

Board of Supervisors Questionnaire

1. What should the Board of Supervisors do to address San Francisco's housing problems? What resources should the Board of Supervisors use to address these problems?

I support the creation of all types of housing and BOS should work to streamline the approval process of permitting. However, the main issue is housing affordability, as Supervisor, I will mainly focus on enabling resources to build low income and middle income housing.

As a city, we have to continue to make the financing of affordable housing feasible. The passage of Proposition A, which I was a champion of, provides funds for building housing, is a positive step towards addressing the city's housing needs. It is essential to ensure that these funds are effectively utilized and allocated towards housing development projects in alignment with the city's goals and priorities. Future revenue measures such as the regional housing bond, will be critical to bring San Francisco the resources we need to address our critical shortage of affordable housing.

With new resources the Board of Supervisors can focus on strategies we know to work to expand and preserve affordable housing such as:

1. Supporting thoughtful projects reflecting community needs, like the proposed 100% affordable senior housing project in chinatown
2. Leveraging public land to reduce the cost of affordable housing
3. Preserving affordable and rent controlled housing through rehabs and acquisitions
4. Expanding co-ops, community land trusts, small-site acquisitions
5. Supporting office conversions to housing in our downtown areas

At the state level, San Francisco needs to work closely and cooperatively with the California Department of Housing and Community Development (HCD) to ensure that the implementation of San Francisco's Housing Element focuses on affordable units first. In building that housing, I believe local government is the right authority to control land use regulations. While exemptions from certain regulatory requirements can be beneficial, we need to have community engagement throughout the process. Robust outreach efforts should be conducted to ensure that community members have a seat at the table and that housing for our low income residents is viable and sustainable.

2. What should the Board of Supervisors do to address issues around homelessness?

Leaving people to languish in tents on the sidewalk or leaning on our expensive ER and jail system to address homelessness is inhumane and ineffective. San Francisco's homeless response

system needs to work as a continuum to move people off of the streets into temporary shelter which has the necessary social service supports for exits to permanent housing placements.

In district 3, we have seen homelessness change, including more unsheltered homelessness in the lower Polk area. As our legislative branch of government, our Board of Supervisors needs to do a better job of ensuring our current spending on homelessness is effective, while adequately resourcing outreach, shelter, and permanent supportive housing so that people can enter our system and exit to positive outcomes.

So many things we can be doing to make better use of the \$700M+ we spend on homelessness annually. Name off a few:

1. Expand shelter capacity and innovate to reduce cost. My work at Dignity Moves's tiny homes led to new capacity in record speed and low cost.
2. Increase mental health capacity at all levels of acuity, so that we're not turning 50% of referrals away.
3. Invest in new permanent supportive housing citywide.
4. Eliminate PSH vacancies. We have hundreds of vacant units that cost ~\$1M each to build, that's a lot of wasted assets annually.
5. Streamline and consolidate our many many street teams and response teams so that they can effectively move people to better outcomes.
6. Staff our street teams with mental health professionals when answering calls.
7. Resource necessary conservatorship placements so that people who are not able to help themselves can get responsive care.
8. Recalibrate our coordinated entry systems so that placements match individual clinical needs.

Our current work around homelessness is so often bogged down by political infighting and reactive policies. The Board of Supervisors needs to put politics aside and work with the Executive as well as our City Departments so that folks on our streets have access to real, positive, sustainable outcomes.

3. What is your stance on public transportation vs TNCs? Are there ways to make transportation more accessible? Should we be increasing or decreasing fares, or even make public transportation free for all? How can the Board of Supervisors effectively address these issues?

Access to public transportation is a fundamental right and should be regarded and funded by the government in that manner. As Supervisor, I would prioritize resourcing and improving public transportation as well as increased regulation for TNC companies.

TNCs have a place in our city, but as is, they are private enterprises with different objectives than public transportation. I do acknowledge the value of TNCs, for example, I supported SFMTA covering the cost of TNCs for seniors and disabled population during the pandemic as part of the

paratransit services. However, I have concerns about TNC's labor practices and environmental impacts (increased VMT, congestion), which should be addressed and regulated.

