

# Chapter 3 Housing Goals and Strategies



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## 3.1 Introduction

The Housing Element includes five goals that create the framework for how the City of San José will address housing needs during the planning period. Linked to each goal, strategies provide direction for how the City will achieve that goal. They reflect the City's ambition to provide opportunities for a variety of housing at all levels of affordability and types to meet the current and future needs of all residents, and to create equitable and inclusive neighborhoods that support housing choice. Strategies are used here as a general way to describe actions the City will undertake during the planning period. They consist of policies, programs, and activities that the City would do either alone or in partnership with other organizations and the community.

The sixth cycle goals and strategies were developed with and informed by extensive community input, as noted in *Chapter 1* and *Appendix H*. The strategies address issues raised as barriers and problems in the San José market through data from comments by participants in dozens of focus groups, working group sessions, community meetings, and stakeholder meetings. The City's long outreach and engagement started in 2019 and will continue through early 2023. Per the state's requirements, the City's outreach emphasized engagement of members of protected classes and nonprofits regarding those residents' housing and fair housing needs, selected neighborhood representatives regarding neighborhood strategies, and both market-rate and affordable housing developers regarding barriers to housing production. In addition, the general public was engaged throughout so staff could educate on this work and seek their opinions on the City's draft goals and draft strategies.

The City's five goals are as follows:

**Goal 1: An abundant and affordable housing stock**

**Goal 2: Sufficient housing for people experiencing homelessness**

**Goal 3: Housing stability and opportunities to build wealth for all residents**

**Goal 4: Healthy, thriving neighborhoods with access to good jobs, schools, transportation, and other resources**

**Goal 5: Racially and socially inclusive neighborhoods that overcome past and present discrimination**

Each goal is described in the sections that follow, followed by tables of strategies that would help to achieve that goal. While many strategies achieve more than one goal, they are grouped by the primary goal they would achieve. The tables note additional goals that each strategy supports. Strategies are also tied to the barriers and needs they would address, the input and other plans that supported inclusion of each strategy, City departments involved, type of action, timelines, and metrics by which to measure progress. In the next version of this draft plan, quantitative goals will be identified for those actions that support the City's obligation to affirmatively further fair housing.

Note that some strategies reflect statutory requirements and must be completed. Of the other strategies, most require City Council approval. However, some strategies are presented as more definite than others. This may be because City Council has already given direction to staff to do this work, because actions are required under state law, or because certain work is so important to achieve the fair housing and RHNA goals of this plan that these strategies should move forward. Other actions are more preliminary or exploratory in nature and have less certain wording; for these, the milestones listed are

completions of analysis and presentations to City Council. City Council’s adoption of this work plan will signify its willingness to commit to the actions contained herein, to the degree that each is stated.

Strategies demonstrate they will have a beneficial impact within the planning period by naming specific commitment to measurable metrics. Where possible, deliverables occur early in the planning period to ensure actual housing outcomes. Strategies are in short-term, medium-term or annual/ongoing in Implementation Tables 3-7, 3-8 and 3-9. Strategies include “Timing” information to indicate either the calendar or fiscal year in which staff anticipates the work would be completed. The exception to this rule is for initiatives which are ongoing, such as advocacy for additional resources, which span the entire sixth cycle period.

The “Geo” column in the tables below demonstrates the geographic areas of impact for each strategy. The areas are indicated as follows:

| <b>Abbreviation</b> | <b>Meaning</b>                                                                                            |
|---------------------|-----------------------------------------------------------------------------------------------------------|
| CW/No               | Citywide or no specific geography                                                                         |
| Site                | Site specific (described in item)                                                                         |
| LMI                 | Low-mod census tracts                                                                                     |
| RECAP               | R/ECAPs                                                                                                   |
| RCAA                | RCAAs                                                                                                     |
| High                | High and Highest Opportunity tracts per TCAC/HCD                                                          |
| Low                 | Low Opportunity tracts per TCAC/HCD                                                                       |
| NSJ                 | North San Jose                                                                                            |
| UV                  | Urban Villages                                                                                            |
| Red                 | Formerly redlined neighborhoods                                                                           |
| DT                  | Downtown                                                                                                  |
| DTW                 | Downtown West                                                                                             |
| UDP                 | Census tracts (per UDP analysis) identified as at risk of displacement or where displacement is occurring |

City departments that would undertake the strategies work are identified, and outside partner agencies are also mentioned in the text as appropriate. City departments are abbreviated as follows:

- Budget = City Manager’s Budget Office
- CAO = City Attorney’s Office
- CMO = City Manager’s Office
- DOT = Department of Transportation
- ESD = Environmental Services Department
- Fire = Fire Department
- Housing = Housing Department
- IGR = City Manager’s Office of Intergovernmental Relations
- OEDCA = City Manager’s Office of Economic Development and Cultural Affairs
- OEM = City Manager’s Office of Emergency Management
- ORE = City Manager’s Office of Racial Equity
- PBCE = Department of Planning, Building, and Code Enforcement

- PRNS = Department of Parks, Recreation, and Neighborhood Services
- PW = Public Works Department

Note that several strategies changed from the version dated June 2023 to address additional stakeholder input and the state’s feedback. The edits made these items more specific, added milestones, provided additional information, and further defined how the strategies would be implemented. Edited items include:

- Production: P-3, P-7, P-10, P-11, P-13, P-20, P-27, P-30, P-31, P-35, and P-40
- Preservation: R-2, R-9, R-12, and R-13
- Homelessness: H-14
- Stability: S-1, S-2, S-4, S-10, S-12, S-13, S-20, S-26, S-28, S-29, S-30, and S-32
- Neighborhoods: N-3 and N-4
- Inclusive Neighborhoods: I-9

Other strategies have language clarifications per stakeholder questions and staff’s edits for clarity. These include the following strategies:

- P-4, P-16, P-21, P-24, P-42, P-47, P-48, R-8, and S-9

## 3.2 Goal 1: An abundant and affordable housing stock

Housing is essential to a healthy life and must be available to everyone at a reasonable cost. San José needs to support the creation of enough homes over the next eight years to ensure there is an affordable home for every household. While the City does not itself build homes, the City can create policies and programs that increase the rate at which homes are built and ensure a diversity of housing types to meet different needs.

Goal 1 strategies focus on both market-rate and affordable housing production (*Table 3-1*) and preservation (*Table 3-2*).

**Table 3-1: Production of Market-Rate and Affordable Housing**

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | GOALS | BARRIER / NEED                                                                                                           | CITED BY                                                                                                                                                                                                                                                                                                                                                                        | DEPT    | GEO   | TIMING          | METRICS                                                                                                                                                                                                                           |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| P-1 | <b>Align Zoning with the General Plan</b> - Align zoning with General Plan designations for all sites planned for housing by April 2024.                                                                                                                                                                                                                                                                                                                                       | 1     | Need for housing production                                                                                              | Housing Crisis Work Plan                                                                                                                                                                                                                                                                                                                                                        | PBCE    | CW/No | 2024            | Council approval of zoning changes                                                                                                                                                                                                |
| P-2 | <b>Subsidize Extremely Low-Income (ELI) Housing Including Permanent Supportive Housing (PSH) for Homeless</b> - Continue to prioritize funding to create affordable homes for ELI individuals and families, including PSH for people experiencing homelessness, to meet the needs of the community and create more balance in the affordable housing portfolio. To that end, the City will actively pursue local, state, and federal funding sources to support these efforts. | 1, 2  | Need for affordable housing for ELI households<br><br>Need for housing and services for people experiencing homelessness | Focus groups:<br><ul style="list-style-type: none"> <li>• Veterans</li> <li>• Formerly homeless</li> <li>• LGBTQ+</li> <li>• Indigenous Peoples</li> <li>• Persons with Disabilities</li> </ul> Working groups:<br><ul style="list-style-type: none"> <li>• Rental access</li> <li>• High opportunity areas</li> </ul> Housing Element community meetings on goals / strategies | Housing | CW/No | Ongoing 2023-31 | Dec 2031: 45 percent of City capital subsidies spent on ELI and PSH<br><br>Dec 2031: 1,200 ELI affordable homes created<br><br>Dec 2031: Pursue and apply for a minimum of three funding opportunities during the planning period |

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | GOALS | BARRIER / NEED                                                                               | CITED BY                                                                                                                       | DEPT | GEO | TIMING | METRICS                                                                                                                                                                                                                                                                                                                                       |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|------|-----|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| P-3 | <p><b>North San José Affordable Housing Overlay Zones -</b></p> <ul style="list-style-type: none"> <li>Identify areas for housing to be integrated into North San José and propose changes to the General Plan, zoning code, and Rincon South urban village plan to facilitate the production of all 24,000 planned housing units in North San José.</li> <li>To integrate affordability, identify North San José-specific Affordable Housing Overlay Zones that support only Industrial uses, 100% affordable housing, or market-rate housing that integrates affordable units into their developments.</li> <li>Rezone identified sites in the North San José Affordable Housing Overlay Zones through the sites inventory rezoning process. Sites that are rezoned are subject to the requirements of Government Code Section 65583.2, subdivisions (h) and (i), including:                             <ul style="list-style-type: none"> <li>By right permitting of owner-occupied and rental multifamily uses for developments in which 20 percent or more of the units are affordable to lower income households</li> <li>A minimum site capacity of 16 units</li> <li>A minimum density of 20 units per acre</li> <li>At least 50 percent of the shortfall of low- and very-low RHNA can be accommodated on sites designed for exclusively residential uses or if accommodating more than 50 percent of the low- and very-low RHNA on sites designated for mixed-uses, all sites designated for mixed-uses must allow 100 percent residential use and require residential use to occupy at least 50 percent of the floor area in a mixed-use project.</li> </ul> </li> <li>Communicate to the development community about the new program.</li> <li>As a subsequent step, identify additional properties, which have a pre-existing Transit Employment Residential Overlay (TERO) designation in the General Plan and zoning, that should also be considered for an affordable housing overlay</li> </ul> | 1, 4  | <p>Lack of affordable housing units</p> <p>Need for economic diversity in North San José</p> | Support from AFH Advisory Committee to change zoning, land use laws, and land use overlays for multifamily housing development | PBCE | NSJ | 2024   | <p>Dec 2023: City Council approval of General Plan and zoning code amendments</p> <p>Dec 2024: Identification of additional TERO sites for application of an affordable or mixed income overlay consideration of amendments by City Council</p> <p>Dec 2024: City Council consideration of previously identified sites for a TERO overlay</p> |

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | GOALS | BARRIER / NEED                                                                                                     | CITED BY                                                             | DEPT          | GEO | TIMING  | METRICS                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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|     | <p>for either 100% affordable or mixed income. When additional properties are identified, propose such land use and zoning amendments to these sites for City Council consideration.</p> <ul style="list-style-type: none"> <li>Apply the TERO General Plan land use designation and zoning overlay to sites identified previously for inclusion in the TERO but not included in the sites inventory. Sites were identified as part of the process to retire the North San José Area Development Policy in 2022.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |       |                                                                                                                    |                                                                      |               |     |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| P-4 | <p><b>Affordable Housing Tools for North San José -</b></p> <ul style="list-style-type: none"> <li>Identify any new land use-related tools (other than <b>P-3</b> Affordable Housing Overlay Zones) that could help incent production of affordable homes in North San José to economically integrate that area and meet the City's goal of 20 percent of all North San José homes being restricted affordable for lower income residents. Tools could include but are not limited to a proposed North San José Density Bonus Program that is appropriate for site dimensions and feasibility in that area and is compatible with the City's Inclusionary Housing Ordinance (IHO).</li> <li>Produce a feasibility study to examine the affordability levels that would be feasible for developers to construct affordable homes onsite in mixed-income properties, assuming use of a North San José Density Bonus.</li> <li>Create a North San José Affordable Housing Implementation Plan that summarizes feasible strategies and estimates of the number of affordable homes created through IHO with a North San José Density Bonus, City subsidy for 100% affordable developments (<b>P-5</b>), and North San José Affordable Housing Overlay Zones (<b>P-3</b>).</li> </ul> | 5     | <p>Lack of affordable housing for lower income households</p> <p>Need for economic diversity in North San José</p> | <p>Rental production focus group</p> <p>Housing Crisis Work Plan</p> | Housing, PBCE | NSJ | 2024-26 | <p>2024: Study created analyzing potential NSJ Density Bonus or other tools to create affordable units</p> <p>2024: Creation of Implementation Plan to identify an estimate of number of affordable homes achieved through each approach</p> <p>2024-25: Creation of draft tools / code amendments and outreach, if study shows it is feasible</p> <p>Dec 2025: City Council consideration of tools if approval needed (e.g., ordinance change required)</p> |



| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | GOALS | BARRIER / NEED                                                                                                                                                                                | CITED BY                                                                                                                                         | DEPT                                      | GEO   | TIMING  | METRICS                                                                                                                                                                                                                                                                                                       |
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| P-5 | <p><b>Affordable Housing Investments in North San José -</b></p> <ul style="list-style-type: none"> <li>• Direct City resources to help meet the City’s goal of 20 percent of all North San José homes being restricted affordable for lower income residents.</li> <li>• Prioritize City land acquisition in North San José for future 100 percent affordable housing new construction opportunities, then conduct Requests for Proposals (RFPs) to award development rights through ground leases to developers.</li> <li>• Ensure that future City Notices of Funding Availability (NOFAs) for new construction prioritize affordable development proposals in North San José.</li> </ul>                                                                                                                                                                                                                                                                     | 1, 5  | <p>Lack of affordable housing for lower income households</p> <p>Need for economic diversity in North San José</p>                                                                            | <p>AFH Advisory Committee</p> <p>From Housing Crisis Work Plan</p>                                                                               | Housing                                   | NSJ   | 2023-31 | <p>800 restricted affordable homes in North San José</p> <p>Two sites acquired with RFP awards &amp; ground leases to affordable developers</p>                                                                                                                                                               |
| P-6 | <p><b>Regular Coordination Meetings for Affordable Housing -</b></p> <p>To facilitate and speed the construction process for affordable housing, continue Housing Navigator services to coordinate construction-related permits, inspections, and other post-entitlement processes across departments for affordable housing developments, and with external parties such as utilities and other public agencies required to sign off on construction completion.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 1     | <p>Delays due to need to coordinate, not understanding deadlines, and unclear processes of departments and external agencies</p>                                                              | <p>Supported at Housing Element goals/ strategies community meetings</p> <p>Consistent with Housing Crisis Work Plan</p>                         | OEDCA, PBCE, Housing, PW, DOT, Fire, PRNS | CW/No | 2023-31 | <p>Housing Navigator budgeted annually</p> <p># affordable housing developments assisted</p>                                                                                                                                                                                                                  |
| P-7 | <p><b>City Infill Housing Ministerial Approval Ordinance -</b></p> <ul style="list-style-type: none"> <li>• Adopt and implement a City Infill Housing Ministerial Approval Ordinance to streamline approval of infill housing developments that meet objective development standards without public hearing, qualify for a CEQA ministerial exemption, and include deed-restricted affordable units onsite, which could allow compliance with the City’s current IHO through the “Partnership for Clustered Units” option.</li> <li>• Make minor revisions to the municipal code to facilitate use of the CEQA exemption for infill development in order to reduce project timeframes.</li> <li>• As part of development of this ordinance and subsequent to its adoption, the City will evaluate its land use and permit processes and make further improvements, if necessary, to address constraints to the production and improvement of housing.</li> </ul> | 1, 4  | <p>Delays due to need to coordinate, not understanding deadlines, and unclear processes of departments and external agencies</p> <p>Ease infill housing development processes to increase</p> | <p>Working groups:</p> <ul style="list-style-type: none"> <li>• Housing production</li> <li>• Rental access</li> </ul> <p>Land Use Coalition</p> | PBCE                                      | CW/No | 2025    | <p>Dec 2024: City Council approval of Ordinance</p> <p>Jan 2025: Outreach to developers</p> <p>June 2025: Complete first evaluation of land use and permit processes improvements and implement identified modifications. Ongoing evaluation, reporting, and implementation will continue through Housing</p> |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | GOALS | BARRIER / NEED                                                                                              | CITED BY                                                                                              | DEPT        | GEO   | TIMING    | METRICS                                                                                                                                                                                                                                  |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-------------|-------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |       | development                                                                                                 |                                                                                                       |             |       |           | Catalyst Work Plan.<br><br>Entitlement of 200 units per year using the new streamlined process during first years after adoption.<br><br>Average 25 percent reduction in the length of time from application to planning permit issuance |
| P-8  | <b>General Plan Amendment to Remove Commercial Requirements for Affordable Housing</b> - Strategy removed as this work was completed in December 2022.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |       |                                                                                                             |                                                                                                       |             |       |           |                                                                                                                                                                                                                                          |
| P-9  | <b>Diridon Affordable Housing Production Goal</b> - Actively subsidize and effectuate production of affordable housing in the DSAP to achieve the City's goal of at least 25 percent of housing in this area being restricted affordable by the time of full Station Area build-out.                                                                                                                                                                                                                                                                                                                                                                                                                         | 1, 5  | Lack of affordable housing. Need for affordable housing near transit center                                 | From Diridon Affordable Housing Implementation Plan<br><br>Supported by disability community comments | Housing     | DTW   | 2023-31   | By the later of DSAP build-out or 2040: 25 percent of homes in Station Area as restricted affordable<br><br>Annual goal: Fund an average of 61 new affordable homes<br><br>By 2031: 350 affordable homes funded by City                  |
| P-10 | <b>Standardize and Streamline Permitting, Fees, Applications</b> - Standardize city impact fees and construction taxes through the Development Fee Framework. The Development Fee Framework is intended to be a structured set of standards that can be used as a guide for implementing planned changes to existing fees and taxes for multifamily residential construction. The purpose of the Development Fee Framework is to simplify the administration and calculation of major residential development fees and taxes to provide transparency and certainty to the public and development community. Implementation of the Development Fee Framework is anticipated to include the following actions: | 1     | Cost and delay of estimating City impact fees and construction taxes during permit process and entitlements | Housing production working group<br><br>Developer focus groups<br><br>Land Use Coalition              | PBCE, OEDCA | CW/No | 2024-2025 | Apr 2024: Fees webpage updated<br><br>Dec 2025: City Council adoption of ordinance to amend municipal code<br><br>Dec 2025: City Council approval of policy on Development Fee Framework                                                 |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | GOALS | BARRIER / NEED                                                                         | CITED BY                                                                                                                                                                        | DEPT         | GEO  | TIMING | METRICS                                                                       |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------|--------|-------------------------------------------------------------------------------|
|      | <ul style="list-style-type: none"> <li>An amendment to the San José Municipal Code to compile all impact fee sections into one location.</li> <li>A new City Council Policy that provides a guide to the application of existing fees and the City’s process for considering future impact fees.</li> <li>Additions to the City Development Fee Framework webpage to include development-related fees and taxes with a staff contact.</li> <li>Compliance with permit review timelines consistent with AB 2234 (2022).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |       |                                                                                        |                                                                                                                                                                                 |              |      |        |                                                                               |
| P-11 | <p><b>Allow SB 9-Type Housing on Additional Properties -</b></p> <ul style="list-style-type: none"> <li>Complete work on City Council direction to allow SB 9-type projects on properties zoned R-2 and a policy to allow SB 9-type projects that maintain the historic character of properties listed on the Historic Resources Inventory consistent with the Secretary of the Interior’s Standards for the Treatment of Historic Properties.</li> <li>Create design standards to promote feasibility of SB 9 developments in single-family neighborhoods. For example, reduce driveway egress to the extent practical for flag-lot redevelopment, remove the constraint of existing owner-occupied requirement for lot splits, and allow two detached single-family homes per lot.</li> <li>Conduct outreach to increase public awareness of SB 9 and maximize community acceptance of SB 9 developments.</li> <li>To support the financial sustainability of ownership for low-income homeowners, explore programs to support and/or potentially subsidize SB 9 developments, leveraging the expertise and capacity of community-based organizations and nonprofits.</li> </ul> | 1     | Increase availability of areas for housing development, especially multifamily housing | <p>General support for creating “missing middle” alternatives from African Ancestry working group</p> <p>Consistent with Housing Crisis Work Plan</p> <p>Land Use Coalition</p> | PBCE Housing | Site | 2024   | Jun 2024: City Council approval of zoning code amendment and design standards |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | GOALS | BARRIER / NEED                   | CITED BY                          | DEPT           | GEO   | TIMING                     | METRICS                                                                                                                                                                                                                                                                                                  |
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| P-12 | <p><b>Cost of Residential Development Study Update -</b><br/>                     Conduct analysis every two to three years, or as market conditions warrant, and present to City Council on the Cost of Residential Development report that uses prototypical models of common types of multifamily residential construction in different submarkets within San José. The report will help inform on an ongoing basis governmental and nongovernmental constraints on the production of market-rate and affordable housing in San José.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1     | High cost of housing development | From Housing Crisis Work Plan     | OEDCA, Housing | CW/No | 2023-31<br><br>Periodicaly | Council presentations<br><br>Program or fee changes identified and made per updated analysis                                                                                                                                                                                                             |
| P-13 | <p><b>Replacement of Existing Affordable Housing Units -</b></p> <ul style="list-style-type: none"> <li>To mitigate the loss of affordable housing units, require new housing developments on selected sites to replace all affordable housing units lost due to new development. The City will adopt a policy to require replacement housing units subject to requirements of Government Code section 65583.2 subdivision (g)(3) on all sites identified in the sites inventory when any new development (residential, mixed-use, or nonresidential) occurs on a site identified in the sites inventory that meets the following conditions:                             <ol style="list-style-type: none"> <li>1) site currently has residential uses or within the past five years has had residential uses that have been vacated or demolished;</li> <li>2) was subject to a recorded covenant, ordinance, or law that restricts rents to levels affordable to persons and families of low- or very low-income; and</li> <li>3) site’s residences were subject to any other form of rent or price control through a public entity’s valid exercise of its police power; or is occupied by low- or very low-income households.</li> </ol> </li> <li>Create a proposal to present to City Council that makes permanent the replacement housing obligations in Government Code sections 65583.2 subdivisions (g)(2) and (g)(3) per SB 330 and 65915, subdivision (c)(3) to the extent the City can lawfully enforce these provisions.</li> <li>Streamline the City’s implementation of SB 330’s replacement housing requirements to preserve affordable housing</li> </ul> | 1, 5  | Loss of affordable housing stock | Neighborhood equity working group | PBCE, Housing  | CW/No | 2024-28                    | 2024: City Council approval of policy for inventory required by state law<br><br>Developer guidance created/ improved<br><br>Website amended<br><br>2027: Proposal created if SB 330 12/31/28 sunset has not yet been removed<br><br>2028: City Council consideration of permanent City program proposal |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | GOALS | BARRIER / NEED                           | CITED BY                                                          | DEPT          | GEO   | TIMING  | METRICS                                                                                                                                                                                                                                                                            |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|------------------------------------------|-------------------------------------------------------------------|---------------|-------|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      | opportunities, such as clarifying requirements for developers to speed the pre-development/consultation process.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |       |                                          |                                                                   |               |       |         |                                                                                                                                                                                                                                                                                    |
| P-14 | <b>Housing in Business Corridors</b> - Update zoning code to allow housing in three Neighborhood Business Districts appropriate for housing (13th Street, Japantown, and Willow Glen).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 1     | Need for housing production              | From Housing Crisis Work Plan                                     | PBCE          | Site  | 2024    | Nov 2024: City Council approval of zoning code amendment                                                                                                                                                                                                                           |
| P-15 | <b>Moderate-Income Housing Strategy</b> - <ul style="list-style-type: none"> <li>Complete study and implement City Council-approved strategy to further rental and homeownership opportunities for moderate-income residents. Obtain City Council direction to work on priority programmatic recommendations.</li> <li>As part of the Housing Element APR and the Housing Catalyst Team Work Plan processes, identify additional sites for moderate-income housing, making the necessary General Plan and zoning changes for their inclusion in the sites inventory.</li> </ul>                                                                                                                                                                                                                                                                                          | 1, 3  | Lack of moderate-income housing          | African ancestry focus group<br><br>From Housing Crisis Work Plan | Housing, PBCE | CW/No | 2025    | City Council approval of strategy<br><br>Mar 2024: Initiate identification and inclusion of additional moderate-income sites.<br><br>Mar 2025: Report on additional moderate-income sites in the 2025 Housing Element APR.                                                         |
| P-16 | <b>Ground Leases for Affordable Housing</b> - <ul style="list-style-type: none"> <li>Require every newly funded affordable housing development to be structured to convey ownership to the City of a site's land and the City's leasing of the land to owners of an affordable development for a nominal fee per year, or a comparable ground lease from the County or other public entity, to ensure permanent affordability and public site control at key locations throughout the City and to minimize future affordable housing preservation challenges.</li> <li>To the extent funding is available, negotiate the purchase of land beneath existing affordable apartments at key locations at the time of refinancing and/or resyndication of tax credits to increase the number of ground leases in the City's existing affordable housing portfolio.</li> </ul> | 1     | Expiration of affordability restrictions | Preservation best practices                                       | Housing       | CW/No | Ongoing | # and % affordable developments that closed construction with public ground leases each year<br><br>% of all funded restricted affordable properties with City or other public ground leases<br><br># existing deal land purchases<br><br># affordable units permanently preserved |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | GOALS | BARRIER / NEED                                                                                                                       | CITED BY                                                                                                                                                                                                                          | DEPT          | GEO   | TIMING           | METRICS                                                                                                                                                                      |
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| P-17 | <b>Affordable Housing Siting Policy</b> - Combined with N-5.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |       |                                                                                                                                      |                                                                                                                                                                                                                                   |               |       |                  |                                                                                                                                                                              |
| P-18 | <b>Loans for Affordable Housing -</b> <ul style="list-style-type: none"> <li>Continue to provide land acquisition, construction, and permanent financing for the development of new affordable homes.</li> <li>Provide financing for the acquisition/rehabilitation of existing market-rate rental housing to create new affordable homes.</li> <li>Issue NOFAs at least annually for both new construction and preservation.</li> </ul>                                                                                                                                                                                             | 1     | Need for affordable housing                                                                                                          | Focus groups: <ul style="list-style-type: none"> <li>Veterans</li> <li>LGBTQ+</li> <li>Disability</li> <li>Indigenous</li> </ul> Peoples Rental access working group<br><br>Housing Element goals / strategies community meetings | Housing       | CW/No | Annually 2023-31 | NOFAs issued<br>Funds committed<br># affordable homes created<br># affordable homes preserved                                                                                |
| P-19 | <b>Expanded City Density Bonus Program</b> - Increase the City's Density Bonus by at least 10 percent above state statutory requirements, assess the effectiveness of an up to 25 percent increase, and identify other ways the City's Density Bonus ordinance could be expanded to result in more affordable homes, include more pre-approved concessions and incentives, support expansion to a broader mix of affordability levels, and/or add CEQA clearance.                                                                                                                                                                    | 1     | Need for affordable housing                                                                                                          | Rental access working group<br><br>Housing production focus groups<br><br>Land Use Coalition                                                                                                                                      | PBCE, Housing | CW/No | 2027             | Study completed<br>City Council approval of ordinance changes<br># of affordable units created through City's Density Bonus ordinance<br><br>Number of units by AMI category |
| P-20 | <b>Mixed-Income Housing -</b> <ul style="list-style-type: none"> <li>Facilitate the production of housing with a range of income levels (from extremely low- to moderate-income and market-rate) at the building level by creating Affordable Housing Overlay Zones in North San José (<b>P-3</b>) and by ensuring IHO and its fee schedule continue to be effective to incentivize building of affordable units (<b>P-25</b>).</li> <li>Foster mixed income housing that is 100 percent restricted affordable at a range of income levels by promoting use of the CalHFA Mixed-Income product for new construction deals</li> </ul> | 1, 5  | Financial infeasibility of affordable developments<br><br>Economic segregation of neighborhoods<br><br>Stigma concerns of standalone | Retained from 5th Cycle and updated                                                                                                                                                                                               | Housing       | CW/No | 2023-31          | # of housing developments with market-rate or moderate-income units and ELI, VLI and/or LI units                                                                             |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | GOALS | BARRIER / NEED                                                                                                                               | CITED BY                                                                                | DEPT          | GEO   | TIMING  | METRICS                                                                                                                                                                                                                                                                              |
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|      | and examining use of 501(c)(3) and similar bond structures for acquisition/rehabilitation deals, to the extent that City funding is eligible for moderate-income units.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |       | affordable housing                                                                                                                           |                                                                                         |               |       |         |                                                                                                                                                                                                                                                                                      |
| P-21 | <b>Special Needs Housing NOFA</b> - Issue NOFAs for new construction of affordable housing that award points to incentivize creation of deeply-affordable permanent housing developments that serve special needs populations, to the extent the City is allowed under law. Focus on populations and protected classes identified as having highest housing needs versus supply in the Housing Balance Report (I-4). Special needs populations include but are not limited to residents with physical and developmental disabilities, residents experiencing homelessness, transition-aged youth, domestic violence survivors, and persons with HIV/AIDS.                                                                                                                                               | 1, 5  | Lack of housing for special needs populations<br><br>Legal barriers to providing housing based on race                                       | Disability focus group<br><br>Equity Coalition                                          | Housing       | CW/No | 2023-31 | NOFAs issued<br><br>City Council commitments<br><br>Goal of 15 percent of permanent units funded during 6th cycle occupied by special needs populations                                                                                                                              |
| P-22 | <b>Transit-Oriented Affordable Housing Near Diridon Station</b> - To integrate restricted affordable housing around the City's main transit station and maximize competitiveness for state affordable housing funding sources, prioritize sites within a one-half mile walkshed of Diridon Station for affordable housing through NOFA issuances and/or land purchases.                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1, 5  | Lack of affordable housing                                                                                                                   | From Diridon Station Area Plan                                                          | Housing, PBCE | DTW   | 2024-31 | NOFAs prioritizing station area                                                                                                                                                                                                                                                      |
| P-23 | <b>Pursue AHSC Funding near Diridon Station</b> -<br><ul style="list-style-type: none"> <li>Partner with transit agencies and affordable housing developers to apply for state Affordable Housing and Sustainable Communities (AHSC) grants for both affordable housing developments and greenhouse gas-reducing improvements near DSAP.</li> <li>In 2023, actively pursue Prohousing Designation HCD in order to be competitively eligible for additional state funding sources, including the Infill Infrastructure Grant, Transformative Climate Communities grant, Solutions for Congested Corridors grant, Local Partnership Program, Transit and Intercity Rail Capital Program, and Prohousing Incentive Pilot Program.</li> <li>Use funding to support planning initiatives in DSAP.</li> </ul> | 1, 4  | Reduce harmful environmental effects of greenhouse gases and need for affordable homes near transit to maximize access by disabled residents | From Diridon Station Area Plan<br>Diridon Affordable<br><br>Housing Implementation Plan | Housing, DOT  | DTW   | 2023-31 | Dec 2031: At least two AHSC applications submitted for affordable housing near Diridon<br><br>Five total funding applications awarded for various initiatives, including affordable housing<br><br>\$20 million leveraged for planning initiatives and affordable homes near Diridon |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | GOALS   | BARRIER / NEED                                                                                                  | CITED BY                                                                                                       | DEPT    | GEO   | TIMING  | METRICS                                                                                 |
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| P-24 | <b>Housing on Public/Quasi Public Lands</b> - Focus on school district housing and sites with houses of worship is superseded per City Council direction at the Joint Meeting of the Rules and Open Government Committee, item C.2 on November 2, 2022. Instead, the City will amend the General Plan to allow housing development proposals that are 100 percent affordable, which includes at least 25 percent of units as PSH, to proceed on land-designated Public/Quasi Public. Collaborate with nonprofit organizations to create a program to implement SB 4, including outreach and education to faith communities in coordination with affordable housing developers.  | 1, 4    | Need for affordable housing                                                                                     | Rental access working group<br>Housing production focus group<br><br>Land Use Coalition                        | PBCE    | CW/No | 2024    | Dec 2024: City Council approval of General Plan amendments                              |
| P-25 | <b>Updated Inclusionary Housing Program Fees</b> - Conduct a fees study to ensure the Inclusionary Housing program remains feasible and does not present a barrier to housing construction. If fees are identified as a barrier, implement recommended policies and programs to remove constraints.                                                                                                                                                                                                                                                                                                                                                                             | 1       | High cost of housing development                                                                                | Housing Element goals/strategies community meeting<br><br>From Housing Crisis Work Plan                        | Housing | CW/No | 2027-28 | By Jan 2028: Fees study produced                                                        |
| P-26 | <b>ADU Amnesty Program</b> - Resume the ADU Amnesty program to waive permit fees and penalties to incentivize homeowners to legalize their unpermitted ADUs that meet or will meet code requirements.                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 1, 3    | Needs include:<br>• Housing production<br>• Safe housing<br><br>Low-income homeowners to gain wealth by renting | Retained from 5th Cycle and updated<br><br>Council direction                                                   | PBCE    | CW/No | 2024-31 | Jul 2024: Program release<br><br>Dec 2031: Approximately 150 ADUs in compliance by 2031 |
| P-27 | <b>ADU Affordability</b> - Study the feasibility of an ADU financing program to house low- and very low-income renters. Within this potential program, seek to incentivize ADU development by low- and moderate-income homeowners as a wealth building strategy that also helps meet housing needs in our market. If feasible and City funding is available, seek external partners to jointly create a financing program for City Council consideration. Review and implement options to encourage ADUs, such as financial incentives, expedited procedures, affordability monitoring programs, and leveraging the expertise and capacity of community-based organizations and | 1, 3, 5 | Build wealth for low-income homeowners<br><br>House low- and very low-income residents                          | Consistent with feedback from anti-displacement outreach on need for income for existing low-income homeowners | Housing | CW/No | 2026    | Dec 2026: Feasibility analysis completed                                                |



| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                         | GOALS | BARRIER / NEED                                                                                                           | CITED BY                                                                                            | DEPT           | GEO                | TIMING               | METRICS                                                                                                                                                                                            |
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|      | nonprofits.                                                                                                                                                                                                                                                                                                                                                                                                      |       |                                                                                                                          |                                                                                                     |                |                    |                      |                                                                                                                                                                                                    |
| P-28 | <b>Predevelopment Loans</b> - Provide predevelopment loans to assist nonprofit developers of City-owned properties with funds necessary to explore feasibility of proposed affordable multifamily housing.                                                                                                                                                                                                       | 1     | High cost of housing development                                                                                         | Retained from 5th Cycle and updated                                                                 | Housing        | CW/No              | Ongoing 2023-31      | Five predevelopment loans made<br><br>1,500 affordable units assisted                                                                                                                              |
| P-29 | <b>Fair Housing Equity Analysis for Specific Plans</b> - Combined with <b>S-9</b>                                                                                                                                                                                                                                                                                                                                |       |                                                                                                                          |                                                                                                     |                |                    |                      |                                                                                                                                                                                                    |
| P-30 | <b>Updated Feasibility Study for CLF</b> - Ensure funding for affordable housing is being paid per the City's new Commercial Linkage Fee (CLF). Periodically update the feasibility study for CLFs, including geographic analysis, to revise fee levels for then-current market conditions. First updated feasibility study is targeted for 2024. Integrate the fee into development agreements, as appropriate. | 1     | Need for resources for affordable housing production and preservation                                                    | From Housing Crisis Work Plan                                                                       | OEDCA, Housing | CW/No              | 2024                 | Dec 2024: Feasibility study update<br><br>Jun 2026: City Council approval of updated fees<br><br>\$20M CLF revenues collected<br><br>By Jan 2031: 60 affordable units subsidized with CLF revenues |
| P-31 | <b>Land Acquisition for Affordable Housing in Target Locations</b><br>- To the extent funding and sites are available, target the City's land acquisitions for affordable housing development in areas close to transit and higher opportunity neighborhoods.                                                                                                                                                    | 1, 4  | Increase resident mobility and access to higher opportunity neighborhoods<br><br>Lessen environmental impacts of housing | Retained from 5th Cycle and updated                                                                 | Housing        | UVs, High, DT, NSJ | Ongoing 2023-31      | Goal of two parcels acquired in target areas<br><br>200 affordable units developed on acquired parcels                                                                                             |
| P-32 | <b>Higher Subsidies per Unit</b> – In areas in which affordable housing development will cost more due to higher land costs, smaller buildings, or mid- or high-rise construction, ensure that City subsidies per unit are sufficiently higher so as to not disincentivize building in those areas.                                                                                                              | 1, 4  | Build affordable housing in areas of higher opportunity and close to transit                                             | Rental access working groups, housing production focus groups, and Housing Element goals/strategies | Housing        | High               | Annual NOFAs 2023-31 | Ongoing adjustments to NOFA/program guidelines as needed                                                                                                                                           |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | GOALS | BARRIER / NEED                                                                                                                          | CITED BY                                                                                                                                                                                           | DEPT          | GEO   | TIMING  | METRICS                                                                                                                                                                                                                                                                                                                      |
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|      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |       |                                                                                                                                         | community meetings<br><br>Consistent with Diridon Affordable Housing Implementation Plan                                                                                                           |               |       |         |                                                                                                                                                                                                                                                                                                                              |
| P-33 | <b>Complete and Implement New “Yes in God’s Backyard” (YIGBY) Ordinance</b> - Combined with P-24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |       |                                                                                                                                         |                                                                                                                                                                                                    |               |       |         |                                                                                                                                                                                                                                                                                                                              |
| P-34 | <b>Affordable Housing Funding Advocacy</b> -<br><ul style="list-style-type: none"> <li>Support bond funding initiatives at the county and regional levels to increase the supply of affordable housing production and preservation.</li> <li>Sustain advocacy for state and federal funding programs and advocate for more resources so that they meet the affordable housing production and preservation needs of San José.</li> <li>For homelessness response, advocate for both operating and capital subsidies.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1, 2  | Lack of funding for affordable housing<br><br>Lack of funding for preservation<br><br>Lack of ongoing funding for homelessness response | Focus groups:<br><ul style="list-style-type: none"> <li>Veterans</li> <li>LGBTQ+</li> <li>Disability</li> <li>Indigenous Peoples</li> <li>Formerly homeless</li> </ul> Homeownership working group | Housing, IGR  | CW/No | Ongoing | Support letters issued<br><br>Participation in working groups                                                                                                                                                                                                                                                                |
| P-35 | <b>Small Multifamily Housing</b> -<br><ul style="list-style-type: none"> <li>Allow missing middle housing of at least four units and up to 10 units in locations throughout the city, including in high opportunity areas. Such locations will include, but not be limited to, areas adjacent to urban villages and residential areas along major streets (i.e., grand boulevards, city connectors, and main streets).</li> <li>In addition, as part of the urban village planning process, consider missing middle housing as a buffer between the high density urban village development and the adjacent neighborhoods and/or within urban village boundary on parcels that are not suitable for higher density residential or higher intensity commercial development.</li> <li>To understand the market feasibility of different missing middle housing typologies, which could help shape or amend this policy framework, include these typologies in the</li> </ul> | 1, 5  | Lack of housing for middle-income residents                                                                                             | African ancestry focus group<br><br>State Prohousing Designation Program<br><br>Land Use Coalition                                                                                                 | PBCE, Housing | CW/No | 2026    | Dec 2025: Feasibility analysis done<br><br>Jul 2026: Possible incentives identified<br><br>Oct 2026: Design standards created<br><br>City Council approval of land use changes, design standards<br><br>Jun 2027: Publish financing Information<br><br>At least 350 units permitted annually in the third-year post-adoption |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | GOALS | BARRIER / NEED                                                           | CITED BY                                                                                                | DEPT | GEO   | TIMING    | METRICS                                                                                  |
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|      | <p>periodic Cost of Residential Development analysis conducted for City Council.</p> <ul style="list-style-type: none"> <li>If directed by City Council, take any needed land use actions, define design standards, and educate the public about financing programs that could result in restricted affordability. In addition, provide incentives such as establishing pre-approved plans for missing middle housing types.</li> </ul>                                                                                               |       |                                                                          |                                                                                                         |      |       |           | At least 20,000 units of net new capacity added citywide                                 |
| P-36 | <b>Alum Rock East Urban Village Plan</b> - Complete Alum Rock East Urban Village Plan to facilitate construction of market-rate housing and healthy neighborhoods.                                                                                                                                                                                                                                                                                                                                                                    | 1, 4  | Need for more housing at all income levels                               | City's Housing Crisis Work Plan                                                                         | PBCE | Site  | 2025      | Outreach conducted<br>Plan drafted<br>Aug 2025: City Council approval of plan            |
| P-37 | <b>CEQA Analysis for Urban Villages</b> - To the extent funding and capacity exist, conduct program-level CEQA analysis as part of the process of developing or updating urban village plans to help speed developments' timelines on all sites, including those not needed to accommodate the RHNA, and remove barriers to housing production.                                                                                                                                                                                       | 1     | Environmental review lengthens development timeframes and increases cost | Developer focus group<br><br>City Auditor report March 2022<br><br>State Prohousing Designation Program | PBCE | Site  | 2027      | Dec 2027: City Council approval of CEQA study                                            |
| P-38 | <b>Adequate Sites for Lower Income Households on Nonvacant &amp; Vacant Sites Identified in Previous Housing Element Cycles</b> - By January 31, 2024, rezone sites to allow development by right pursuant to Government Code section 65583.2 subdivisions (c)(3)(A)(B) and (i) when 20 percent or more of the units are affordable to lower income households on sites identified in <i>Appendix F, Table B</i> to accommodate lower income RHNA sites previously identified in the 4th and 5th cycle Housing Elements' inventories. | 1     | Statutory Requirement, Government Code section 65583.2(i)                | N/A                                                                                                     | PBCE | CW/No | 2023-2024 | By Jan 31, 2024: City Council approval of zoning changes                                 |
| P-39 | <b>Replacement Unit Program for Selected Sites</b> - Combined with <b>P-13</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                        |       |                                                                          |                                                                                                         |      |       |           |                                                                                          |
| P-40 | <b>Evaluate Urban Village Planning Process</b> - To streamline the development of urban village plans and unlock more sites for housing beyond those sites needed to accommodate the RHNA, evaluate the General Plan's urban village strategy beginning in November 2024 and adopt amendments and/or                                                                                                                                                                                                                                  | 1     | Need to ease infill housing development processes to increase            | Developer focus groups<br><br>Land Use Coalition                                                        | PBCE | Site  | 2024-2026 | By 2025: Present findings to CED Committee and City Council<br><br>By 2031: A minimum of |

| # | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | GOALS | BARRIER / NEED | CITED BY | DEPT | GEO | TIMING | METRICS                                         |
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|   | <p>modify practices identified in the report in 2025, including but not limited to:</p> <ul style="list-style-type: none"> <li>• The development of different planning process approaches for different kinds of urban village plans based on their scale and location. For instance, urban villages that are larger and located in key transit locations or in historically disinvested areas might require a more extensive community planning and engagement process while smaller scale villages that don't have strong transit connections could have a more streamlined planning and outreach process.</li> <li>• Consolidation of the planning process for multiple proximate urban villages into one planning process, as opposed to conducting separate planning processes for each village, so that larger areas and/or multiple villages can be planned at the same time.</li> <li>• A reevaluation of the typical components included in previous urban village plans and identification of which components of a village plan could be reduced or eliminated, while still providing an effective policy framework to guide new development.</li> </ul> <p>Develop criteria to evaluate completed urban village planning processes and evaluate, over time, the successful implementation of the urban village strategy. Such criteria could include:</p> <ul style="list-style-type: none"> <li>• How long does it take on average to complete an urban village plan? Which parts of the process take the longest?</li> <li>• To what extent do development patterns in &amp; around urban villages change following adoption?</li> <li>• How much new housing was built in urban villages? How does that compare to the amount of housing built outside urban villages? How does that compare to housing built over the decade prior to urban village planning?</li> <li>• Did the planned mixed-use projects get built and were the commercial spaces leased in these projects? Did commercial projects, including retail and office, get built, and were these projects leased? What are the occupancy rate and rents for new and existing retail and office development in urban villages compared to locations outside of urban villages?</li> </ul> |       | development    |          |      |     |        | two grants secured for unplanned urban villages |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | GOALS | BARRIER / NEED                                                                                                                                                                                                                                     | CITED BY | DEPT | GEO   | TIMING | METRICS                                                 |
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|      | <p>As part of a multi-pronged strategy to seek additional funding sources to support the full build-out of unplanned urban villages, the City will:</p> <ul style="list-style-type: none"> <li>• Achieve Prohousing Designation in 2024 and apply for associated financial benefits to support work in the urban villages</li> <li>• Recommend City Council amend the General Plan Policy IP-5.15 in 2024 to encourage the City to identify a stable, internal funding source to cover the majority of the costs for the urban villages’ planning processes.</li> </ul> |       |                                                                                                                                                                                                                                                    |          |      |       |        |                                                         |
| P-41 | <p><b>Review and Revise Planning Permit Conditions</b> - Review and revise subjective language used in standard permit conditions for site development permits or conditional/special use permits which are required for housing development with objective development and design standards.</p>                                                                                                                                                                                                                                                                       | 1     | Objective language such as “mutually compatible and aesthetically harmonious,” “character of the neighborhood,” is potentially not consistent with state law and/or constraining development, particularly higher density or multifamily projects. | HCD      | PBCE | CW/No | 2025   | Dec 2025: City Council approval of ordinance            |
| P-42 | <p><b>Group Homes for Seven or More Persons</b> - Update the zoning code to be consistent with state and federal laws and AFFH by ensuring that group homes serving seven or more persons are subject only to the generally applicable, non-discriminatory health, safety, and zoning laws that apply to all single-family residences.</p>                                                                                                                                                                                                                              | 1     | Addressing barriers to the development of special needs housing                                                                                                                                                                                    |          | PBCE | CW/No | 2024   | Dec 2024: City Council approval of ordinance            |
| P-43 | <p><b>Update City Density Bonus</b> - Review and if necessary, update the City’s Density Bonus ordinance to be consistent with current state Density Bonus Law.</p>                                                                                                                                                                                                                                                                                                                                                                                                     | 1     |                                                                                                                                                                                                                                                    | HCD      | PBCE | Site  | 2024   | Dec 2024: City Council approval of ordinance amendments |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | GOALS | BARRIER / NEED | CITED BY | DEPT | GEO   | TIMING  | METRICS                                                       |
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| P-44 | <b>Urban Villages Improvements</b> - Conduct an in-depth mid-term evaluation of actions that incentivize or remove constraints on urban villages, including effectiveness, and commit to making adjustments within a specified time period.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 1     |                | HCD      | PBCE | Site  | 2027    | Completion of evaluation                                      |
| P-45 | <b>Pipeline Projects Evaluation</b> - Conduct a bi-annual evaluation of pipeline projects to determine if inventory buffer can accommodate projects that do not commence to building permit stage.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 1     |                | HCD      | PBCE | CW/No | Ongoing | Present findings during Housing Element APR every two years   |
| P-46 | <b>Rezoning Program for Shortfall, Low-Income Sites</b> -<br>Rezone sites identified in the sites inventory, <i>Table B</i> , pursuant to Housing Element Law (Gov. Code 65583.2 (h) and (i)). The rezoning program will be consistent with the following:<br>1. By right approval: The zoning must allow for by right approvals if at least 20 percent of the units in a project are affordable to lower income households and the project does not need a subdivision. See below for definition of "by right."<br>2. Limits on small sites: The site must be large enough for at least 16 units under the rezoning.<br>3. Minimum 20/30 DU/AC: The zoning must allow at least 30 DU/AC.<br>4. Limits on mixed-use development: Specifically, the jurisdiction must meet one of the two following conditions:<br>1. At least half of the lower income units must be placed in zoning districts that are exclusively residential; or<br>2. The rules must allow for 100 percent residential development and must require that the proposed development be at least 50 percent residential by floor area. | 1     |                | HCD      | PBCE | CW/No | 2024    | City Council approval of rezoning ordinance changes           |
| P-47 | <b>ADU Monitoring and Ordinance Compliance</b> -<br>• Record progress on ADU goals in the Housing Element APR by April 1 of each year and frequently monitor (e.g., every two years) ADU production and affordability levels and adjust assumptions to meet desired goals.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 1     |                | HCD      | PBCE | CW/No | Ongoing | Jun 2024: City Council consideration of amended ADU ordinance |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | GOALS | BARRIER / NEED | CITED BY | DEPT | GEO   | TIMING  | METRICS                                                                                                                                                                                                                                                                                                                                                     |
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|      | <ul style="list-style-type: none"> <li>• If ADU production or affordability is below the projected annual average, market the ADU program in the City’s newsletter and associated publications for one year, or until production exceeds the projected annual average, whichever is longer.</li> <li>• If after the first two years, ADU production is 25 percent below the projected annual average, identify additional sites to meet the City’s RHNA obligation in proportion to the expected deficit and process required General Plan or other zoning code amendments within one year of the determination of the shortfall.</li> <li>• Within six months of Housing Element adoption, the City will update the City’s ADU ordinance to comply with current state law.</li> </ul>                                                                                                                                                                                                                                                                                                  |       |                |          |      |       |         |                                                                                                                                                                                                                                                                                                                                                             |
| P-48 | <p><b>Surplus Land Act (SLA) Implementation</b> - For City-owned parcels, including those in the sites inventory, the City will continue to:</p> <ul style="list-style-type: none"> <li>• Facilitate development in the planning period of these sites, including removing barriers to development of these sites to prepare them for lease, issue RFPs, and provide incentives to further promote these sites, including but not limited to fee waivers, priority processing, and financial assistance.</li> <li>• Adhere to all requirements of the SLA (Government Code, Title 5, Division 2, Part 1, Chapter 5, Article 8, commencing with Section 54220) when preparing sites for disposition. These requirements include: <ul style="list-style-type: none"> <li>• Holding a public hearing.</li> <li>• Conducting associated outreach to notify the public that the properties have been designated “surplus” under state law.</li> <li>• Sending a Notice of Availability to all required parties regarding the availability of these sites for leasing.</li> </ul> </li> </ul> | 1     |                | HCD      | PBCE | CW/No | Ongoing | <p>2023: SLA activities completed for five City-owned parcels in sites inventory [four sites were awarded to affordable housing developers with agreements in place, and fifth site is being used as a City interim emergency shelter]</p> <p># public hearings and Notices of Availability issued for future City-owned sites to be designated surplus</p> |

