 2013¹. Although it is premature to plan Phase IV in detail, it is a goal of the 21 Elements project to apply and leverage information, tools and organizational learnings developed in earlier phases.

Phase III Outcomes and Approach

Based on surveys, interviews, reviews of Housing Elements and discussions, the 21 Elements Team has developed a list of high value potential projects for Phase III. While there are some projects that are applicable to all jurisdictions, most of the projects are designed to meet a priority need in a subset of municipalities. Proposed projects include:

- **SB 2** — Materials and sample ordinances to help jurisdictions implement the requirements of SB 2 (emergency, supportive and transitional housing) in their zoning ordinances
- **Sustainability** — A shared strategy to implement tasks in local Housing Element action programs designed to promote sustainability and meet environmental requirements under CEQA and other relevant laws, such as SB375
- **Mixed Use Zoning** — Materials, coordination and learning opportunities to implement mixed use zoning, especially in transit corridors
- **Housing Data Reporting Requirements** — Database to streamline Housing Element annual reports and simplify housing production reporting requirements
- **Definition of Family** — Materials to help jurisdictions adopt a definition of *family* in compliance with relevant laws
- **Reasonable Accommodation for People with Disabilities** — Support for jurisdictions in drafting or improving reasonable accommodation ordinances or procedures, and materials to publicize the Reasonable Accommodation process
- **Below Market Rate Program Assessment** — A self-assessment tool with which participating jurisdictions can evaluate their below market rate housing programs

¹ **AB 32 and SB 375 Highlights** — Linking Regional Transportation Plans to State Greenhouse Gas Reduction Goals:

(1) Establishes a process for the California Air Resources Board (ARB) to implement the State’s global warming legislation (AB 32) for the transportation sector. Requires ARB to adopt by September 2010 regional greenhouse gas (GHG) targets for emissions associated with vehicles.

(2) Requires the Metropolitan Transportation Commission (MTC) and ABAG to develop a Sustainable Communities Strategy (SCS), which will be a new element of the regional transportation plan (RTP).

(3) Synchronizes future regional housing needs allocations (RHNA) process with the RTP process, requires local governments to rezone their general plans, consistent with the updated housing element within three years of adoption, and provides that allocations must be consistent with the development pattern in the SCS. Also moves RHNA to an eight year cycle from a five year one.

- relative to national best practices, and explore feasibility of sharing certain asset stewardship resources and services
- **Composite Housing Site Inventory** — An online map of all housing production sites identified in local housing elements, also indicating correspondence with priority development areas

Schedule

As reflected below, the majority of tasks will be completed by June 2010. Because 21 Elements is expected to continue in future years, a small amount of time is saved for coordination in July and August 2010.

Task	Task Number and Title	Feb	Mar	April	May	June	July	Aug
1	Facilitate 21 Elements Meetings		■		■		■	
2	Emergency, Transitional and Supportive Housing		■	■	■	■		
2.1	<i>Implementation Plans Report</i>		■	■				
2.2	<i>Sample Ordinance</i>			■	■			
2.3	<i>Briefing Book</i>				■	■		
3	Sustainability			■	■	■	■	
4	Mixed Use Zoning			■	■	■		
5	Reporting Requirements		■	■	■			
6	Definition of Family		■					
7	Reasonable Accommodation	■	■					
8	Below Market Rate Units			■	■	■		
9	Housing Sites Inventory			■	■	■		
10	Summary Material	■						
11	Archive Records		■					
12	Maintain 21 Elements Website	■	■	■	■	■	■	
13	Coordinate on Project Management	■	■	■	■	■	■	■

Possible Future Projects

The hope and expectation is that 21 Elements will continue to grow as a vehicle for inter-jurisdictional cooperation. Some of the potential additional projects include:

- SB 375 implementation
- Producing a countywide Housing Element for the next cycle
- Studying a affordable housing/commercial development linkage fee

- Assistance with second units (for example comparing different rules for second units in different cities, a primer on how to adopt a second unit ordinance and make it palatable, pre-approved designs, etc.)
- Hosting a speaker series/newsletter
- Assistance with updating density bonus laws
- Holding an Article 34 election
- Partnering to create a minor rehabilitation home loan/grant
- Revising parking standards
- Assistance with the rules governing senior/assisted care

Products from Phase III (By June 2010)

Below is a short summary of the key products by topic area, with more details in the pages that follow.

1. Facilitate 21 Elements Task Force Meetings

2. Emergency, Transitional and Supportive Housing

- Implementation Plans by Jurisdiction Report* – Prepare report on implementation plans of SB 2 by jurisdiction.
- Sample Ordinance* – Develop sample ordinances on emergency, transitional and supportive housing.
- Briefing Book* – Produce a briefing and background book on emergency, transitional and supportive housing.