To make public transportation more accessible I would focus on:

1. **Affordability:** As a former SFMTA Board Director, I advocated for the current free muni for youth and discount programs for seniors and low income communities. I also worked on the safe routes to school program as well as lead the Prop A Transit GO Bond measure to fund the system in 2022. I'm also open to free MUNI in the future and lead efforts to create the first free muni program during LNY celebrations in 2022.
2. **Funding:** SFMTA is facing a fiscal cliff as soon as 2026, and does not currently have a reliable funding source to keep it solvent. Until the city and voters can agree to fund public transit as public infrastructure, we do not have a feasible path to make the whole system free. During my tenure on MTA, I advocated to pause fare indexing and will continue to support expansion of fare programs to serve those who need the system most.
3. **Accessibility:** I'm a strong advocate for expanding and restoring transit routes. I fought alongside Supervisor Walton to bring back important community lines like the 8AX/BX during the pandemic that connects the historically black and asian communities in the Bayview and Chinatown. Expanding MUNI's service coverage, increase frequency and reliability of buses and trains is something I have and will continue to lead

The Board of Supervisors can address this by engaging with stakeholders, advocating for state and federal funding, holding SFMTA accountable and expanding local funding.

4. **What should be the role of TNCs and autonomous vehicles in your ideal future San Francisco? How will you work with the other members of the Board of Supervisors, the Mayor's office and state agencies to accomplish this vision?**

While TNCs and autonomous vehicles have established a presence in San Francisco, I believe that we need to regulate these technologies so that they minimize their impacts on transit ridership, are accessible to low income San Franciscans, are safe on our streets, and provide jobs with living wages and healthcare.

While TNCs and AVs are here and are primarily regulated at the State level, I believe there is much we can do as a City. I supported the city in pushing back state regulators in enabling operating permits because life-safety concerns were not fully addressed yet. TNCs and autonomous vehicles have a role in transportation but the focus of the BOS and Mayor's office should be to ensure that we are protecting our communities through the growing pains of these technologies, to require data transparency, and to work with the companies to safely regulate and work on workforce upskilling to expand good jobs.

To accomplish this:

1. I would collaborate with supervisors to regulate TNCs and autonomous vehicles so that these technologies are safe, accessible and do not negatively impact the city's transportation infrastructure.
 2. I would work closely with the Mayor's office and relevant state agencies to establish a regulatory framework that ensures the safe operation of autonomous vehicles and sets standards for TNCs to adhere to, such as vehicle emissions and driver wages.
 3. I would also engage with community groups and stakeholders to address concerns and gather input on transportation initiatives.
 4. I would work with our state legislators to establish a preemptive approach at the state to more strategically address and help local legislators understand and react to local impacts.
- 5. Should we increase or decrease the number of police on the streets of San Francisco, and why? Please describe the financial impact this would have on the city budget and on other departments.**

I support the recruitment of more police officers for San Francisco to fill the current 500 vacant positions. Our primary issue is that we are unable to hire, train and retain existing funded positions. New officers need to be trained with a focus on community policing, de-escalation, and cultural competence.

Many of our vulnerable community members including seniors still do not feel safe. Our response rates to violent crime and turnaround times on investigations are all still subpar. Beyond capacity, we need to evaluate and change the way policing is conducted, including expanding de-escalation methods and ensuring that engagement with the unsheltered or individuals with mental health conditions be led by trained medical and social work professionals.

Restructuring current police staffing to use civilians for work currently being done by sworn officers, expanding community policing would all help leverage our existing policing budget towards better outcomes. Increasing the number of officers will also save costs by reducing the department's reliance on costly overtime.

- 6. Do police make our streets safer and how? Explain? What alternatives to policing should the Board of Supervisors consider to make San Francisco safer?**

In many cases, we need police as they have an important role in addressing violent crime, predatory crime, responding to emergencies, and investigation. That said, as a city, we are over reliant on sworn police officers to address issues related to homelessness and quality of life. Public safety also means supporting the funding and staffing of dispatchers, EMTs, fire, other emergency response positions and our social service net so that people do not need to turn to crime out of necessity.

As Supervisor, I will improve police staffing through better hiring, training, and retaining policies to tackle the 500 vacant police positions. In addition, I will work towards expanding alternatives like community policing and focus the officers' time on addressing violent crimes instead of paperwork. I support well-coordinated citywide ambassador programs, particularly in high activity areas.

I will continue to be independent and have always been open about voicing the need for oversight, scrutiny, and accountability towards the way law enforcement performs their work. I will promote representation in our oversight bodies, support de-escalation, restorative justice and expansion of community policing.

7. Did you support or oppose the March 2024 Measure B, and why?

Yes, although the measure was not in line with the way I would have drafted it. Proposition B recognizes fiscal considerations and that public safety goes beyond just the police department, that we need to also fund other public safety functions including fire, 311 responders and other city departments.

8. Did you support or oppose the March 2024 Measure E, and why?

Opposed. While I am a proponent of giving our police officers the tools and technology they need to conduct their work, I did not see this proposition as a way to accomplish that. I was concerned that passing these reforms as a ballot measure could have unintended consequences and make it extremely difficult to make even small changes at a later date, as it may require a vote by voters again.