**Table 3-2: Preservation of Market-Rate and Affordable Housing**

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | GOALS | BARRIER / NEED                                                                                           | CITED BY                                                                                                                                           | DEPT    | GEO   | TIMING                                                                         | METRICS                                                                                                                                                                                                                                                                                                                                                     |
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| R-1 | <p><b>Monitor At-risk Affordable Units -</b></p> <ul style="list-style-type: none"> <li>Proactively assess and monitor affordable units at risk of losing affordability by 2031 and reach out to property owners, tenants, and qualified entities to negotiate and assist in preserving existing affordable homes.</li> <li>Enlist consulting assistance to create and update risk assessment reports regularly.</li> <li>For properties at-risk, contact property owners within one year of the affordability expiration date to discuss the City's desire to preserve the units.</li> <li>Jointly explore funding sources and other options with property owners to preserve the affordability of the units with long-term covenants.</li> <li>Coordinate with property owners to ensure notices to tenants are sent out at three years, 12 months, and six months, as required by state law.</li> <li>Provide other technical assistance, as feasible, to assist in developing, financing, or supporting preservation efforts.</li> </ul> | 1     | <p>Loss of existing affordable housing units</p> <p>Displacement prevention</p>                          | <p>Equity working group</p>                                                                                                                        | Housing | CW/No | <p>Updated reports by 2024 and 2028; coordination and noticing as required</p> | <p>2024, 2026, 2028, 2030: Creation of risk-based reports</p> <p>10 meetings held</p> <p>By 2031: 600 existing at-risk units preserved</p>                                                                                                                                                                                                                  |
| R-2 | <p><b>Establish a Preservation NOFA -</b></p> <ul style="list-style-type: none"> <li>Establish a regular housing Preservation program, including an annual funding allocation averaging at least \$5 million (dependent on funding availability), funding priorities, underwriting guidelines, NOFA scoring framework, NOFA issuances, and ongoing workplan.</li> <li>Eligible Preservation activities should include acquisition and rehabilitation of existing market-rate housing, community land trusts' rental housing acquisition, and other nonprofit-led alternative homeownership models.</li> <li>Create a staffing plan for a Preservation team to underwrite, fund, and facilitate Preservation deals and request staffing through the city budget process when ongoing sources of funding are available for this work.</li> <li>Establish priorities within Preservation NOFA for community-centered, community-led preservation efforts.</li> </ul>                                                                            | 1     | <p>Lack of affordable housing</p> <p>Lack of funding for preservation</p> <p>Displacement prevention</p> | <p>Neighborhood equity working group</p> <p>Housing Element strategies/goals community meeting</p> <p>From Citywide Anti-Displacement Strategy</p> | Housing | CW/No | <p>First NOFA 2024</p>                                                         | <p>Jun 2024: Program guidelines completed</p> <p>By Dec 2024: First NOFA issued at least every other year (i.e., at least four NOFAs during the 6th Cycle compliance period)</p> <p>\$5M average available per year per NOFA</p> <p>By 2031: At least 110 units of newly-restricted affordable housing acquired by nonprofits and rehabilitated through</p> |



| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | GOALS | BARRIER / NEED                                                                                           | CITED BY  | DEPT                 | GEO | TIMING | METRICS                                                                                                                                                                                                                                         |
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|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |       |                                                                                                          |           |                      |     |        | City and external funding                                                                                                                                                                                                                       |
| R-3 | <p><b>Diridon Preservation Pilot -</b></p> <ul style="list-style-type: none"> <li>• Create and fund the Diridon Preservation Pilot Program for the area around DSAP.</li> <li>• Issue NOFAs to enable developers to acquire, rehabilitate and make affordable market-rate properties appropriate to preserve as the station area develops.</li> <li>• Identify buildings’ desired physical profiles depending on location and development potential to help maintain buffer areas between dense station area developments and surrounding low-rise neighborhoods.</li> </ul> | 1, 4  | <p>Lack of funding for preservation</p> <p>Lack of affordable housing</p> <p>Displacement prevention</p> | From DSAP | Housing, PBCE, OEDCA | DTW | 2026   | <p>Jan 2025: Pilot creation</p> <p>City Council approval of pilot</p> <p>By Dec 2025: NOFAs issued</p> <p>By Aug 2026: City Council approval of funding commitments</p> <p>55 homes preserved through acq/rehab in defined area around DSAP</p> |
| R-4 | <p><b>Implement the Community Opportunity to Purchase Program (COPA) -</b> City Council voted to reject staff’s proposal and directed staff to stop work on this program. Program has been removed.</p>                                                                                                                                                                                                                                                                                                                                                                      |       |                                                                                                          |           |                      |     |        |                                                                                                                                                                                                                                                 |

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                   | GOALS | BARRIER / NEED                                                                                                                                                | CITED BY                                                                                                                                                              | DEPT    | GEO   | TIMING    | METRICS                                                                                                                                                     |
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| R-5 | <b>Acquisition Loan Fund</b> - Work with external funders to identify and/or establish sources of reliable acquisition financing that work together with City preservation NOFAs with the goal of preserving low-cost housing, creating more restricted affordable multifamily properties, and stabilizing low-income renters, who are disproportionately people of color. | 1     | Lack of affordable housing<br><br>Loss of existing affordable housing<br><br>Displacement prevention                                                          | Supported by Rental access working group, Neighborhood equity working group, Housing Element goals/strategies community meetings<br><br>From Housing Crisis Work Plan | Housing | CW/No | 2026      | RFPs issued for partner lender(s) if needed<br><br>Loan product defined and rolled out<br><br># units acquired with loan fund(s)                            |
| R-6 | <b>Mobilehome Park General Plan Designation for Remaining 56 Mobilehome Parks</b> - Apply the Mobilehome Park land use designation through City-initiated General Plan amendments to the remaining 56 mobilehome parks and rezone the sites to promote preservation, public input, and transparency on any future mobilehome park conversion proposals.                    | 1     | State law regarding zoning consistency and transparent public process for any conversion proposal of this finite housing stock<br><br>Displacement prevention | From Housing Crisis Work Plan                                                                                                                                         | PBCE    | CW/No | June 2024 | 2024: City Council approval of General Plan amendments and rezonings; 13 mobilehome parks with new land use designation by Jan 2024; remainder by June 2024 |

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | GOALS | BARRIER / NEED                                                                                                                   | CITED BY                                                                                                                                            | DEPT                    | GEO   | TIMING  | METRICS                                                                                                                                                                                                   |
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| R-7 | <b>Extension of Affordable Housing Restrictions</b> - Preserve existing deed-restricted affordable housing for properties in the middle of their affordability terms by routinely negotiating to extend the City's affordability restrictions in return for the City's amended loan terms or other actions on properties in its existing portfolio.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 1     | Expiration of affordability restrictions in affordable housing stock<br><br>Displacement prevention                              | Focus groups:<br><ul style="list-style-type: none"> <li>• LGBTQ+</li> <li>• Disability</li> <li>• Veterans</li> <li>• Indigenous Peoples</li> </ul> | Housing                 | CW/No | Ongoing | By 2031: preserve affordability for at least 900 units in the middle of their affordability terms (average of 112 units per year)                                                                         |
| R-8 | <b>Work with BAHFA on Moderate-Income Financing Strategy</b> - Advocate for legislation and work regionally with partners to create and/or use a JPA-issued bonds product, or similar structure, that supports moderate-income housing and deeper affordability, controls escalation of rents, and delivers sufficient public benefit.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 1     | Need for moderate-income housing and rent stability                                                                              | From Housing Crisis Work Plan                                                                                                                       | Housing, OEDCA, Finance | CW/No | 2027    | 2027: If product is defined and feasible, request City Council approval for structure<br><br>By 2031: Complete at least two transactions if feasible<br><br># newly-affordable homes at each income level |
| R-9 | <b>Creation of a Preservation Policy</b> - Create a community-informed preservation policy or set of policies for City Council consideration aimed at preserving existing affordable and low-cost housing and helping to prevent displacement. The following are examples of what could be included in preservation policies:<br><ul style="list-style-type: none"> <li>• To help organizations access state Foreclosure Intervention Housing Preservation Program (FIHPP) funds, establish criteria to help identify properties at-risk of foreclosure and properties where renters might be at risk of displacement.</li> <li>• Publish a list of affordable housing providers that could be eligible to receive City funding to acquire and rehabilitate existing residential rental properties and create homes that are restricted affordable in</li> </ul> | 1, 3  | Lack of those most affected in decision making processes<br><br>Lack of meaningful community input on City programs and policies | From Citywide Anti-Displacement Strategy<br><br>Supported by neighborhood equity working group<br><br>Equity Coalition<br><br>Land Use Coalition    | Housing                 | CW/No | By 2026 | 2024: Criteria for FIHPP established<br><br>2024: List of affordable housing providers published<br><br>By 2026: City Council approval of policy                                                          |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | GOALS   | BARRIER / NEED                                                    | CITED BY                                                                                 | DEPT    | GEO | TIMING  | METRICS                                                                                                                                          |
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|      | <p>perpetuity.</p> <ul style="list-style-type: none"> <li>Require as a condition of City funding that affordable housing providers intending to acquire and preserve a property must engage with tenants prior to purchase of the property.</li> <li>Create voluntary system for property owners to notify eligible preservation organizations about the availability of properties for sale.</li> <li>Require property owners to provide notification to tenants when owners intend to sell their properties.</li> <li>Create incentives for private multifamily owners to sell properties to affordable housing nonprofits for purposes of preservation, such as a transfer tax rebate program.</li> </ul> |         |                                                                   |                                                                                          |         |     |         |                                                                                                                                                  |
| R-10 | <b>Mobilehome Park Local Inspections</b> - Strategy has been removed based upon feedback from local mobilehome owners, the Golden State Manufactured and Mobilehome Owners League (GSMOL), and commissioners on the Housing and Community Development Commission.                                                                                                                                                                                                                                                                                                                                                                                                                                            |         |                                                                   |                                                                                          |         |     |         |                                                                                                                                                  |
| R-11 | <b>Owner-Occupied Home Preservation</b> - To physically preserve existing homes, continue to fund urgent home repairs for low-income homeowners, many of whom are seniors, through nonprofit partners as funds are available.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1       | Need to assist low-income homeowners with urgent repairs          | Retained from 5th Cycle and updated                                                      | Housing | LMI | 2023-31 | 1,600 low-income households assisted                                                                                                             |
| R-12 | <b>Revised Citywide Residential Anti-Displacement Strategy</b> - Update the current Anti-Displacement Strategy approved by the City Council in 2020 to integrate preservation activities and remove completed priorities. Evaluate effectiveness of existing tools, obtain ongoing best practices information from like-minded cities, obtain feedback on priorities from San José stakeholders, and seek City Council approval for revised anti-displacement and preservation policies or programs to pursue.                                                                                                                                                                                               | 3, 1, 4 | Prevent displacement of residents and coordinate efforts to do so | Supported by neighborhood equity working group<br>Equity Coalition<br>Land Use Coalition | Housing | UDP | 2024-29 | 2025: Best practices researched<br>2025: Outreach conducted<br>2026: Revised strategy drafted<br>2026: City Council approval of revised strategy |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | GOALS | BARRIER / NEED                                                         | CITED BY                                                             | DEPT               | GEO   | TIMING | METRICS                                                                                                                                                                                                                        |
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| R-13 | <b>Soft Story Program</b> - Develop a 'soft story' seismic mitigation ordinance for older multifamily buildings with weak and/or open frontlines, which have a higher likelihood of collapse during an earthquake and a high likelihood of being rent stabilized. Create an implementation process and incentive retrofit program that increases renters' safety and considers equity issues for lower income renters, minimizing their risk of displacement due to construction and rent increases. | 1, 3  | Need for safe, lower cost housing stock<br><br>Displacement prevention | State guidelines on remedying condition problems in existing housing | PBCE, Housing, OEM | CW/No | 2024   | 2023: Outreach conducted<br>2024: Ordinance and program drafted<br>2024: City Council approval of ordinance and program<br>2024: Rebate program launched<br># buildings receiving retrofits<br>\$4M funded for rebates by 2031 |

### 3.3 Goal 2: Sufficient housing for people experiencing homelessness

The homelessness crisis in San José and across the Bay Area is growing. In Santa Clara County, people experiencing homelessness were shown in 2020 to be disproportionately Black/African American, American Indian/Alaskan Native, and Hispanic/Latino/a/x. The City is focused on implementing strategies from the Countywide [Community Plan to End Homelessness](#).

The strategies under Goal 2 (*Table 3-3*) include providing permanent and temporary housing for people experiencing homelessness, funding the delivery of services to people without homes and in service-enhanced housing, and helping to prevent people from becoming homeless. With its partners across the County, the City seeks to do this work with an equity lens, centering the experiences of those with lived experience in homelessness.

**Table 3-3: Housing and Systems for People Experiencing Homelessness**

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                        | GOALS | BARRIER / NEED                                        | CITED BY                                                                                                                                                             | DEPT    | GEO   | TIMING  | METRICS                                                                                                                                                                                                |
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| H-1 | <b>Interim Homeless Housing Construction</b> - Complete construction of emergency interim housing development in the Civic Center and Rue Ferrari areas. Seek ongoing funding from the state and federal governments to pay for operations and services for the City's emergency interim housing units and shelter beds.                                                        | 2     | Lack of emergency housing<br><br>Lack of shelter beds | LGBTQ+ focus group for increase in shelters<br><br>Formerly incarcerated focus group for increase in transitional housing<br><br>Revised from 5th Cycle              | Housing | Site  | 2025    | 2025: Units completed<br><br>Funds obtained for operations & services                                                                                                                                  |
| H-2 | <b>Interim Housing for People Experiencing Homelessness in Hotels/Motels and Other Existing Buildings</b> - Continue to use hotels, motels, and other existing residential properties to provide supportive housing for people experiencing homelessness and seek additional Project Homekey funding from the state for both capital improvements and ongoing operations costs. | 2     | Lack of supportive and transitional housing           | LGBTQ+ focus group for increase in shelters<br><br>Support from formerly incarcerated focus group for increase in transitional housing<br><br>Revised from 5th Cycle | Housing | CW/No | 2023-31 | At least one property newly acquired<br><br>At least five properties operated<br><br>At least \$19M of new Homekey awards accepted for acquisition/rehabilitation<br><br>At least 280 residents housed |

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | GOALS | BARRIER / NEED                                                              | CITED BY                                                                                                                                        | DEPT         | GEO   | TIMING  | METRICS                                                                                                                                                                                                             |
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| H-3 | <b>Conversion of Hotels/Motels for Homeless Housing</b><br>- This work is part of H-4 and so has been deleted.                                                                                                                                                                                                                                                                                                                                                            |       |                                                                             |                                                                                                                                                 |              |       |         |                                                                                                                                                                                                                     |
| H-4 | <b>Shelters Streamlining Throughout the City</b> -<br>Combined with H-14.                                                                                                                                                                                                                                                                                                                                                                                                 |       |                                                                             |                                                                                                                                                 |              |       |         |                                                                                                                                                                                                                     |
| H-5 | <b>Low-Cost Permanent Housing Solutions</b> -<br>Removed due to lack of constraints cited for low-cost permanent housing per constraints analysis.                                                                                                                                                                                                                                                                                                                        |       |                                                                             |                                                                                                                                                 |              |       |         |                                                                                                                                                                                                                     |
| H-6 | <b>Housing with Integrated Health Care</b> - In coordination with County Behavioral Health, Santa Clara Valley Health and Hospital System, and health plans in the region, seek to generate new housing opportunities that integrate healthcare for the complex needs of people currently or formerly experiencing homelessness.                                                                                                                                          | 2, 1  | Need for services-enhanced housing for people experiencing/ed homelessness  | Consistent with Community Plan to End Homelessness                                                                                              | CMO, Housing | CW/No | 2025-31 | By 2031: At least one new development with onsite health services                                                                                                                                                   |
| H-7 | <b>Safe/Supportive Parking Programs</b> - Operate overnight and 24-hour safe parking programs for both RVs and car vehicles and other emergency shelter options and seek permanent funding sources for these uses.                                                                                                                                                                                                                                                        | 2     | Lack of shelters and emergency housing for people experiencing homelessness | LGBTQ+ focus group<br><br>Public meetings on strategy ideas<br><br>Retained and revised from 5th Cycle                                          | Housing      | CW/No | 2023-31 | At least 45 safe parking opportunities created for RVs and car vehicles<br><br>At least \$1.7M spent on safe parking site preparation<br><br>At least \$1.2M spent per year on safe parking operations and services |
| H-8 | <b>Nonprofit-Provided Homeless Support Services</b> - Continue to fund nonprofit agencies that provide services to people who are homeless or at risk of becoming homeless, with highest priority to those most in need at or below 30 percent AMI. Funding would support programs including, but not limited to, those that prevent and end homelessness and provide case management and services for formerly unhoused residents in PSH, interim housing, and shelters. | 2     | Need for housing and services for people experiencing homelessness          | Veterans focus group and formerly homeless focus group<br><br>Housing Element goals/strategies community meeting<br><br>Retained from 5th Cycle | Housing      | CW/No | 2023-31 | Funding to nonprofit service providers<br><br># people assisted                                                                                                                                                     |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | GOALS | BARRIER / NEED                                                                                                                                   | CITED BY                                                                                                                                                                                                                                                                                                 | DEPT         | GEO   | TIMING  | METRICS                                                                                                                                                                                                                                                                                                                                               |
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| H-9  | <p><b>Street-Based Services for Unhoused Residents -</b></p> <ul style="list-style-type: none"> <li>• Fund street-based services such as outreach, hygiene services, behavioral health, and transportation options to meet the needs of unhoused residents.</li> <li>• Use input from persons with lived experience to help define what services should be available.</li> <li>• Advocate for ongoing funding from the state and federal governments for this purpose.</li> </ul> | 2     | Lack of services for unhoused residents                                                                                                          | <p>Focus groups:</p> <ul style="list-style-type: none"> <li>• Veterans</li> <li>• Disability</li> <li>• LGBTQ+</li> <li>• Indigenous Peoples</li> <li>• African ancestry</li> </ul> <p>Housing Element goals/strategies community meetings</p> <p>Consistent with Community Plan to End Homelessness</p> | Housing, IGR | CW/No | 2023-31 | <p>Funds budgeted</p> <p>Services provided</p> <p># of clients served</p>                                                                                                                                                                                                                                                                             |
| H-10 | <p><b>Racial and Other Bias of Protected Classes in Homeless Shelter and Supportive Housing Systems</b></p> <p>- Increase access to homeless shelters and PSH for people experiencing homelessness who are in protected classes by examining data on City-funded shelters and PSH developments, and collaborating with the County to identify systemic racism and patterns of other biases of protected classes.</p>                                                              | 2     | Racism and bias in administration and operations creates harm and does not adequately serve residents who are disproportionately people of color | <p>Support by formerly homeless focus group and LGBTQ+ focus group</p> <p>Consistent with Community Plan to End Homelessness</p>                                                                                                                                                                         | Housing      | CW/No | 2027    | <p>Dec 2023: Meet with County, service providers, and property management staff on accessing data</p> <p>2024, 2027, 2030: Collect and analyze data</p> <p>Within 12 months following each analysis completion: work with partners annually to provide technical assistance sessions as needed to ensure the City is meeting its AFFH obligations</p> |



| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | GOALS | BARRIER / NEED                                                                               | CITED BY                                                                                                                                                                                          | DEPT    | GEO   | TIMING  | METRICS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| H-11 | <p><b>Feedback from Those with Lived Experience in Homelessness in Decision Making -</b></p> <ul style="list-style-type: none"> <li>• Create additional feedback mechanisms for residents with lived experience of homelessness on how programs are serving the needs of this population.</li> <li>• Integrate requirements into City-funded contracts for grantees to create feedback mechanisms.</li> <li>• Work with the Lived Experience Advisory Board (LEAB), composed of residents who have experienced homelessness, to evaluate key City-funded services and initiatives, including encampment support, street outreach, referrals to new housing opportunities, shelters, emergency interim housing provision, and/or existing PSH.</li> </ul> | 2     | Lack of participation from those with lived experience in City-led decision-making processes | <p>Supported by LGBTQ+ focus group with a focus on LGBTQ+ persons, compensating people for their time and refrain from tokenization</p> <p>Consistent with Community Plan to End Homelessness</p> | Housing | CW/No | 2024-31 | <p>2023-2031: Staff to attend meetings of LEAB or other lived experience groups at least once a year to ask for feedback on program priorities</p> <p>Jul 2024: Identify universe of applicable contracts and timeline for renewals</p> <p>Jun 2025: Contracts renewed or amended to include consultative language, and include in newly awarded contracts</p> <p>By Dec 2025: Goal of 90 percent of homelessness contracts with amended language requiring lived experience consultations</p> |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | GOALS | BARRIER / NEED                                                                                                      | CITED BY                                                                                                                                                                                   | DEPT               | GEO   | TIMING  | METRICS                                                                                                                                     |
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| H-12 | <p><b>Neighborhood Outreach and Education on Homeless Housing and Other Housing Topics -</b></p> <ul style="list-style-type: none"> <li>• Work with partners countywide on a community-based outreach campaign to promote dialogue and greater understanding of these issues. Outreach would focus on:                             <ol style="list-style-type: none"> <li>1) the root causes of homelessness and different housing approaches for people experiencing homelessness.</li> <li>2) controversial housing topics related to equity and protected classes.</li> </ol> </li> <li>• Focus community outreach and education in areas experiencing growth.</li> <li>• Pursue ongoing funding to compensate community-based organizations and advocates to conduct outreach.</li> <li>• Create content and outreach materials, post on City's website, and establish regular cycles of issuing low-barrier Requests for Qualifications, identifying outreach partners, conducting regular trainings, and holding feedback and support sessions with outreach partners.</li> </ul> | 2, 5  | <p>Public opposition to housing strategies</p> <p>Public interest in effective homelessness response strategies</p> | <p>Strong support at Housing Element goals &amp; strategies community meetings</p>                                                                                                         | Housing, CMO, PBCE | CW/No | 2024-31 | <p>Materials prepared</p> <p>CBOs under contract</p> <p>Funding allocated</p> <p>Households outreached to</p> <p>Feedback sessions held</p> |
| H-13 | <p><b>Regional Homeless Response Coordination and Planning -</b> In cooperation with the County of Santa Clara, Destination: Home, and other community partners, seek City Council approval of the City's implementation plan for the 2020-25 Community Plan to End Homelessness in Santa Clara County.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2     | Address impacts of homelessness                                                                                     | <p>Focus groups:</p> <ul style="list-style-type: none"> <li>• Veterans</li> <li>• LGBTQ+</li> <li>• Schools</li> </ul> <p>High opportunity working group</p> <p>Revised from 5th Cycle</p> | CMO Housing        | CW/No | 2023    | 2024: City Council adoption of City's implementation plan                                                                                   |
| H-14 | <p><b>Emergency Shelters -</b></p> <ul style="list-style-type: none"> <li>• Due to the inadequate capacity of 1,647 beds identified in <i>Chapter 4</i> to accommodate the City's unhoused population, the City will update the zoning code to add additional zoning districts, in addition to Combined Industrial Commercial (CIC),</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2     | Inadequate shelter capacity to address the need for emergency shelters                                              | <p>HCD</p> <p>Land Use Coalition</p>                                                                                                                                                       | PBCE               | CW/No | 2024    | <p>June 2024: City Council adoption of necessary zoning code amendments</p> <p>Dec 2024: Outreach conducted on further</p>                  |

| # | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | GOALS | BARRIER / NEED | CITED BY | DEPT | GEO | TIMING | METRICS         |
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|   | <p>where emergency shelters are permitted by right. The additional zoning districts identified will include the following that currently also allow Low-Barrier Navigation Centers by right: UV, Mixed-Use Commercial (MUC), Urban Residential (UR), Transit Residential (TR), Commercial Pedestrian (CP), Commercial General (CG), Commercial Neighborhood (CN), Public/Quasi Public (PQP), Downtown (DT), and Pedestrian Oriented districts.</p> <ul style="list-style-type: none"> <li>Existing standards for emergency shelters defined in San José Municipal Code Section 20.80.500 shall apply.</li> <li>As per requirements of Government Code Section 65583 (AB 2339), other interim housing interventions must be considered an emergency shelter.</li> <li>To ensure compliance with the requirements of Government Code Section 65583 (AB 2339), revise the zoning code as described above within one year of Housing Element adoption.</li> <li>Conduct outreach to homeless shelter providers to determine additional process changes that the City can incorporate to further facilitate emergency interim housing and homeless shelters.</li> </ul> |       |                |          |      |     |        | process changes |

### 3.4 Goal 3: Housing stability and opportunities to build wealth for all residents

With the Bay Area’s housing crisis and the COVID-19 pandemic, renters have experienced far more recent instability and displacement than homeowners. Tenant protections can help ensure that renters are not displaced by unfair practices, speculation, demolition, or other factors. Residents able to purchase a home can achieve housing stability, build equity, and pass down intergenerational wealth to future generations. Unfortunately, homeownership is out of reach for a large proportion of San José households with median sales prices of \$1.59 million for detached single-family homes and \$850,000 for condominiums and townhomes in the third quarter of 2023.<sup>1</sup>

Goal 3’s strategies (Table 3-4) focus on ensuring that all forms of tenure, including ones not common today, can provide households with stability and the foundation for a better life. These strategies address renter stability and access, fair housing, tenant protections, and wealth building. [Also note that while Preservation activities that keep existing residents in place are also housing stability measures, Preservation activities are shown under Goal 1 above.]

**Table 3-4: Housing Stability, Tenant Protections, and Wealth Building**

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | GOALS | BARRIER / NEED                                                                                                                                                                                                        | CITED BY                                                                                                                                                                                                                               | DEPT          | GEO      | TIMING  | METRICS                                                                                                                                                                                                                                                              |
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| S-1 | <p><b>Tenant/Landlord Resource Centers and Code Violations Reporting</b> - Strengthen the public’s access to a variety of information and assistance related to housing at the City’s fixed or mobile Tenant/Landlord Resource Centers and strengthen other proactive ways to promote rental housing quality:</p> <ul style="list-style-type: none"> <li>Identify additional funding to operate Tenant Resource Centers at increased staffing levels, and related Code programs to employ more collaborative problem-solving approaches on code enforcement problems.</li> <li>Locations should include DSAP, the City’s forthcoming transit center, to maximize transit access as well as neighborhoods with high displacement risk according to the UC Berkeley Urban Displacement Project analysis.</li> <li>Use digital tools, pop-ups, and/or mobile sites to deliver services in ways that are convenient and</li> </ul> | 3     | <p>Fear of retaliation by tenants to report code violations</p> <p>Need to make code enforcement processes widely available to ensure safe living conditions</p> <p>Lack of access and awareness of renter rights</p> | <p>Suggested by neighborhood equity working group</p> <p>Equity Coalition</p> <p>Supported by rental access working group and Indigenous Peoples focus group</p> <p>Consistent with Diridon Affordable Housing Implementation Plan</p> | Housing, PBCE | DTW, UDP | 2023-31 | <p>By 2025: At least three Tenant Resource Centers with code assistance</p> <p>Target of three locations regularly served each year</p> <p>At least 400 tenants and landlords assisted per year</p> <p>Four Housing/Code meetings held per year starting in 2024</p> |

<sup>1</sup> Santa Clara County Association of Realtors: <https://www.sccaor.com/wp-content/uploads/2023/10/3Q-2023.pdf>

| # | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | GOALS | BARRIER / NEED | CITED BY | DEPT | GEO | TIMING | METRICS |
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|   | <p>accessible for all users, especially those with disabilities.</p> <ul style="list-style-type: none"> <li>• Incorporate Code Enforcement and Apartment Rent Ordinance violation reporting procedures as part of expanded Tenant Resource Centers, including supporting tenant associations to report and track such violations on behalf of tenants.</li> <li>• Assist residents to learn how to file code complaints online and help owners and residents look up cases' status online in Tenant Resource Centers to increase transparency.</li> <li>• Connect renters and property owners to resources at Tenant Resource Centers, including mediation programs to encourage voluntary mutual agreements and the City's online affordable rental portal, Doorway.</li> <li>• Make information available at Tenant Resource Centers on housing preservation and know-your-rights materials (<b>S-23</b>) that include both City ordinances and state laws.</li> <li>• Operate programs with a focus on promoting collaborative problem solving among property owners, tenants, tenant associations, community-based organizations, and City staff.</li> <li>• Request funding through the city budget process and, if successful, implement a program in which community-based organizations work with tenants at a grassroots level to partner with Code Enforcement and support tenants through individual cases, drawing lessons learned from San Francisco's Safe and Healthy Rental Homes program.</li> <li>• Explore policies to support tenant outreach efforts and seek funding to strengthen organizational capacity of emerging tenant associations so they can help renters seeking to collectively improve the conditions and stability of their homes.</li> <li>• Increase coordination between Rent Stabilization Program and Code Enforcement staff and meet regularly.</li> </ul> |       |                |          |      |     |        |         |

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | GOALS | BARRIER / NEED                                                                                                                                                                           | CITED BY                                                                                                                           | DEPT                   | GEO   | TIMING          | METRICS                                                                                                                                                                                                                                                                                                                                          |
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| S-2 | <b>Rental Property Registry Improvement</b> - Ensure that all permitted, rented residences in San José are registered with the City to aid in communications about renter resources and ensure safety in emergency situations.                                                                                                                                                                                                                                                                                                                                                                     | 3     | Need to contact renters in emergency conditions<br><br>Difficulty communicating with renters                                                                                             | Supported by neighborhood equity working group and rental access equity group                                                      | Housing, Finance, PBCE | CW/No | 2025-28         | 2025: Implement new code information system with improved addresses<br><br>% of City's rental units registered                                                                                                                                                                                                                                   |
| S-3 | <b>Proactive Code Enforcement in Identified Project Hope Place-Based Neighborhoods</b> - Proactive code enforcement helps to prevent the decline and deterioration of aging rental stock, reduce blight conditions, and reduce likelihood of complaint-based evictions. Continue to implement the Multiple Housing Inspection Program citywide, with inspection frequency determined by severity of violations (Tier 1, 2, and 3). In addition, fund enhanced proactive inspections in Project Hope and other low-income communities of color with federal CDBG funds or other funds as available. | 3     | Decline and deterioration of aging housing stock<br><br>Fear of retaliation by tenants for reporting housing code violations<br><br>Targeted investments in under-invested neighborhoods | General support for ensuring safe housing conditions from equity working group and in Citywide Anti-Displacement Strategy outreach | PBCE                   | CW/No | Ongoing 2023-31 | Annually through 2031: At least three neighborhoods covered with enhanced multifamily inspections<br><br>Annually through 2031: Average 200 units inspected per neighborhood per year (total 600 units per year)<br><br>Goal of 2,000 violations resolved within 150 days each year (includes mostly housing violations and some blight) by 2031 |

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                      | GOALS | BARRIER / NEED                                                                                                     | CITED BY                                                                                                                 | DEPT               | GEO   | TIMING                                 | METRICS                                                                                                                                                                                                                                                                                                                                                                 |
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| S-4 | <b>Updated Relocation Assistance</b> - Update the City's municipal code to ensure that compensation given to residents for potential displacing events – noticing, relocation payments, housing search assistance, the replacement of affordable units, and a right of return – matches or exceeds any state requirements, is sufficient given current housing costs, is transparent, and is consistent across City programs. | 3     | Cost burden to tenants when forced to relocate exacerbated by high local housing costs                             | From Citywide Anti-Displacement Strategy<br><br>Supported by neighborhood equity working group<br><br>Land Use Coalition | Housing, PBCE, CAO | CW/No | Phase 1 by 2025                        | Analysis complete<br><br>Stakeholder outreach on cost escalators and proposed changes<br><br>City Council approval of code updates                                                                                                                                                                                                                                      |
| S-5 | <b>Code Enforcement Improved Case Management</b> - Implement a new Code Enforcement case management system for improved violation tracking to identify properties with the most serious safety violations more easily. Use the information to better educate the City's building preservation efforts.                                                                                                                        | 3     | Need to strategically allocate limited code enforcement capacity<br><br>Unsafe housing conditions in housing stock | From Citywide Anti-Displacement Strategy<br><br>Supported by neighborhood equity working group                           | PBCE, Housing      | CW/No | Phase 1 by 2026<br><br>Phase 2 by 2028 | Jan 2026: Phase 1 - New case management system implemented and violation tracking system in place<br><br>Jan 2028: Phase 2 - Analysis of building performance complete<br><br>Jan 2029: Phase 3 - Stakeholder outreach on cost escalators and proposed changes<br><br>City Council approval of code updates (if any)<br><br>Jan 2030: Phase 4 - Implementation complete |

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | GOALS | BARRIER / NEED                                                                                                                                          | CITED BY                                                                                                                                                                                                 | DEPT    | GEO   | TIMING  | METRICS                                                                                                                         |
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| S-6 | <b>Proactive Code Enforcement for More Rented Residences</b> - Create a study on the cost, needed staffing, potential timeline for expansion, and other resources needed to expand the types of housing units covered by proactive code inspections which help avoid complaint-based evictions. Units include rented single-family homes, duplexes, condominiums, and/or townhomes. Bring a recommendation to City Council if needed resources can be identified.                                                                                                                                                                                                                                                                                                                                  | 3     | Retaliatory evictions of renters from code complaints<br><br>Physical condition problems in existing rented units of all kinds                          | Anti-displacement best practices from PolicyLink focus on proactive code enforcement.<br><br>Included in Citywide Anti-Displacement Strategy (#6C)<br><br>Supported by neighborhood equity working group | PBCE    | CW/No | 2025-27 | June 2025: Complete study<br><br>Dec 2025: Recommendation to City Council if feasible                                           |
| S-7 | <b>Financial Literacy Programs for Potential Homebuyers</b> - Identify funding for nonprofit organizations to educate homebuyers on the homebuying process, homeownership responsibilities, and financial literacy. Identify funding for nonprofit organizations to deliver pre- and post-purchase homeownership counseling and target services to lower income protected class buyers to help them attain and stay in homeownership.                                                                                                                                                                                                                                                                                                                                                              | 3, 5  | Needed preparation and support for first-time homebuyers                                                                                                | Supported by attendees of HE goals/strategies community meeting, African ancestry focus group                                                                                                            | Housing | CW/No | 2026-31 | Services provided<br><br>Budget allocated<br><br># buyers assisted                                                              |
| S-8 | <b>Homebuyer Program Redesign</b> -<br><ul style="list-style-type: none"> <li>• Create feasibility analysis and plan to redesign the City's homeownership programs to have better reach to underserved populations.</li> <li>• Programs would include City down-payment assistance to homebuyers, pre- and post-purchase housing counseling, affirmative marketing to underserved populations, alternatives to fee simple homeownership (such as community land trusts, limited equity cooperatives, and long-term tenant leases with wealth accumulation program), funding sources for program offerings, and evaluation metrics for assessing the impact on closing racial homeownership gaps.</li> <li>• Target market programs through outreach in formerly redlined neighborhoods.</li> </ul> | 3, 5  | Lack of protected class data of who has benefitted from City's homeownership programs<br><br>Need to increase homeownership rates for protected classes | Supported by African ancestry focus group, homeownership working group, schools focus group, equity organizations, and Indigenous focus group                                                            | Housing | CW/No | 2027    | 2026: Feasibility analysis and plan created<br><br>2027: City Council approval of program<br><br>By 2031: Assist 100 households |



| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | GOALS      | BARRIER / NEED                                                                                 | CITED BY                                                                                                                 | DEPT          | GEO       | TIMING    | METRICS                                                                                                                                                                                                                                                                                        |
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|      | <ul style="list-style-type: none"> <li>• Include protected class demographic information as part of all City-funded homeownership programs.</li> <li>• Analyze and report on data regularly to determine who programs are assisting.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |            |                                                                                                |                                                                                                                          |               |           |           |                                                                                                                                                                                                                                                                                                |
| S-9  | <p><b>Fair Housing Equity Analysis and Anti-Displacement for Specific Plans</b> - Integrate fair housing equity analysis and residential and small business anti-displacement features into Specific Plans and area plans, including urban village plans.</p> <p>Consider anti-displacement features identified from Five Wounds Urban Village updates into forthcoming urban village plans and consider appropriateness for inclusion in the General Plan Four-Year Review.</p>                                                                                                                                                                                                                                                                         | 1, 3, 4, 5 | Need to stabilize lower income residents and businesses in growing areas to avoid displacement | From Citywide Anti-Displacement Strategy and consistent with state guidance on sites inventory<br><br>Land Use Coalition | PBCE, Housing | Site, UDP | 2024-2031 | <p>2024: Consultant identifies anti-displacement features for Five Wounds UV Plan</p> <p># of other UV plans incorporating features</p> <p>By 2026: Fair Housing Equity Analysis method defined</p> <p>Ongoing: Plans with fair housing analysis and anti-displacement features integrated</p> |
| S-10 | <p><b>Study on Rent Increases and Burden in Affordable Housing</b> -</p> <ul style="list-style-type: none"> <li>• Research how rent increases in the City's restricted affordable apartments have been implemented over the last five years, given that AMI continues to increase rapidly in Santa Clara County. Compare rent increases in affordable housing to increases in rent-stabilized apartments. Document relationship between increased rents and increased operating costs of affordable properties.</li> <li>• Study rent burden and demographics for residents of affordable homes. Use research results to inform proposed state legislation and/or City policy.</li> <li>• Present findings and policy recommendations to City</li> </ul> | 3          | Prohibitive rent increases in restricted affordable apartments                                 | Support from rental access working group<br><br>Equity Coalition                                                         | Housing, IGR  | CW/No     | 2025      | <p>2024: Research conducted</p> <p>By June 2025: Findings presented to City Council</p>                                                                                                                                                                                                        |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | GOALS | BARRIER / NEED                                                                                                                                                                                                                                                             | CITED BY                                                                                                                                                    | DEPT         | GEO   | TIMING                            | METRICS                                                                                                                                                                                                                                                        |
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|      | <p>Council with the objective to avoid drastic rent increases for residents living in affordable developments and protect properties' long-term viability.</p> <ul style="list-style-type: none"> <li>• Work actively on potential legislative solutions to high rent increases.</li> <li>• Identify financial risks to restricted affordable homes and identify any additional resources or strategies to help offset needs and protect these valuable public assets.</li> </ul>                                                                                                                                                                                                                                                                                            |       |                                                                                                                                                                                                                                                                            |                                                                                                                                                             |              |       |                                   |                                                                                                                                                                                                                                                                |
| S-11 | <p><b>Alternative Documentation for Non-Citizens</b> - Seek City Council approval of a policy requiring all property management companies managing restricted affordable apartments to advertise acceptance of alternative documentation for non-citizens. Prepare a workplan for implementation procedures for different types of affordable homes with input from CAO.</p>                                                                                                                                                                                                                                                                                                                                                                                                 | 3     | <p>Avoid discrimination in rental housing applications process for non-citizens</p> <p>Lack of knowledge of non-citizens that they could apply and be eligible for affordable housing</p>                                                                                  | <p>Supported by neighborhood equity working group and Housing Element goals/strategies community meeting</p> <p>Equity Coalition</p>                        | Housing CAO  | CW/No | 2026                              | <p>Jul 2024: Council approval</p> <p>Jul 2025: Workplan complete</p> <p># properties implemented</p>                                                                                                                                                           |
| S-12 | <p><b>Eviction Prevention - Housing Collaborative Weekly Eviction Prevention Court Clinic, Eviction Diversion Program, and Other Support for Legal Services</b> -</p> <ul style="list-style-type: none"> <li>• Work in ongoing partnership with the County's Superior Court and other community partners to staff an Eviction Diversion Program, holding weekly workshops at the Courthouse that offer a spectrum of resources to all parties. Resources include rental assistance, social services referral, mediation, and legal assistance.</li> <li>• Coordinate eviction diversion referrals from Tenant Resource Centers.</li> <li>• Identify funding to continue to conduct the Eviction Diversion Program during the Unlawful Detainer court proceedings.</li> </ul> | 3     | <p>Lack of knowledge of non-citizens that they could apply and be eligible for lack of funding and resources to provide eviction help and pre-eviction services</p> <p>Gap in services for pre-eviction services to address conflicts that easily escalate to eviction</p> | <p>Supported by rental access working group and veterans focus group</p> <p>Consistent with Citywide Anti-Displacement Strategy</p> <p>Equity Coalition</p> | Housing, CAO | CW/No | 2023-31 assumes funding available | <p>By 2025: At least 50 workshops held</p> <p>By 2025: At least 275 households kept stably housed</p> <p>By 2025: At least 5,000 households assisted via calls to Eviction Helpline, walk-ins, and emails</p> <p>By 2026: At least \$3M in funding secured</p> |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | GOALS | BARRIER / NEED                                                                           | CITED BY                                                                                                                                           | DEPT         | GEO   | TIMING           | METRICS                                                                                                                                                                                                |
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|      | <ul style="list-style-type: none"> <li>Explore conversion of Superior Court Eviction Diversion into a possible Collaborative Housing Court model within the County's Superior Court Process that builds on the foundation of the weekly clinic and Eviction Diversion Program, as appropriate.</li> <li>Seek additional funds to increase funding to nonprofit legal organizations to provide eviction counseling and defense.</li> <li>Include support for residents in the Eviction Diversion Program to register for Doorway [online affordable housing portal] to help them search for affordable homes.</li> </ul>                                                                                                                                                                                       |       |                                                                                          |                                                                                                                                                    |              |       |                  | By 2031: Seek at least \$3M in additional funding                                                                                                                                                      |
| S-13 | <p><b>Affordable Housing Renter Portal Access -</b></p> <ul style="list-style-type: none"> <li>Ensure that the City's online tenant rental portal, Doorway, is implemented with access in San José's top languages and accessibility to audio and visually impaired users.</li> <li>Ensure that Doorway access is available at Tenant Resource Centers, libraries, community centers, schools, and through social service providers.</li> <li>Partner with community organizations to make Doorway available to vulnerable youth and adults, including at San José State University, the Billy De Frank LGBTQ center, and other spaces that host LGBTQ+ youth.</li> <li>Require that funded affordable properties list openings on Doorway as part of affirmative marketing of affordable housing.</li> </ul> | 3, 5  | Lack of accessibility in notification of affordable housing opportunities                | Suggested by LGBTQ+ focus group<br>Equity Coalition                                                                                                | Housing      | CW/No | 2023 and ongoing | <p>2023: Top four languages available</p> <p># applicants using non-English versions (to the extent data is available)</p> <p>90 percent of funded affordable properties listed on Doorway by 2028</p> |
| S-14 | <p><b>Advocacy for Tenant-Based Vouchers -</b></p> <ul style="list-style-type: none"> <li>Prioritize use of rental vouchers to expand housing choices for protected class, lower income residents.</li> <li>Continue to use local funds for tenant voucher programs. Advocate at the state and federal levels for additional vouchers to meet local needs and expand housing choices.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                              | 3     | <p>Need for housing for those at lowest income levels</p> <p>Increase housing choice</p> | <p>Suggested by equity working group</p> <p>Supported by veterans focus group, disability focus group and high opportunity areas working group</p> | Housing, IGR | CW/No | 2024-26          | <p>Legislation passage</p> <p>Support letters and meetings on vouchers</p>                                                                                                                             |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | GOALS | BARRIER / NEED                                                                                            | CITED BY                                                                                                                                  | DEPT         | GEO   | TIMING                       | METRICS                                                                                                                                                                     |
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| S-15 | <p><b>Tenant preferences in VTA station areas –</b></p> <ul style="list-style-type: none"> <li>• Work with VTA to implement the City's forthcoming affordable housing tenant preferences and other policies on affordable apartments in station area developments.</li> <li>• Include in Anti-Displacement Tenant Preference all publicly owned sites, development agreements, and negotiated developments to support this initiative.</li> </ul>                                                                                                | 3     | Need to prevent displacement and prioritize most vulnerable in non-homeless units                         | Tenant preferences supported at Housing Element goals / strategies community meetings                                                     | Housing      | Site  | 2023-31                      | By 2031: At least two sets of affordability restrictions recorded requiring tenant preferences<br><br>70 restricted affordable units subject to preference in station areas |
| S-16 | <p><b>Affirmative Marketing Languages and Best Practices for Affordable Housing –</b></p> <ul style="list-style-type: none"> <li>• For all City-funded affordable housing, require affirmative fair housing marketing to be done in English plus top three languages by 2027.</li> <li>• Expand data collection and monitoring of affirmative marketing of affordable apartments for initial lease-up and waitlist openings.</li> <li>• Create library of best practices including sample notices translated into multiple languages.</li> </ul> | 3     | Lack of awareness of affordable housing opportunities<br><br>Increase accessibility of affordable housing | Supported by Indigenous Peoples focus group                                                                                               | Housing, CAO | CW/No | 2026-27                      | 2027: Requirement rolled out<br><br>Data collected for compliance<br><br>2027: Library created and made available                                                           |
| S-17 | <p><b>Local Fair Chance/"Ban the Box" Ordinance -</b></p> <ul style="list-style-type: none"> <li>• Complete a report to review best practices in housing formerly incarcerated people and assess the feasibility, impact, and enforcement options of a Fair Chance/"Ban the Box" ordinance for rental housing applicants that would limit the use of criminal records by property managers when they are screening prospective tenants.</li> <li>• Draft an ordinance and create a program proposal for City Council's consideration.</li> </ul> | 3     | Discrimination in housing application to people with criminal background                                  | Idea from equity working group<br><br>Supported by former homeless focus group, veterans focus group and rental access working group      | Housing, CAO | CW/No | 2026-28                      | Report completed<br><br>City Council presentation made<br><br>Outreach done<br><br>Ordinance drafted<br><br>Program proposal created<br><br>City Council consideration      |
| S-18 | <p><b>Review Data on City-Monitored Properties to Identify Fair Housing Issues -</b></p> <ul style="list-style-type: none"> <li>• Analyze protected class information in the City's affordable housing portfolio, identify outlier properties with unusual concentrations of certain types of residents.</li> </ul>                                                                                                                                                                                                                              | 3, 5  | Lack of knowledge of affordable housing opportunities<br><br>Tracking and preventing large                | General support from disability focus group and African Ancestry focus group as to improving affirmative marketing and lease-up practices | Housing      | CW/No | Starting in 2025 and ongoing | Dec 2025: First data collection on residents and applicants, then 2027, 2029, 2031                                                                                          |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | GOALS | BARRIER / NEED                                                      | CITED BY                                                                                                                                                    | DEPT         | GEO   | TIMING  | METRICS                                                                                                                                                                                                                                                                                                                                       |
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|      | <ul style="list-style-type: none"> <li>Proactively meet with property managers and/or owners to review affirmative marketing and lease-up practices to solve potential fair housing problems.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |       | scale fair housing issues                                           |                                                                                                                                                             |              |       |         | <p>Aug 2026: Outliers analysis</p> <p>Mar 2027: Meet with 100 percent of outlier properties</p> <p>Technical assistance given</p>                                                                                                                                                                                                             |
| S-19 | <p><b>Certificate of Preference Program</b> - Explore applicability of a Certificate of Preference program for the DSAP to enable residents in danger of indirect displacement or who have been displaced to apply through separate queues for affordable apartments and/or homebuyer programs.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3     | Need to prioritize access to affordable housing for most vulnerable | From Diridon Affordable Housing Implementation Plan                                                                                                         | Housing      | CW/No | 2027    | <p>Jan 2025: Research and legal analysis conducted</p> <p>Jun 2027: Findings presented to Council</p> <p>If Council directed, program developed in 2027</p>                                                                                                                                                                                   |
| S-20 | <p><b>Tenant Preferences that Help Fight Displacement</b> - To help mitigate displacement and serve the most vulnerable local residents, develop fair-housing compliant tenant preferences for this population.</p> <ul style="list-style-type: none"> <li>Seek City Council approval for two tenant preferences: an Anti-Displacement Tenant preference and a Neighborhood Tenant preference.</li> <li>Include, as part of both policies, requirement that property managers accept alternative forms of documentation appropriate for non-citizens to prove eligibility for the preferences.</li> <li>If approved, implement the preferences on affordable housing units subject to the preferences within six months of City Council approval, including already operating buildings that have tenant preference language in their City agreements.</li> <li>Seek the state's approval to use both tenant preferences within 12 months in HCD-funded affordable housing developments.</li> </ul> | 3     | Displacement of residents                                           | <p>Supported at Housing Element goals/ strategies community meetings</p> <p>Consistent with Citywide Anti-Displacement Strategy</p> <p>Equity Coalition</p> | Housing, CAO | UDP   | 2023-25 | <p>Dec 2023: Complete disparate impact analysis for two proposed preferences and submit to HCD for review</p> <p>Mar 2024: Draft program presented to City commission and Council committee</p> <p>Apr 2024: City Council approval of ordinance</p> <p>Jun 2024: Initiate development of Displaced Tenant Preference, including research,</p> |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | GOALS | BARRIER / NEED                                                                               | CITED BY                                                                                                         | DEPT         | GEO   | TIMING          | METRICS                                                                                                                                                                              |
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|      | <ul style="list-style-type: none"> <li>After City Council approval of the Tenant Preferences that Fight Displacement, develop a proposal for a Displaced Persons Tenant Preference and examine designs that could address non-geographic displacement patterns.</li> <li>Seek City Council approval for a Displaced Persons Tenant Preference.</li> <li>Seek adequate funding for staff implementation and continued community education about opportunities to use tenant preferences.</li> </ul> |       |                                                                                              |                                                                                                                  |              |       |                 | analysis, and community engagement<br><br>Mar 2025: Draft program presented to City commission and Council committee<br><br>Jun 2025: City Council approval of ordinance             |
| S-21 | <b>Facilitation of Equal Access to Housing -</b> <ul style="list-style-type: none"> <li>Continue to fund nonprofit organizations to affirmatively further fair housing throughout the City.</li> <li>Develop metrics to better understand the City's impact from funding fair housing grantees. Consult grantees on appropriate metrics.</li> </ul>                                                                                                                                                | 3     | Discrimination in housing                                                                    | Supported at Housing Element goals/strategies community meetings                                                 | Housing      | CW/No |                 | Jul 2024: Metrics developed by collaboration with and feedback from at least three fair housing grantees<br><br>Funding to nonprofit fair housing providers<br><br># people assisted |
| S-22 | <b>Fair Housing Services and Support -</b> Confer annually with legal services, tenant advocates, and tenants to determine priorities for programs and funding on fair housing testing, outreach/education, and legal representation.                                                                                                                                                                                                                                                              | 3     | Lack of legal representation and legal services for tenants<br><br>Discrimination in housing | Supported by rental access working group                                                                         | Housing      | CW/No | Ongoing 2024-31 | Annual meetings held<br><br>Priorities established jointly                                                                                                                           |
| S-23 | <b>Know Your Rights Materials -</b> <ul style="list-style-type: none"> <li>Create basic 'Know Your Rights and Responsibilities' materials for landlords and tenants, including fair housing information. Produce materials in multiple languages with accessible vocabulary, pictures, and infographics.</li> <li>Include information on City protection ordinances, state law on anti-rent spiking and just cause</li> </ul>                                                                      | 3     | Lack of awareness of rental rights, and lack of information in language of users             | Idea from rental access working group<br><br>Supported by Indigenous Peoples focus group<br><br>Equity Coalition | Housing, CAO | CW/No | 2023-25         | Jul 2024: Outreach Strategy developed<br><br>Jan 2025: funding source identified<br><br># of communications pieces released                                                          |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | GOALS | BARRIER / NEED                                       | CITED BY                                                                                      | DEPT    | GEO  | TIMING          | METRICS                                                                                                                                                                                                                                                                                                                                                                                                          |
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|      | <p>eviction protection, registering Code Enforcement complaints and how tenant associations can support this function, and the Doorway affordable apartment portal.</p> <ul style="list-style-type: none"> <li>• Create a robust outreach strategy to share this information widely including partners such as schools, community-based nonprofits, and housing providers.</li> <li>• Provide links to additional resources including more information on fair housing.</li> <li>• Identify eligible ongoing funding for this purpose.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                            |       |                                                      |                                                                                               |         |      |                 | <p># of recipients of communications</p> <p>at least 2 partner organizations identified to assist in outreach</p>                                                                                                                                                                                                                                                                                                |
| S-24 | <p><b>Targeted Fair Housing Outreach and Enforcement -</b></p> <ul style="list-style-type: none"> <li>• Increase fair housing education, monitoring, and enforcement in target neighborhoods, especially on source of income discrimination.</li> <li>• Consult legal assistance partners to identify locations of complaints and analyze City data on higher opportunity areas with racial/ethnic concentrations different than the lower income renter population to determine target neighborhoods (e.g., in the west side of the City, there are several high and higher resource neighborhoods with high concentrations of ARO properties, see P-91 of <i>Appendix B</i>).</li> <li>• Create a plan for outreach together with nonprofit and community-based partners.</li> <li>• Identify more ongoing funding for this activity.</li> <li>• Enter into contracts with qualified legal services organizations to the extent capacity exists to do additional outreach work.</li> </ul> | 3     | Source of income and other discrimination in housing | Supported by rental access working group, Housing Element goals/strategies community meetings | Housing | High | Ongoing 2024-31 | <p>Dec 2024: Data obtained from nonprofit legal organizations on locations of complaints</p> <p>15 percent increase in outreach in targeted neighborhoods identified</p> <p>May 2025: Capacity assessed of legal assistance partners to do new outreach with community partners</p> <p>Jun 2025: Funding identified</p> <p>Jan 2026: Contracts executed</p> <p># people assisted</p> <p># services delivered</p> |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | GOALS | BARRIER / NEED                                                                                                                                                                               | CITED BY                                                                                                                                    | DEPT    | GEO   | TIMING  | METRICS                                                                                                                                                                                                                                                                                                                                |
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| S-25 | <p><b>Tenant-Based Vouchers in Higher Resource Areas –</b></p> <ul style="list-style-type: none"> <li>Partner with the Santa Clara County Housing Authority (SCCHA) to implement a strategy for their administration of San José Section 8 rental vouchers that reduces barriers to vouchers' use in higher opportunity areas and maximizes voucher holders' housing choices.</li> <li>Work with SCCHA to capture performance measures to determine residents' state of health and educational attainment.</li> <li>Use the measures to identify possible program improvements.</li> </ul>                                                                                                                                                                                                                                                                                             | 3     | <p>Lack of affordable housing</p> <p>Not enough owners willing to accept vouchers</p> <p>Need for housing for lower income populations</p>                                                   | <p>General support for increase in vouchers from veterans focus group, disability focus group, and high opportunity areas working group</p> | Housing | High  | 2023-26 | <p>By Dec 2023: Meet with SCCHA to develop alignment of policies and measures</p> <p>By Dec 2024: Seek City Council approval to direct SCCHA to capture relevant performance measures, if necessary</p> <p>By Jul 2026: Identify possible program improvements</p> <p>7 percent increase of vouchers used in higher resource areas</p> |
| S-26 | <p><b>Increased Support for Nonprofits to do Tenant and Landlord Outreach and Education -</b></p> <ul style="list-style-type: none"> <li>Identify ongoing funding to increase nonprofit organizations' support of San José tenants' rights.</li> <li>Increase funding of nonprofits to do broad tenant outreach, education, and legal representation on housing issues, including fair housing issues, to all tenants in the City.</li> <li>Support a nonprofit-run hotline for information and referrals on general tenant/landlord issues (not legal advice) for all tenants and landlords, regardless of income or type of home.</li> <li>Establish an outreach and education program on the benefits of preservation as an anti-displacement strategy, geared to tenants, landlords, and the broader community. Make information available on the City's website and at</li> </ul> | 3     | <p>Lack of knowledge of renter rights and fair housing services</p> <p>Lack of capacity in legal organizations and nonprofits to provide legal services, including fair housing services</p> | <p>Support by rental access working group, Housing Element goals/strategies community meeting</p> <p>Equity Coalition</p>                   | Housing | CW/No | 2024-31 | <p>Jul 2025: Funds identified for hotline</p> <p>Dec 2025: Launch hotline</p> <p>Funds budgeted annually for tenant and landlord outreach and education</p> <p>Difference in average funding per year for tenant and landlord outreach and education from 2023-2031</p>                                                                |



| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | GOALS | BARRIER / NEED                                     | CITED BY                                                                                                               | DEPT    | GEO   | TIMING  | METRICS                                                                                                                                                                                                                                                                                                                                 |
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|      | Tenant Resource Centers.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |       |                                                    |                                                                                                                        |         |       |         | Services provided<br># Calls supported<br># Clients served                                                                                                                                                                                                                                                                              |
| S-27 | <b>Tenant/Landlord Education Centers</b> - Combined with <b>S-1</b> , formerly 'Tenant Resource Centers.'                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |       |                                                    |                                                                                                                        |         |       |         |                                                                                                                                                                                                                                                                                                                                         |
| S-28 | <p><b>Right to Counsel or Alternative –</b></p> <ul style="list-style-type: none"> <li>• Develop a San José Right to Counsel and/or an alternative housing collaborative court program proposal for City Council's consideration aimed at providing legal services/representation for tenants.</li> <li>• Issue an RFP and work with selected consultant to study costs and benefits of a Right to Counsel program and other court intervention alternatives; identify necessary legal, financial, and other resources, a cost estimate, and potential funding sources.</li> <li>• Additionally, explore potential regional partnerships for a regional Right to Counsel study and implementation as an alternative.</li> <li>• Coordinate program design with community-based organizations, especially those who serve historically redlined communities.</li> <li>• Coordinate public outreach and education with community-based organizations.</li> <li>• Integrate persons with lived experience into program oversight and implementation.</li> </ul> | 3     | Lack of legal services/ representation for tenants | Support from AFH Advisory Committee<br><br>Consistent with Citywide Anti-Displacement Strategy<br><br>Equity Coalition | Housing | CW/No | 2025-26 | <p>2023-24: Collaborate with BAHFA on protections policy event including right to counsel and alternatives</p> <p>2023: RFP Issued</p> <p>2024: Consultant hired</p> <p>2025: Consultant report completed and program proposed to City Council for approval</p> <p>If approved, start program creation within 12 months of approval</p> |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | GOALS | BARRIER / NEED                                                                                                                                                               | CITED BY                                                                                                                                                                                                                                                                   | DEPT         | GEO   | TIMING  | METRICS                                                                                                                                                                                                                                                                                                       |
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| S-29 | <p><b>Rent Stabilization Program Strategic Plan and Program Assessment -</b></p> <ul style="list-style-type: none"> <li>Complete a strategic plan for the Rent Stabilization Program to support the assessment of the efficacy of the program in meeting its goals to protect and stabilize tenants' housing. Include examination of the program's effectiveness at helping to prevent Unlawful Detainers and evictions.</li> <li>Evaluate the current Apartment Rent ordinance and consider a set of possible amendments including types of properties covered and alternate methods of calculating maximum allowable rent increases.</li> </ul> | 3     | <p>Allowable rent increases are a barrier to maintaining housing because increases are still too high</p> <p>Need for more renters to be protected by tenant protections</p> | <p>Support from equity working group, rental access working group, veterans focus group, Indigenous Peoples focus group, LGBTQ+, African ancestry focus group</p> <p>Housing Element goals / strategies community meetings to prevent displacement and protect tenants</p> | Housing      | CW/No | 2026    | <p>2024: Outreach, program assessment, and strategic plan completed with consultant</p> <p>By 2026: Data collected as recommended</p> <p>Dec 2026: 80 percent of short-term activities implemented</p> <p>2028: Amendments presented to City Council, if any, during next three-year strategic plan cycle</p> |
| S-30 | <p><b>Just Cause Eviction Protection Amendment -</b></p> <ul style="list-style-type: none"> <li>Request that City Council expand the City's Tenant Protection ordinance on just cause evictions and tenant harassment protections to not count immediate household members against occupancy limits, to the extent allowed by state Health and Safety Code and other legal limitations.</li> <li>Analyze reduction in Unlawful Detainer notices and/or evictions resulting from the violation of occupancy limits.</li> </ul>                                                                                                                     | 3     | <p>Need to protect renters with families from harassment and lease violations when living in smaller housing units</p>                                                       | <p>Idea from rental access working group</p> <p>Equity Coalition</p>                                                                                                                                                                                                       | Housing, CAO | CW/No | 2026-27 | <p>2027: Analysis of issue</p> <p>2027: Revised ordinance presented to City Council</p>                                                                                                                                                                                                                       |
| S-31 | <p><b>Tenant Protection Ordinance Amendment for Affordable Apartments -</b></p> <ul style="list-style-type: none"> <li>Review the Tenant Protection ordinance on just cause evictions and tenant harassment protections for ways it could apply to restricted affordable apartments and still be consistent with rules for common funding sources such as low-income</li> </ul>                                                                                                                                                                                                                                                                   | 3     | <p>Prohibitive rent increases in restricted affordable housing</p>                                                                                                           | <p>Support for increasing tenant protections from Equity Working Group and Rental Access Working Group</p>                                                                                                                                                                 | Housing, CAO | CW/No | 2027    | <p>2025: Analysis of issue</p> <p>2026: Ordinance amendment</p> <p>2027: Presentation to City Council and City Council</p>                                                                                                                                                                                    |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | GOALS | BARRIER / NEED                                                                                                                                   | CITED BY                                                                                                                                                                                          | DEPT              | GEO   | TIMING                                        | METRICS                                                                                                                                                                                                                                   |
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|      | housing tax credits and state funding programs and propose amendments to City Council.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |       |                                                                                                                                                  |                                                                                                                                                                                                   |                   |       |                                               | consideration of amended ordinance                                                                                                                                                                                                        |
| S-32 | <p><b>Local Enforcement of State Tenant Protections –</b></p> <ul style="list-style-type: none"> <li>• Work with the state to establish that San José can enforce source of income discrimination laws and other state tenant protections that interact with City programs.</li> <li>• Assess whether desired enforcement authority can be granted administratively or if legislation is needed.</li> <li>• If needed, advocate for legislation such as SB 567 (2022) or with HCD to establish authority of enforcement.</li> <li>• Make information about AB 1482, the state's anti-rent spiking and just cause eviction protection law, available through Eviction Help Centers, the Eviction Diversion Program, the Tenant Resource Center, and other tenant engagement via phone inquiries to staff.</li> <li>• Conduct and coordinate outreach and education on local enforcement of state requirement to property owners, tenants, and community-based organizations.</li> <li>• Identify processes and needed resources to track units subject to AB 1482 in San José and data needed to enforce the state law.</li> <li>• Track the City's AB 1482 education and enforcement activities, including just cause evictions and anti-rent spiking, in reports for the public.</li> </ul> | 3     | <p>Discrimination in obtaining housing based on source of income</p> <p>Lack of ability to enforce City's Housing Payment Equality ordinance</p> | <p>Supported by neighborhood equity working group, veterans focus group, disability focus group, and high opportunity areas working group</p> <p>From the Citywide Anti-Displacement Strategy</p> | Housing, CAO, IGR | CW/No | 2023-26                                       | <p>State determined pathway</p> <p>Advocate for existing bills that could incorporate local right to enforce</p> <p>Sponsored state bill if needed</p> <p>Work with coalition of rent stabilization cities</p> <p>Legislation passage</p> |
| S-33 | <p><b>Job Training with Housing Subsidies -</b></p> <ul style="list-style-type: none"> <li>• Provide participants of local job training programs with shelter and rapid rehousing subsidies to increase their stability and access to living wage jobs.</li> <li>• Advocate for ongoing funding from the state and federal government for this purpose.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 3     | Need for housing stability during education to help gain wealth                                                                                  | Support at Housing Element goals/ strategies community meetings, and by the Community Plan to End Homelessness                                                                                    | Housing           | CW/No | 2023-31 ongoing, pending funding availability | <p># housing-subsidized participants in job training programs</p> <p>Support letters and meetings for</p>                                                                                                                                 |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                      | GOALS | BARRIER / NEED                                          | CITED BY                                                                | DEPT    | GEO   | TIMING          | METRICS                                                                 |
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|      |                                                                                                                                                                                                                                                                                                                                                                                                                                               |       |                                                         |                                                                         |         |       |                 | legislation/budget requests                                             |
| S-34 | <p><b>Economic Opportunity Strategies -</b></p> <ul style="list-style-type: none"> <li>• Explore and establish strategies to increase economic opportunities, self-sufficiency, and asset-building for households and communities.</li> <li>• Fund programs with federal funds from HUD to the extent uses are eligible, funds are available, and work is in alignment with the City's Consolidated Plan 2020-25, and other funds.</li> </ul> | 3, 4  | High housing costs, need for stability, building wealth | Supported by homeownership working group<br><br>Retained from 5th cycle | Housing | CW/No | Ongoing 2023-31 | Strategies created<br><br>Strategies implemented<br><br>Programs funded |

### **3.5 Goal 4: Healthy, thriving neighborhoods with access to good jobs, schools, transportation, and other resources**

The San José General Plan and state laws express goals to create thriving neighborhoods that are open to all groups of people and close to jobs, schools, and everyday services. San José can direct contextual housing development into mixed-use growth areas that includes more affordable homes. This helps everyone have equal access to these higher resource areas. The City needs to prioritize investment of resources into lower resource areas, especially those that have high racial/ethnic concentrations and very low incomes, to uplift the areas and ensure they do not fall further behind.

Goal 4's strategies (*Table 3-5*) therefore focus on targeted neighborhood investments and access to higher resource areas. Many Goal 4 strategies also cross-reference affordable housing production strategies under Goal 1 that strive to place more affordable housing in neighborhoods where it is now scarce so as to maximize residents' housing choices.

**Table 3-5: Neighborhood Investments and Higher Resource Neighborhoods**

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | GOALS | BARRIER / NEED                                                                                                              | CITED BY                                                                                                                                                                                           | DEPT                                                   | GEO                       | TIMING  | METRICS                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| N-1 | <p><b>Equitable Neighborhoods-based Investment Strategies</b> - Focus the City's investments on increasing equity in racially/ethnically concentrated neighborhoods with ELI by engaging community members and seeking a common data-informed approach across initiatives.</p> <ul style="list-style-type: none"> <li>Engage residents in formerly redlined neighborhoods with high race/ethnicity concentrations and lower incomes to identify their investment priorities. Also incorporate historically impacted individuals who are at risk of displacement who do not currently live in highly concentrated neighborhoods. Use this information to inform the City's Consolidated Plan for the use of federal funds from HUD for the 2025-2030 cycle.</li> <li>Prioritize investing federal CDBG funds and other funds, to the extent legally permissible, in capital projects and to deliver services to racially and ethnically concentrated areas with a high proportion of lower income residents. Data-informed approaches may consist of methods such as surveys or an online participatory budgeting process, where residents of under-resourced neighborhoods decide on the types and nature of capital improvement projects and other place-based improvements.</li> <li>Align data indicators on income, race/ethnicity, and protected classes where possible by coordination with other departments through the data equity team.</li> <li>Identify resources and amenities that residents want in their communities, including but not limited to affordable housing, and co-create neighborhood investment priorities that help mitigate displacement consistent with the</li> </ul> | 4, 5  | Historic disinvestment in racially/ethnically concentrated, lower income neighborhoods. Fragmentation of community outreach | <p>Support for reparations from neighborhood equity working group</p> <p>Support from both African ancestry focus group and Indigenous Peoples focus group for housing solutions based on race</p> | CMO, Budget, ORE, Housing, PRNS, PW, DOT, ESD, Library | LMI, RECAP, Low, Red, UDP | 2023-31 | <p>Dec 2023: Neighborhood engagement strategy created</p> <p>By Mar 2024: Neighborhood engagement launched</p> <p>Aug 2025: City Council approves neighborhood investment priorities created in draft Consolidated Plan</p> <p>At least five place-based improvements to low- to moderate-resource neighborhoods during the planning period</p> <p>\$5M in additional funding sought to support neighborhood investments and anti-displacement strategies by 2031</p> |

| # | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                              | GOALS | BARRIER / NEED | CITED BY | DEPT | GEO | TIMING | METRICS |
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|   | <p>Citywide Residential Anti-Displacement Strategy “3Ps” approach (production, preservation, and protection) and the City’s roadmap priorities.</p> <ul style="list-style-type: none"> <li>• Research data that may assess San José’s community assets and identify areas that have experienced underinvestment.</li> <li>• Identify new, additional funding sources to implement the co-created neighborhood investment and anti-displacement priorities.</li> </ul> |       |                |          |      |     |        |         |