3. Sustainability

- Working Group* - Staff a working group to finalize tasks.
- Environmental Regulation Awareness Plan* – Develop a plan to share resources to stay current on new environmental regulations.
- Promoting Sustainability Plan* – Develop an implementation plan for sharing resources to promote sustainability. If the task force decides pursue the route of hiring someone, the deliverable will likely include a job description, funding mechanism, and supporting documents. If they decide to higher an outside firm, the deliverable will likely include a scope of work.

4. Mixed Use Zoning

- Working Group* - Staff a working group to finalize tasks.
- Handout with mixed use examples* – Develop detailed material (potentially web-based) summarizing local mixed use zoning examples. Include density, design and zoning features, developer, photos, staff contact person, etc. This resource will be designed to be expanded over time.

- C. *Webinar* – Create a presentation or several presentations to be presented as a webinar with AICP credits. Jurisdictions can learn and discuss the latest best practices in mixed use zoning and meet some of the firms that specialize in this area
- D. *Presentation* – Organize a presentation for Housing Leadership Day.

5. Reporting Requirements

- A. *Working Group* – Staff a working group to finalize tasks.
- B. *Database* – Develop a database with all policies and programs from 21 Element jurisdiction Housing Elements capable of printing out reporting documents.
- C. *Implementation Plan* – Create an implementation plan for easing the reporting for other housing production requirements.

6. Definition of Family

- A. *Briefing Book* – Put together a briefing book summarizing State and national laws and other considerations regarding the definition of family.
- B. *Ordinance* – Create sample definition of family ordinance.

7. Reasonable Accommodation Ordinance

- A. *Question and Answer Session* – Host Reasonable Accommodation phone call to answer any questions. Potentially include representatives of the senior or disabled community.
- B. *Handout* – Prepare handout publicizing Reasonable Accommodation ordinance that can be personalized by jurisdictions.

8. BMR Program Assessment

- A. *Assessment Tool* – Provide each participating jurisdiction with a self-assessment tool and training in its use, plus a summary report suitable for internal purposes.
- B. *Summary Report* – Prepare a report summarizing the general findings for the 23 programs in the county and proposing opportunities for cooperative best practices.

9. Housing Sites Inventory in GIS

- A. *Composite Database & GIS* – Graphical database of all housing production sites in local housing elements, accessible by staff and public via the internet.
- B. *Corridor Correspondence Mapping* – Visual overlay of boundaries “El Camino Corridor” (GBI), “Transit Priority Area” (SB 375) and “Priority Development Areas” (Bay Area FOCUS), with capability to perform related analyses.

10. Administrative Support

- A. *Maintain 21 Elements Website*
- B. *Assist Jurisdictions in Archiving Material*
- C. *Produce 21 Elements Summary Material*

Scope of Work for Phase III (By June 2010)

Task 1 – Facilitate 21 Elements Meetings

The Consultant will continue to prepare for and facilitate three 21 Elements meetings, including necessary follow up work. Part of the meeting will be a large group format, and part will be devoted to subcommittees working on specific tasks. Potential subgroups include:

- Sustainability
- Mixed use zoning
- Reporting requirements, and
- Below market rate units.

Task 2 – Emergency, Transitional and Supportive Housing

All jurisdictions must amend their zoning ordinance to allow emergency shelters by right in at least one zoning district within one year of the adoption of the Housing Element.

Jurisdictions are allowed to regulate emergency shelters in specific ways (for example light, security requirements, etc.). There are also new requirements for supportive and emergency shelters. The goal of this project is to provide sample ordinances, and other material to assist in meeting this requirement.

During initial meetings with their Planning Commissions or City Councils, some jurisdictions have received questions from policy makers about what their neighboring jurisdictions are doing to implement SB 2, and this product is intended to answer those questions. The Phase III work effort will prepare materials to help jurisdictions implement SB 2.

Task 2.1 Implementation Plans Report

Research and summarize how all 21 Element jurisdictions are meeting their SB 2 obligations, including timeframe, what zoning district emergency shelters will be allowed in, other criteria applied to the zoning district where emergency shelters will be allowed, approaches for transitional and supportive housing, and other steps the jurisdictions are taking. The purpose of this is to learn from each other and to allay fears of stakeholders.

Tasks 2.2 Sample Ordinances

Develop sample ordinances related to SB 2. These include relevant definitions, standards for emergency shelters (as permitted by State law), and treatment of transitional and supportive housing.

