

Dear Mayor Gloria,

It is with enthusiasm that the 22 members of your Middle-Income Housing Working Group propose to you our recommended actions for consideration.

We are grateful to you for forming this ad-hoc working group and charging us with assisting you in moving ideas forward to alleviate San Diego's middle-income housing crisis and we sincerely hope that our recommendations – which represent the consensus view of a diverse range of community interests – will help move San Diego forward. I am personally grateful to my colleagues for their diligence and hard work throughout this process.

Given the work the San Diego Housing Commission is doing on *preservation* of affordable housing – both income-restricted and naturally occurring – our recommendations are focused on ideas we believe will help stimulate additional *new production* of middle-income housing for both owners and renters.

We began with a series of sessions that focused on recent policy changes at the state and local level as well as the role that private and philanthropic capital can play in alleviating the problem.

We then broke into four committees: policy, finance, land, and labor/building technology. These four committees met several times and deliberated on the attached recommendations. At the end of the process, the committees reconvened and reached consensus on the proposed recommended actions.

Our recommended actions fall into three categories:

- Recommended actions for consideration
- Recommended Mayoral advocacy on items that are beyond the city's control
- Recommended Mayoral convenings of stakeholders to further discuss how to move certain items forward

I want to acknowledge the diligence, devotion, and timeliness of city staff in helping the Working Group. Elyse Lowe, Director of the Development Services Department, and Mike Hansen, former Director of the Planning Department, were generous with their time and informed our policy discussions immeasurably. Emily Piatanesi, a former intern in your office, provided significant logistical and note-taking support. And I cannot thank your Director of Policy, Jessica Lawrence, enough. Jessica worked with me and the Working Group every step of the way to ensure a timely and meaningful set of recommendations.

On behalf of my colleagues, thank you again for the privilege of serving on this Working Group.

We look forward to determining next steps in collaboration with City staff to ensure the implementation of our recommendations.

Sincerely,

Bill Fulton
Chair, Middle Income Housing Working Group