9. Did you support or oppose the March 2024 Measure F, and why?

Opposed. Making our most basic social supports contingent upon drug screening is bad policy and goes against all of the evidence we have around how people achieve better health outcomes.

Continued smart investments in treatment capacity and long-term recovery are necessary; evidence shows programs like Care Not Cash have led to better outcomes. Although Prop F attempts to improve the return on homelessness investments, it risks the opposite effect. By making people's basic necessities and housing funding contingent upon additional barriers, we risk displacing more people from their stability and housing. Additionally, this measure creates

more reporting and bureaucracy for people who are busy trying to get better; if we make things harder, we will see more people back on the streets.

10. How do the federal and state budgets impact San Francisco?

Federal and state budgets allocate critical funding for transportation projects, housing and homelessness programs, healthcare, education, social services, and climate initiatives. As a city, we can access these funds either by appropriation or by application. As State and Federal budgets are generated from different revenue sources and different political realities than local budgets, the availability can also be drastically different. Often state and federal sources provide subsidies that fill gaps in local initiatives that enable local government to compete and access other funding sources.

11. Do you support the proposal to limit the authority of the Board of Supervisors to take action on issues such as the War on Gaza? Why? If yes, please detail the limitations you would place on the Board of Supervisors and explain your response.

My priority is to ensure that San Franciscans of all backgrounds feel safe in their own communities and have a safe environment to engage in difficult conversations. I support the formal business of the BOS to be focused on addressing municipal business including addressing hate crimes within our own community.

12. There are at least 4 local petitions being circulated for consideration on the November 2024 ballot (<https://www.sf.gov/reports/november-2024/potential-local-ballot-measures>). What is your position on each of them? Explain.

I do not know enough about this at this time to take a position. I will make a decision once the measures qualify.

13. If the other candidates in your race would agree, are you willing to reject all PAC and “dark money” support for your race and to publicly denounce spending on your behalf through such entities? Are there entities from which you would reject support and/or publicly denounce spending on your behalf? Will you publicly denounce dark money expenditures against your opponents?

Yes. I will not take corporate PAC dollars. I would be happy to denounce dark money expenditure against my opponents if other candidates would also agree.

14. What makes you the most qualified candidate to be your District Supervisor?

My experience, identity and commitment all make me the most qualified candidate in the race for District 3 Supervisor. For close to 2 decades, my commitment to serving San Francisco, particularly the underserved communities has been clear. I am also the only Chinese candidate in the race for District 3, which encompasses our historic Chinatown neighborhood.

My first career was as a municipal urban planner for a decade, including 8 years for San Francisco's Planning Department, including projects in District 3. Subsequently I was an executive in the private sector leading mixed-use development and community outreach. During the pandemic, I was the founding Executive Director of a homeless housing nonprofit, and built the City's first Tiny Homes interim homeless housing community with philanthropic funds. Currently, I work for an internal NGO leading an economic development initiative to diversify the city's economic base by growing a sustainability innovation hub to help revitalize San Francisco's downtown. I have also served San Francisco as an appointed commissioner by 3 different mayors with the Treasure Island Development Authority and the San Francisco Municipal Transportation Board.

I believe all the candidates for District 3 Supervisor want change. For me, the choice is not about who wants change the most, it's about who can deliver the change that we need. Being effective requires the ability to build agreement across the Board, with the Mayor's office and with City Departments. My track records of public, private and nonprofit collaboration and my early endorsements from 7 out of 11 Supervisors demonstrate that ability. I'm endorsed by a diverse set of leaders and community members with a very wide range of views. As a legislator, being able to build consensus with a broad range of colleagues should be an important consideration as no one Supervisor can adopt change on their own.

Lastly, representation matters. District 3 has a deep immigrant history and population. As someone who grew up in Hong Kong and moved to California by myself at the age of 16, I have shared and lived experience with a significant portion of the community. When elected, I will be the first native Cantonese speaking District 3 Supervisor, and would be proud to serve the district with the oldest Chinatown in the country with cultural competence.

My track record of collaboration and delivering change, include:

1. Reforming SFMTA's language translation protocols to better serve minority communities
2. Bringing back community bus lines such as the 8AX/BX to connect the Bayview with Chinatown
3. Tripling the public safety budget on MTA to fund ambassadors and visibility staff
4. Fighting for pedestrian safety as a part the Broadway Street redesign project

5. Delivering success in homeless housing by piloting tiny homes project in SF at record low cost and record speed
6. Working with a group of stakeholders to reimagine and recover San Francisco's downtown economy