Test 2.3 Briefing Book

Produce a briefing and background book on emergency, transitional and supportive housing. This material will be designed so planners can educate policymakers about the requirements of SB 2, best practices, and other areas of concern.

Task 3 – Sustainability

Promoting sustainability is a high priority for many jurisdictions. Some jurisdictions in San Mateo County have expressed an interest in pooling resources to better connect their citizens with sustainability programs. Additionally, jurisdictions have spent considerable resources to try to keep up to date with changing environmental regulations, like SB 375. In the long term, there is some interest in exploring a countywide (opt-in) green building code, as Marin is doing.

Specifically, jurisdictions identified two major needs. Currently, staff spend many hours trying to stay current on new environmental requirements such as SB 375, but wish they understood the requirements better. Often they are forced to depend on outside consultants for work they could and would prefer to do in house. The first part of this project would identify a source of information that helps keep staff current on environmental requirements. Potential solutions include a person to be hired based at the county, a nonprofit, or an independent consultant.

The second need identified by jurisdictions involves connecting their citizens with information about environmental information, such as resources for home energy retrofits. For jurisdictions that are interested, the working group would identify ways to share resources and referral systems which provide effective information to citizens about energy retrofits.

Description

Facilitate efforts to promote environmental sustainability. This task will have a working group that finalizes the deliverables and may coordinate with the Public Sector Climate Task Force. The budget includes money for one additional meeting outside the TAC meeting.

Task 3.1 Environmental Regulation Awareness Plan

Develop a plan to share resources to stay current on new environmental regulations.

Task 3.2 Promoting Sustainability Plan

Develop an implementation plan for sharing resources to promote sustainability. If the task force decides pursue the route of hiring someone, the deliverable will likely include a job description, funding mechanism, and supporting documents. If they decide to higher an outside firm, the deliverable will likely include a scope of work.

Task 4 – Mixed Use Zoning

Implementing mixed use zoning is one of the top agenda items for many jurisdictions, and there are many advantages to cooperation. However, the details of the planned mixed use zoning are often different, creating challenges.

Support a working group, potentially in a dual role as a subcommittee of the Grand Boulevard Initiative Working Group, to support jurisdictions that are updating their zoning to encourage mixed use developments and produce educational material.

This working group may lay the groundwork for a series of mini-conferences to help promote mixed use zoning. The budget includes money for one additional meeting outside the TAC meeting.

Task 4.1 Handout with mixed use examples

Develop detailed material (potentially web-based) summarizing local mixed use zoning examples. Include density, design and zoning features, developer, photos, staff contact person, etc. This resource will be designed to be expanded overtime.

Task 4.2 Webinar

Create a presentation or several presentations to be presented as a webinar with AICP credits. Jurisdictions can learn and discuss the latest best practices in mixed use zoning and meet some of the firms that specialize in this area.

Task 4.3 Presentation

Organize a presentation for Housing Leadership Day.

Task 5 – Reporting Requirements

This project will involve staffing a working group to explore ways to minimize the time commitments associated with State requirements for annual housing element progress reports, and potentially periodic reports as well.

This project will include forms linked to data sources, data dictionary procedures and sources of data/responsibilities, and will adapt the web-based database of policies and programs so it can be used for reporting. The budget includes money for one additional meeting outside the TAC meeting.

Task 5.1 Database

Develop a database with all policies and programs from 21 Element jurisdiction Housing Elements that is easy for city staff to update and capable of generating reports suitable for submittal to State HCD.

Task 5.2 Implementation Plan

Create an implementation plan for streamlining compliance with other housing production requirements.

Task 6 – Definition of Family

21 Elements will put together a memorandum and sample ordinance for jurisdictions that need to update their code to be compliant with State and federal law. This was an issue raised by HCD for a number of jurisdictions.

Task 6.1 Briefing Book

Put together a briefing book summarizing State and national laws and other considerations regarding the definition of family.

Task 6.2 Ordinances

Create sample definition of family ordinance.

Task 7 – Reasonable Accommodation

Several jurisdictions do not have reasonable accommodation ordinances, but are planning on adopting an ordinance. Some material was presented as part of Phase II. This project will acquaint jurisdictions with this material and will help them connect with each other. Additionally, some jurisdictions that have Reasonable Accommodation ordinances have committed to publicizing the programs.

This project will acquaint interested jurisdictions with the material on the 21 Elements website and will help them connect with each other. Additionally, the project will produce material that jurisdictions can customize to publish their Reasonable Accommodation procedures.

Task 7.1 Technical Assistance

Host Reasonable Accommodation phone call to answer any questions. Potentially include representatives of the senior or disabled community. Be available to answer questions as they arise.

Task 7.2 Handout

Prepare handout publicizing Reasonable Accommodation ordinance that can be personalized by jurisdictions.

Task 8 – Below Market Rate Units

There is substantial interest in cooperating on the management and tracking of below market rate units. The first step is for jurisdictions to conduct a self-assessment of their BMR programs. Detailed reports will be provided to each jurisdiction, and general summary report will be prepared for the public. (To be completed by other consultants as part of a separate contract.)

Task 9 – Housing Sites Inventory

The county and the consultant will work together to map all vacant land/opportunity sites identified in jurisdictions’ housing elements. This material will be accessible to jurisdiction staff and the public via the internet. Visual overlays will be added that show the “El Camino Corridor” (GBI), “Transit Priority Area” (SB 375) and “Priority Development Areas” (Bay Area FOCUS), with capability to perform related analyses.

(To be completed by other consultants as part of a separate contract.)

Task 10 – Produce Summary Material

Produce material to summarize the accomplishments from Phase I and II.

Task 10.1 Produce CD-ROM

Produce 300 copies of CD-ROM with material from Phase II with graphically designed holder.

Task 10.2 Produce supplemental material

Write description of 21 Elements Phase I and Phase II including key accomplishments.

Task 11 – Archive Records

Create system for jurisdictions to archive relevant files from the Housing Element update process. This may include providing jurisdictions with flash memory drives.

Task 12 – Maintain 21 Elements Website

Continue to maintain and update the 21 Elements website.

Task 13 – Coordinate on Project Management

Coordinate with the client to ensure a successful project.



21 Elements Phase II Exit Survey Summary

Phase II Evaluation
December 22, 2009

Summary

In November/December 2009, participants were asked to complete a survey evaluating the 21 Elements project. The purpose of the exit survey is to determine overall satisfaction with the 21 Elements Phase II process and work products, as well as to learn lessons for the future. In total 14 jurisdictions completed the survey, as well as three consultants and one representative of a nonprofit (although some respondents did not answer every question).

The survey was administered through Survey Monkey (www.surveymonkey.com), and a copy of is attached as an appendix to this summary. The survey included both nominal and open-ended questions. Nominal questions gave a range of choices, from 1 through 5, with 1 generally being “Not Useful” or “Not Worthwhile” and 5 being “Extremely Useful” or “Extremely Worthwhile”

Overall, the survey shows that participants believed that the 21 Elements project was successful in proving useful products, increasing inter-jurisdictional cooperation, and saving time and money.

Key points include:

- All respondents (17/17) identified strengthened opportunities for cross jurisdiction partnerships as a benefit of participation in 21 Elements.
- Almost all jurisdictions, 12 out of 13, believed the project saved them time and money in the housing element update process, and jurisdictions strongly believed it made their housing element update process easier (average rating of 4.2 out of 5).
- Overall, jurisdictions rated the project as very successful (4.1 out of 5).
- 21 Elements organized access to and discussions with HCD staff, both through Paul McDougall’s participation in meetings and through tours of specific jurisdictions. This effort was one of the most popular features of the project
- There was no single favorite work product, but in the ratings the best practices sections scored slightly higher than other sections. Several jurisdictions (and consultants) cited the summary of background data, second units information, and cross jurisdictional comparisons as particularly useful.
- The website was identified as a successful way to distribute information and several jurisdictions cited it as a key part of the project. The TAC meetings were also appreciated, with several jurisdictions citing them as one of the most useful aspects of the project (but this was not unanimous).

- There was wide variation in what participants appreciated the most. Some jurisdictions found the background data the most useful product, although some jurisdictions did not use the information.

Below is a sampling of comments with the full text of all comments included in the pages that follow:

Sample Positive Comments

- Another phenomenal and unique partnership of communities that will help all of us work together in the future.
- Meeting as a group allowed us to bounce ideas off one another. I'm not sure how it could be made better, other than actually facilitating cross jurisdictional solutions.
- I think this did a lot to familiarize ourselves with members from all jurisdictions. I enjoyed the contact and exchange with all
- This was probably the most successful process in which I have participated that actively engaged so many jurisdictions.
- Well worth the \$5k we kicked in.
- Since this was the first Housing Element I had participated on, it was good to have a resource in one location (website) and get information about other cities
- While we didn't use the template for our Housing Element, gaining ideas from the consultants and other jurisdictions saved us from reinventing the wheel.
- Although we are only small Woodside, 21 Elements gave us the support system we needed to complete the work with staff members and no outside consultants
- Provided excellent direction.
- The second unit price study was the most useful thing for us.
- (Best aspects were) the sample text on the website, the jurisdiction comparisons and the breakdown of data. Great!

Sample of Comments Raising Issues for Future Consideration

- The meetings in the beginning were very worthwhile, but once our city got on a roll, we stopped attending. We seemed to be ahead of the group.
- Wish we put TAC attendance in our consultant's scope and budget
- Occasionally, we were ahead of the data collection.
- Again, (the surveys were) helpful, but more as a gauge on how people were doing things, not as a useful tool to use in my jurisdiction. The fee survey did not work because each jurisdiction has such different requirements. Used parking info and non-governmental constraints info but not other topics.
- Please provide more historical data - 1990, 2000, and existing
- (The TAC meetings were) too long for the amount of information that was distributed
- Because not all the sources were reliable or fully documented, we had to either re-verify information or do the research again

Responses to Questions

For the following questions, participants were asked to rate various products on a scale of 1 (lowest) to 5 (highest).

1. Existing Housing Need and Background Data section

Average Jurisdiction Rating: 3.8

Average Overall Rating: 3.9

Comments:

- Please provide more historical data - 1990, 2000, and existing

2. Special Topics/Best Practices section?

Average Jurisdiction Rating: 4.1

Average Overall Rating: 4.0

Comments:

- I only used it after HCD asked for more language.

3. Legal Requirements and Compliance Section?

Average Jurisdiction Rating: 3.9

Average Overall Rating: 4.0

Comments:

- Did not use much

4. Public Outreach and Contact Information section?

Average Jurisdiction Rating: 3.2

Average Overall Rating: 3.1

Comments:

- We used our own template, but it was a great idea.
- Did not use
- I did not use this section.
- Outreach letter format was good, just not used by [jurisdiction name deleted]

Notes: The nonprofit representative rated this section as extremely useful.

5. Searchable database of housing policies and programs in San Mateo County jurisdictions and summaries of this information by topic and by jurisdiction. Jurisdiction

Average Jurisdiction Rating: 3.3

Average Overall Rating: 3.2

Comments:

- I used this more to check on the status of Housing Element adoption rather than as a policy tool.
- Good idea, did not use
- I don't think I used this section, but it would have been useful.

6. Cross-jurisdictional surveys and additional resources on the parking requirements, development fees, processing times and inclusionary policies, information on non-governmental constraints (land prices, construction prices, etc)

Average Jurisdiction Rating: 3.9

Average Overall Rating: 3.7

Comments:

- Again, it was helpful, but more as a gauge on how people were doing things, not as a useful tool to use in my jurisdiction.
- The fee survey did not work because each jurisdiction has such different requirements. Used parking info and non-governmental constraints info but not other topics,
- I used one of the tables.
- Extremely helpful

7. Overall, how useful was the materials?

Average Jurisdiction Rating: 3.7

Average Overall Rating: 3.6

Comments:

- This was a great experience.
- Because not all the sources were reliable or fully documented, we had to either re-verify information or do the research again

8. How worthwhile were the TAC meetings?

Average Jurisdiction Rating: 4.0

Average Overall Rating: 4.0

Comments:

- Too long for the amount of information that was distributed
- The meetings in the beginning were very worthwhile, but once our city got on a roll, we stopped attending. We seemed to be ahead of the group.
- As a nonprofit rep, I don't feel qualified to answer this. I thought they seemed useful, and it was useful to the community to know about them.
- Comparing notes with other jurisdictions, and the small group meetings, were particularly useful.

9. If you participated in the 21 Elements coordinated HCD tours, please rate your experience:

Average Jurisdiction Rating: 4.7

Average Overall Rating: 4.6

Comments:

- The only downside is that the person who ended up being our reviewer was not a part of the tour.
- Did not participate
- It was great getting HCD staff into our jurisdiction to see what we were up against, as well as our opportunities.
- n/a
- I did not participate, but I was told it was extremely helpful
- Did not participate.
- n/a

10. Was it helpful to have Paul McDougal from HCD available to answer questions?

Average Jurisdiction Rating: 4.4

Average Overall Rating: 4.3

Comments:

- I think it was more worthwhile for Paul and his staff to see our communities in order to provide a more informed review of our HE drafts.
- He helped set our mind at ease to make sure we knew what we were doing on certain subjects.
- n/a
- Paul and other HCD staff members have been very good to work with.
- Paul seemed unprepared-- if possible, a better way to coordinate with him in advance on the questions, so he can offer better feedback. However, this may just come down to Paul, not any issue with the process itself.
- It would be good to involve the staff members who are actually rating the update materials. Some of the newer staff seem still on the learning curve and participation in tours and/or sessions might have been helpful.
- I think knowing the reviewers for other jurisdictions would have been helpful--I would have liked to compare notes with someone else who was working with the same reviewer.

11. Do you feel that you got a good value for the resources you invested in the project?

Average Jurisdiction Rating: 4.1

Average Overall Rating: 4.0

Comments:

- Again, we stopped going in the end, but the beginning was great.
- Wish we put TAC attendance in our consultant's scope and budget
- Well worth the \$5k we kicked in.
- Since I'm a consultant and it was the town who paid, I'm not sure how much they contributed and can't judge the value. If the cost was less than \$5000, though, I'd say they got good value.

12. Overall has the project and its products made your housing element update process easier?

Average Jurisdiction Rating: 4.2

Average Overall Rating: 4.3

Comments:

- Somewhat easier.
- Having the demographic and background data collected was really helpful, as was the second unit study.

13. Overall, how would you rate the Housing Element Workbook process on a scale of one to five?

Average Jurisdiction Rating: 4.1

Average Overall Rating: 4.2

14. How timely was the material? (Rated on a scale of 1 to 4)

Average Jurisdiction Rating: 3.0

Average Overall Rating: 3.0

Comments:

- Occasionally, we were ahead of the data collection.
- Some of it was not available at first, but available after first round of HCD comments
- In general, it would have been better to have had things a month or two earlier than we did, but it worked.

Notes: Based on the 14 responses from jurisdictions, it appears out material was on schedule for 10 of the jurisdictions, slightly behind schedule for three and behind the schedule for one.

Did the project provide opportunities for you to build or strengthen cross-jurisdictional and local relationships?

Overall Rating: Yes - 17/17

Comments:

- Another phenomenal and unique partnership of communities that will help all of us work together in the future.
- Not really applicable at the consultant level
- Meeting as a group allowed us to bounce ideas off one another. I'm not sure how it could be made better, other than actually facilitating cross jurisdictional solutions.
- I think this did a lot to familiarize ourselves with members from all jurisdictions. I enjoyed the contact and exchange with all
- This was probably the most successful process in which I have participated that actively engaged so many jurisdictions.

Did you find the consultants helpful, responsive and easy to contact when needed?

Overall Rating: Yes – 17/17

Comments:

- Josh was extremely helpful when we needed him.
- Great to work with.

Do you feel the 21 Elements project saved you time and/or money in preparing your Housing Element update?

Jurisdiction Rating: Yes - 12/13

Overall Rating: Yes - 15/17

Comments:

- Absolutely, 100000%
- Since this was the first Housing Element I had participated on, it was good to have a resource in one location (website) and get information about other cities
- While we didn't use the template for our Housing Element, gaining ideas from the consultants and other jurisdictions saved us from reinventing the wheel.
- n/a - not a jurisdiction
- Although we are only small Woodside, 21 Elements gave us the support system we needed to complete the work with staff members and no outside consultants
- Provided excellent direction.
- Moderately.
- Had it been offered earlier it would have been more helpful.

- Especially the second unit study!

What products or aspects of the project did you find most useful?

Comments:

- The discussion of common issues such as the implementation of State statutes.
- Shared data.
- The sample text on the website, the jurisdiction comparisons and the breakdown of data. Great!
- The 21elements.com website generally
- Specific to 4 jurisdictions, but the second unit coordination and report was great. Also found constraints report useful.
- The TAC meetings, 2. The on-line data for our jurisdiction and other jurisdictions.
- Collaboration and discussion; learning together; providing a focal point so that progress could be made on a large long term project
- The cross-jurisdictional fee survey was the most directly useful data product. The inter-jurisdictional sharing of ideas and strategies, in general, was useful.
- Coordination with other jurisdictions and HCD
- The second unit price study was the most useful thing for us.
- I liked how all the cities in County were represented at a group to the State. It is very important to seek answers to complex questions from the State in unison. I think more straightforward and consistent answers result, which is definitely a positive.
- The 21 Element website was very useful for researching information and tracking where other jurisdiction were at in the Housing Element process.

Do you have any suggestions for how project organization could have been improved overall?

Comments:

- It may not require as many meetings in the future. It was difficult to send the same staff person on every occasion because of the number of meetings.
- The County needs to provide standardized GIS data to every jurisdiction during the Housing Element process. The 21 Elements consultants could facilitate this.
- It seemed to lag a little in the end. Maybe figure out how to tailor it more toward each jurisdiction once plans started getting written.
- The products that were to come from the project were unclear at the outset, and the promised products did not really map to the final products. Better identification of needs up front, better alignment of these needs with the final outcomes, more concentration on fewer, more focused deliverables would have been useful.
- If it started earlier (prior to cities hiring consultants to assist in preparation of our HE) it would have been more helpful.
- No--it seemed to work pretty well.
- Receiving the materials for the meeting the day before was not helpful. Additional time to review the materials would have helped. It always seemed that we got the materials and the agenda the day before the TAC meeting.
- Not really. I thought the team did a pretty good job with a complicated subject.
- None. It was a great process.

Use this space to share any additional comments or thoughts that you have:

Comments:

- We are two steps away from certification, so we thank you!
- My experience: jurisdictions fail to follow through on implementation, record keeping, & annual progress reports. Updates are easier when they do.
- I don't think the Workbook format in and of itself, as a whole, is the most useful product to come out of 21 Elements, although many of the products are individually useful. I think most participants use the products a la carte, and the process itself, and some discrete deliverables are more important than the workbook per se. I doubt many of the participants perceive the workbook as the end result or most valuable part of this process, or even conceive of the workbook as a product. The process, the strategies and advice, and the discrete deliverables were more important (although less easy to describe).
- I think it was a good process, and hopefully will lay the foundation for future inter-jurisdictional coordination. That may be even more important for the next housing element cycle!

Now that you are farther along in your Housing Element process, what specific Housing Element implementing programs are a high priority for your jurisdiction to implement in the short term priorities?

Comments:

- SB2 and rezoning of properties to accommodate our RHNA units.
- Code amendments: Supportive & Transitional Hsg, Emergency Shelters, Second Units & Zoning for our Downtown Specific Plan
- We have a lot of zoning amendments to undertake including creating incentives for lot consolidation and affordable housing.
- We need to implement a multi-family overlay area and update our reasonable accommodations section.
- Zoning ordinance amendments related to encourage more Second Unit development.
- Revising our Inclusionary Ordinance
- Establishing affordable housing as a priority land use for water/sewer connections despite Coastal Commission opposition.
- BMR inventory and monitoring; Zoning modifications to incentivize mixed use development; 2nd Unit and Special Needs housing incentives and streamlining; identification of additional higher density/low income developable sites.
- Emergency Shelter Ord- assistance with Ord and summary of what other jurisdictions are doing so Council can compare. 2. Reasonable Accommodation Ord. 3. Density bonus update- as drop in to Zoning Ord. 4. Second Units 5. Commercial in-lieu fees 6. Affordable Housing Unit Coordinator- Someone to track affordable units in SMCo cities 7. Coordinated approach to RDA law that requires affordable units go to vote or they only count as 1/2 units.
- First priority is to get some basic zoning ordinance amendments out of the way. Next is to figure out how to develop some BMR lots that we haven't been able to develop for about a decade.
- Developing and implementing a voluntary lot merger program.
- Zoning for a Homeless Shelter and updating the Land Use Element.

What specific Housing Element implementing programs would benefit from collaboration with other jurisdictions in San Mateo County?

Comments:

- SB2 and Second Unit Ordinances
- Maybe Emergency shelters and transitional housing, but that might require a HE amendment since we've all identified areas in our own cities to locate them.
- Commercial linkage impact/mitigation fees
- Mixed-income/inclusionary housing
- Public revenue source development
- Not quite sure yet, many of our programs do not compare to the larger cities.
- Would be helpful to standardize inclusionary ordinances across the County for jurisdictions that have them
- See #23 above. I believe the County is addressing this aspect in the LCPA currently in process.
- BMR inventory and monitoring.
- See above
- There are some zoning ordinance amendments that I assume we're pretty much all going to do--for transitional and supportive housing, for example, and farmworker housing. No reason for all of us to re-invent the wheel--this would be a good place for a model ordinance we could all work off of. We also need an amendment to comply with state density bonus law, which is something that some other jurisdictions probably already have and others may also need. In the longer term, the most helpful thing would be to have more county-wide coordination of housing efforts, so that the housing can be located in the best places in the county without the host cities feeling like they got the short end of the stick.
- We would be interested to know if and how other cities are facilitating reducing parking requirements for residential development that is transit-proximate.
- Various other programs including vacant foreclose property programs.

21 Elements Exit Survey

Introduction

Thank you all for your participation in the 21 Elements: San Mateo Countywide Housing Element Workbook process.

If you can take about 15 minutes of your time we would very much appreciate your response to the following "exit survey." Your feedback will help us to evaluate the 21 Elements project and will inform future collaborations related to Housing Element Implementation.

There are six sections we want to cover in the survey (21 Elements Materials and Website, TAC Meetings and Tours, Project Organization, Partnership Building, Overall Comments and Next Steps).

1. Which of the following describes your position?

- Jurisdiction employee (or a consultant employed as staff)
- Consultant working on a housing element
- Non-profit representative
- Other stakeholder

21 Elements Materials and Website

This part of the survey asks questions about the 21 Elements Materials and Website, and is the longest section of the survey. Questions focus on the different content sections and the products as a whole. Please answer the questions based on your experience using the materials and the website.

2. How useful did you find the Existing Housing Need and Background Data section?

	Not Useful				Extremely Useful
Background data (demographics, housing trends, economics, etc.) for the county and for each jurisdiction in chart and spreadsheet form (from the US Census, Claritas, Department of Finance, etc). It also provided information on Section 8 and Foreclosures in San Mateo County.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

3. How useful did you find the Special Topics/Best Practices section?

	Not Useful				Extremely Useful
Best practices, sample policies, and background information on the following subjects: SB2 (Emergency Shelters), Seniors, Density and Mixed-use, Parking and Traffic, Second Units, At-risk Units, Design, Health and Wellness, Reasonable Accommodations, Sustainability.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

21 Elements Exit Survey

4. How useful did you find the Legal Requirements and Compliance Section?

	Not Useful				Extremely Useful
Fact sheets and resources on the following subjects: Recent Housing Element Law Changes, the Importance of Certification, Overview of Housing Elements, Annual Reporting, Funding Opportunities, CEQA, the Generic Content and Outline of Housing Elements.	ja	ja	ja	ja	ja

Comments

5. How useful did you find the Public Outreach and Contact Information section?

	Not Useful				Extremely Useful
Contact lists for the 21 Elements project and for outreach organizations, newsletters for jurisdictions that asked and a template outreach newsletter about the housing element update process.	ja	ja	ja	ja	ja

Comments

6. How useful did you find the Housing Elements and Policies Information section?

	Not Useful				Extremely Useful
Searchable database of housing policies and programs in San Mateo County jurisdictions and summaries of this information by topic and by jurisdiction.	ja	ja	ja	ja	ja

Comments

7. How useful did you find the Constraints and Surveys section?

	Not Useful				Extremely Useful
This section provided cross-jurisdictional surveys and additional resources on the following constraints subjects: parking requirements, development fees, processing times and inclusionary policies. It also provided additional information on non-governmental constraints (land prices, construction prices, etc)	ja	ja	ja	ja	ja

Comments

8. Overall, how useful was the materials?

	Not Useful				Extremely Useful
Rating:	ja	ja	ja	ja	ja

Comments:

21 Elements Exit Survey

9. How timely was the materials?

Not available when I needed it Available when I needed it

Rating: jn jn jn jn

Comments:

10. Was the website a productive way to distribute material?

Yes

No

Comments:

2. TAC Meetings and Tours

11. TAC Meetings

Not Worthwhile Extremely worthwhile

How worthwhile were the TAC meetings? jn jn jn jn jn

Comments:

12. Tours

Not Worthwhile Extremely worthwhile

If you participated in the 21 Elements coordinated HCD tours, please rate your experience: jn jn jn jn jn

Comments:

13. HCD

Not Worthwhile Extremely worthwhile

Was it helpful to have Paul McDougal from HCD available to answer questions? jn jn jn jn jn

Are there any suggestions you have to better coordinate with HCD staff in the future?

3. Project Organization and Partnership Building

21 Elements Exit Survey

14. Did you find the consultants helpful, responsive and easy to contact when needed?

Yes

No

Comments:

15. Did the project provide opportunities for you to build or strengthen cross-jurisdictional and local relationships?

Yes

No

Comments or suggestions for how cross-jurisdictional and local partnership-building opportunities could have been improved?

5. Overall Comments

16. What products or aspects of the project did you find most useful?

17. Do you have any suggestions for how project organization could have been improved overall?

18. Do you feel the 21 Elements project saved you time and/or money in preparing your Housing Element update?

Yes

No

Comments

21 Elements Exit Survey

19. Do you feel that you got a good value for the resources you invested in the project?

	Poor Value				Excellent Value
Rating:	jñ	jñ	jñ	jñ	jñ

Comments

20. Overall, has the project and its products made your housing element update process easier?

	No, it had a negative effect				Yes, much easier
Rating:	jñ	jñ	jñ	jñ	jñ

Comments

21. Overall, how would you rate the Housing Element Workbook process on a scale of one to five?

	Unsuccessful				Successful
Rating:	jñ	jñ	jñ	jñ	jñ

22. Use this space to share any additional comments or thoughts that you have.

6. Next Steps

23. Now that you are farther along in your Housing Element process, what specific Housing Element implementing programs are a high priority for your jurisdiction to implement in the short term priorities?

24. What specific Housing Element implementing programs would benefit from collaboration with other jurisdictions in San Mateo County?