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | GOALS   | BARRIER / NEED                                                                                                                                                      | CITED BY                                                                                                                    | DEPT                 | GEO                                      | TIMING                  | METRICS                                                                                                                        |
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| N-2 | <p><b>Urban Village Plans with Anti-Displacement Features</b> - Complete update of Five Wounds Urban Village Plan (Five Wounds, Little Portugal, Roosevelt Park, 24th &amp; Williams St.) to prepare for BART station area creation. Work with VTA and co-selected consultant to identify and integrate residential and small business anti-displacement features. Use these features in other urban village plans as best practices.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 4, 3, 1 | Need to prevent displacement of lower income residents and small businesses                                                                                         | Neighborhood organizations on East side                                                                                     | PBCE, Housing, OEDCA | Site                                     | 2023-24 for Five Wounds | 2024: Consultant-identified anti-displacement features for Five Wounds UV Plan<br><br>Other UV Plans ongoing beginning in 2025 |
| N-3 | <p><b>Vacant and Neglected Buildings and Storefront Program</b> - Continue the Vacant and Neglected Building and Storefronts program to monitor all identified vacant or neglected buildings and storefronts so that they remain safe and secure until they are rehabilitated and reoccupied. This proactive program reduces the risk of loitering, illegal occupancy, and fire hazards.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 4       | Unsafe conditions at vacant or neglected buildings                                                                                                                  | Retained from 5th Cycle and updated                                                                                         | PBCE                 | CW/ Especially Council Districts 3, 5, 6 | Ongoing 2023-31         | # buildings monitored<br><br># buildings cited<br><br># cases resolved                                                         |
| N-4 | <p><b>Preservation and Community Development Capacity Building</b> -</p> <ul style="list-style-type: none"> <li>Establish programs to provide capacity building and technical assistance to community-based nonprofit organizations to engage in grassroots community preservation, empowerment, and development activities partnered with nonprofit developers in order to stabilize neighborhoods.</li> <li>Pursue preservation activities that include acquisition and rehabilitation of existing low-cost housing, alternative community ownership models, and anti-displacement support for community-serving small businesses.</li> <li>Pursue empowerment activities that include resident and small business outreach and organizing around tenant association formation, cooperative formation, business district formation, community planning, and know-your-rights education.</li> <li>Develop activities that include development of affordable housing, community facilities, and community-serving commercial space.</li> </ul> | 4, 5, 1 | <p>Lack of capacity of community-based nonprofits to acquire or preserve existing affordable housing</p> <p>Lack of tenant engagement in home sales or transfer</p> | <p>Supported by homeownership working group, Housing Element strategies/goals community meeting</p> <p>Equity Coalition</p> | Housing, OEDCA       | LMI, RECAP, Low, Red, UDP                | 2023-27                 | By Dec 2024: \$1M total in capacity-building grants awarded to three or four organizations                                     |



| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | GOALS | BARRIER / NEED                                                                   | CITED BY                                                                           | DEPT     | GEO   | TIMING  | METRICS                                                                                                                                                                                                                                                                                                                 |
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|     | <ul style="list-style-type: none"> <li>Continue to support formation and maturation of community land trusts and community development corporations, learning from models such as Los Angeles County's Community Land Trust Partnership Program.</li> <li>Seek additional funding, partnerships and/or learning curricula to support nonprofit capacity building efforts.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |       |                                                                                  |                                                                                    |          |       |         |                                                                                                                                                                                                                                                                                                                         |
| N-5 | <p><b>Increase Affordable Housing Production in Higher Resource Areas -</b></p> <ul style="list-style-type: none"> <li>Fully implement and evaluate effectiveness of the City's Affordable Housing Siting Policy, passed by City Council in December 2022, which seeks to affirmatively further fair housing by incenting affordable housing creation in high opportunity or high resource areas (called Affordable Housing Expansion Areas in the policy) through the City's Affordable Housing NOFA process. The Siting Policy also requires a process for further review for any affordable housing development proposed in a census tract with an existing high concentration of affordable housing or a high poverty rate.</li> <li>Allocate affordable housing subsidy awards to higher resource neighborhoods to increase affordable housing production there, providing more lower income and protected class residents greater choices of where they can live.</li> </ul> | 4, 5  | Lack of affordable housing in high opportunity neighborhoods                     | Support from housing production focus group                                        | Housing  | High  | 2026-27 | <p>Jul 2026: 35 percent of funds for new construction of affordable housing awarded in high opportunity areas within the five-year period starting July 2021</p> <p>Dec 2027: Complete evaluation of Siting Policy and present to City Council</p> <p># residents in # affordable units in higher opportunity areas</p> |
| N-6 | <p><b>Reduced Transit Fares for Lower income Residents -</b> To reduce the cost of transportation and housing for lower income residents, continue to coordinate with VTA to apply for and access federal funds to subsidize low-income resident transit fares and promote Bay Area-wide means-based fare reduction programs.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 4, 5  | High transportation costs. Lack of transit options in lower income neighborhoods | Supported by Indigenous Peoples focus group and high opportunity areas focus group | DOT, IGR | CW/No | 2023-31 | <p>Advocacy meetings and letters</p> <p>Federal funds obtained for fare reductions</p>                                                                                                                                                                                                                                  |

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | GOALS | BARRIER / NEED                                                                                                                                               | CITED BY                            | DEPT                          | GEO                       | TIMING          | METRICS                                                                                                                                                                                                                    |
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| N-7 | <p><b>External Infrastructure Funding to Create Complete, High-Quality Living Environments -</b></p> <ul style="list-style-type: none"> <li>Continue to seek external funding for parks, transportation, and other types of neighborhood infrastructure that favor cities with a demonstrated commitment to building affordable housing.</li> <li>Coordinate across departments to apply for funds for the purpose of prioritizing investments in lower income neighborhoods with fewer amenities and need according to City investment plans or other amenity analysis to the extent that program rules allow.</li> <li>Improve accessibility for residents with physical disabilities through infrastructure work.</li> </ul> | 4, 5  | Lack of resources and infrastructure in lower income neighborhoods                                                                                           | Retained from 5th Cycle and updated | Housing, DOT, PW, OEDCA, PRNS | LMI, RECAP, Low, Red, UDP | 2023-31         | <p>Jun 2024: Implement pilot project funded by at least \$2M in CDBG for prioritizing R/ECAPs and other historically disinvested neighborhoods</p> <p>Dec 2024: Plan with goals/metrics and timeline developed in 2024</p> |
| N-8 | <p><b>Outside Bond Issuers -</b></p> <ul style="list-style-type: none"> <li>Analyze the merits of requiring that the City issue private activity bonds for affordable housing. Positives include increased City control, positive neighborhood outcomes, and generation of revenue for city staffing. Challenges include City workload and costs to developers for City fees.</li> <li>If a change is warranted, seek City Council approval for an amendment to the City's bond issuance policy.</li> </ul>                                                                                                                                                                                                                     | 4, 1  | <p>Prevent/solve neighborhood issues from any problem properties</p> <p>Need for revenues to staff housing programs</p>                                      | From Housing Crisis Work Plan       | Housing, Finance, OEDCA       | CW/No                     | 2025            | <p>Analysis done</p> <p>City Council request for change to policy (if warranted)</p>                                                                                                                                       |
| N-9 | <p><b>Affordable Transit-oriented Development -</b></p> <p>Facilitate development of transit-oriented affordable homes within ½-mile of future BART, light rail, and Bus Rapid Transit (BRT) stations, including identification of opportunities to develop publicly owned parcels with affordable housing.</p>                                                                                                                                                                                                                                                                                                                                                                                                                 | 4, 1  | <p>Increase mobility options and decrease transportation costs for lower income residents</p> <p>Lessen environmental impacts of new housing development</p> | Retained from 5th Cycle and updated | Housing, OEDCA, PBCE          | Site                      | 2023-31 ongoing | <p>Eight parcels purchased</p> <p>1,200 projected affordable units assisted</p>                                                                                                                                            |

### 3.6 Goal 5: Racially and socially inclusive neighborhoods that overcome past and

## present discrimination

Housing has been, and continues to be, a major area of discrimination in American society, and San José is no exception. There are disparities in homeownership, overcrowding, and access to opportunity. Because of past and present discrimination, there are large differences by race and income as to who owns a home. This widens the differences in wealth between races. Residents in other protected classes also may not be evenly dispersed throughout the City’s neighborhoods. Reducing disparities among neighborhoods requires the City to work intentionally to dismantle existing patterns of segregation and promote fair housing. This goal aims to repair past practices that discriminated by race and other factors, and create a housing landscape with choices that allow for equal opportunity for all.

San José has a diverse population to house. More than 40 percent of the City’s working households are lower income and San José’s lower income residents are disproportionately non-White. More than 20 percent of residents in the San José metropolitan area are undocumented and San José residents speak more than 100 languages. For these reasons, it is important for the City to ensure that housing opportunities address the diversity of San José’s population and foster housing choices that lessen existing racial and ethnic segregation in the City.

Goal 5’s strategies (*Table 3-6*) focus on housing for special populations. They also include systems-oriented strategies such as equity-focused outreach, decision-making bodies, and planning and advocacy structures. The systems-oriented strategies put more protected class residents, and their lived experiences, into the City’s decision-making process and program offerings. In the long-term, these changes should support improvements in neighborhoods’ inclusiveness and equity.

**Table 3-6: Inclusive Neighborhoods**

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | GOALS | BARRIER / NEED                                                                                                                                                                                               | CITED BY                                                                                                                                                                                                                                                     | DEPT               | GEO   | TIMING  | METRICS                                                                                                                                                                                                                                                                                         |
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| I-1 | <p><b>Persons with Disabilities Partnership and Priorities -</b></p> <ul style="list-style-type: none"> <li>• Create partnerships with organizations that provide outreach to persons with disabilities.</li> <li>• Meet at least twice per year to collaborate on ways the City could improve how well its affordable housing portfolio serves residents with disabilities.</li> <li>• Conduct two tours of affordable sites to get partners’ feedback and identify challenges for residents with disabilities, prioritize changes to developments the City could effectuate, identify potential changes to the City’s affordable housing funding priorities and other requirements, and promote lessons learned to the development community.</li> </ul> | 5     | <p>Need to incorporate affected persons into decision-making processes</p> <p>Lack of accessible housing units</p> <p>Lack of input from people with disabilities in policy or decision-making processes</p> | <p>Supported by AFH Advisory group to center experiences of people with disabilities and immigrants</p> <p>Supported by disability focus group, veterans focus group, LGBTQ+ focus group, Indigenous Peoples focus group and homeownership working group</p> | Housing, PBCE, CMO | CW/No | 2023-26 | <p># meetings held</p> <p>2025: Tours conducted</p> <p>Changes to NOFAs</p> <p>Changes to affordable housing development requirements</p> <p>2026: Release lessons learned publication and incorporate some or all of the strategies recommended from the report during the planning period</p> |

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | GOALS   | BARRIER / NEED                                                                                                                                                                                                            | CITED BY                                                                                                                                                   | DEPT         | GEO   | TIMING   | METRICS                                                                                                                                                                                                                                                                                                                                                                                                                    |
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|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |         |                                                                                                                                                                                                                           | Support by LGBTQ+ focus group to include affected persons in policy and decision-making processes                                                          |              |       |          |                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 1-2 | <p><b>Affirmative Marketing to Persons with Disabilities –</b></p> <ul style="list-style-type: none"> <li>• Implement practices to increase access to existing affordable housing, especially those located near transit, for residents with disabilities.</li> <li>• Verify that affirmative marketing plans for affordable apartments include outreach to persons with disabilities and organizations that represent them (i.e., San Andreas Regional Center, Housing Choices Coalition for Person with Developmental Disabilities, Silicon Valley Independent Living Center, and others).</li> <li>• Ensure that reasonable accommodation request forms are in formats that are fully accessible.</li> <li>• Research and promote property management companies' best practices that maximize the likelihood of applicants with disabilities being able to access affordable, accessible apartments.</li> </ul> | 5, 3, 4 | <p>Lack of accessible and affordable housing units.</p> <p>Lack of access to adapted accessible homes for people with disabilities.</p> <p>Need for physically disabled residents to access transit-oriented housing.</p> | Suggested by disability focus group, comments from the Housing Choices Coalition, and public comments from Diridon Affordable Housing Implementation Plan. | Housing, CAO | CW/No | 2024-27  | <p>Annually 2023-2031: measure review of affirmative marketing plans</p> <p>Sep 2024: Gather best practices</p> <p>Jul 2025: Implement changes on affirmative marketing plan requirements and reasonable accommodation request forms</p> <p>Goal: 95% percent compliance by three years after rollout</p> <p>Sep 2025: Hold stakeholder meetings</p> <p>Sep 2026: Issue best practices / create a library of materials</p> |
| 1-3 | <p><b>Farmworker Housing</b> - Update the zoning code to clarify that farmworker housing for six or less people shall be treated the same as a single-family home, amend the agricultural zoning district to ensure consistency with California Health &amp; Safety Code 17201.6, and revise Chapter 20.195 of the zoning</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 5       | Need for low-cost farmworker housing                                                                                                                                                                                      | From Housing Crisis Work Plan and state law                                                                                                                | PBCE         | CW/No | Dec 2024 | City Council approval of zoning code update                                                                                                                                                                                                                                                                                                                                                                                |

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | GOALS | BARRIER / NEED                                                                                                    | CITED BY                                                                                                                                          | DEPT    | GEO   | TIMING | METRICS                                                                            |
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|     | <p>code to ensure compliance with California Health &amp; Safety Code Section 17201.8.</p> <p>Within six months of Housing Element adoption, revise Chapter 20.195 of the zoning code to be consistent with the requirements of the Employee Housing Act. Pursuant to Health and Safety Code section 17021.5, employee housing for six or fewer employees shall be treated as a single-family structure and permitted in the same manner as other dwellings of the same type in the same zone. In addition, the City will amend the zoning code to comply with Health and Safety Code section 17021.6, which states employee housing of less than 36 beds or 12 units shall be deemed as an agricultural use.</p> |       |                                                                                                                   |                                                                                                                                                   |         |       |        |                                                                                    |
| 1-4 | <p><b>Create a Housing Balance Report</b> - Create a bi-annual Housing Balance Report that tracks the net gain and loss of all types of affordable and low-cost housing, analyzes it spatially, and compares to demographics to determine the City's progress in maintaining and increasing the availability of appropriate housing opportunities for all residents (including those in protected classes) across the City. Geographic analysis should also identify displacement risk and segregation and analyze urban villages and neighborhoods or Council districts.</p>                                                                                                                                     | 5, 1  | Lack of demographic data on resident displacement and housing attainment                                          | <p>From Citywide Anti-Displacement Strategy</p> <p>Supported by neighborhood equity working group</p>                                             | Housing | CW/No | 2025   | By Dec 2025: First report presented to City Council                                |
| 1-5 | <p><b>Accessibility Plans and Guidance</b> -</p> <ul style="list-style-type: none"> <li>Actively enforce most recent building code to ensure new developments are fully accessible for residents with physical mobility issues.</li> <li>Work with an ADU partner to post a plan set for ADUs consistent with universal design principles and fully accessible for residents with physical mobility issues.</li> <li>Issue guidance on how to create accessible pathways between an ADU, the main residence, and the street to promote independence and</li> </ul>                                                                                                                                                | 5, 1  | <p>Lack of accessible units</p> <p>Disruption and cost when people must move to accommodate their aging needs</p> | <p>Support for universal design from disability focus group</p> <p>Support from disability focus groups for homes that promote aging in place</p> | PBCE    | CW/No | 2027   | <p>Plan set created and posted</p> <p>Pathways guidelines created and released</p> |

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | GOALS | BARRIER / NEED                                                                                                                                                                                                                | CITED BY                                                                                                                                                                  | DEPT                    | GEO   | TIMING                 | METRICS                                                                                                                                                                                                                                                                                                        |
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|     | mobility of residents with physical disabilities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |       |                                                                                                                                                                                                                               |                                                                                                                                                                           |                         |       |                        |                                                                                                                                                                                                                                                                                                                |
| 1-6 | <b>Universal Design and ADA Upgrades</b> - Through the City's NOFA, incent construction of universal design apartments and ADA upgrades for existing buildings consistent with TCAC guidelines to enhance accessibility and inclusion for seniors and people with physical disabilities including those with developmental disabilities served by the San Andreas Regional Center.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 5, 1  | Lack of accessible units in San José                                                                                                                                                                                          | Supported by veterans focus group, disability focus group, LGBTQ+ focus group, Indigenous Peoples focus group, Housing Choices Coalition                                  | Housing, CAO            | CW/No | Periodic -ally 2023-31 | By 2031: At least 50 percent of annual NOFAs issued incent units for residents with disabilities<br><br>By 2031: City funds committed to 150 units with enhanced accessibility per TCAC guidelines                                                                                                             |
| 1-7 | <b>Inclusive &amp; Equitable Community Engagement</b> - <ul style="list-style-type: none"> <li>Develop and implement inclusive and equitable community engagement strategies that center racial and social equity to inform and hear from San José residents in protected classes. Strategies are for use by City staff as well as developers and community groups.</li> <li>Amend the City's outreach and engagement policies, including Public Outreach Policy 6-30, to ensure that outreach is robust and opportunities for meaningful public participation are fully supported with multi-lingual materials, translation, and interpretation. Provide clear processes and methods to collect multi-lingual input and for input by persons with disabilities.</li> <li>Adopt language access standards for Housing Department outreach/public events and for Housing Department-funded affordable housing and grantees.</li> </ul> | 5, 4  | Lack of meaningful public participation in government<br><br>Lack of participation in outreach from non-English speakers and from range of demographics of residents<br><br>Lack of knowledge of available programs/resources | Suggested by neighborhood equity working group. Supported by rental access working group, schools focus group, LGBTQ+ focus group, HE goals/strategies community meetings | CMO, ORE, PBCE, Housing | CW/No | 2026                   | Community engagement strategies drafted<br><br>City Auditor's recommendations on outreach closed<br><br>Amended outreach policy drafted and adopted by City Council<br><br>Revised Language Access plan for Housing<br><br>Revised outreach procedures for PBCE<br><br>Budget for CBO-based outreach increased |

| #   | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | GOALS | BARRIER / NEED                                                            | CITED BY                                                                                                                                                                              | DEPT | GEO   | TIMING  | METRICS                                                                                                                                                                                          |
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|     | <ul style="list-style-type: none"> <li>• Increase the availability of financial resources for all City staff to regularly partner with community-based organizations who have community engagement, relationship building, and education as core competencies to gather meaningful community input.</li> <li>• Continue to develop consistent equitable outreach practices and coordination across departments. Provide staffing from CMO to help manage and train staff to present effectively and increase departments' staffing to do outreach and engagement.</li> <li>• Develop appropriate, culturally competent, place-based outreach strategies and processes to engage community members and members of protected classes both to those who live in concentrated neighborhoods (related to <b>N-1</b>, above) and those who may be geographically dispersed.</li> </ul> |       |                                                                           |                                                                                                                                                                                       |      |       |         |                                                                                                                                                                                                  |
| 1-8 | <p><b>Promotores-Based Outreach -</b></p> <ul style="list-style-type: none"> <li>• Fund a community-based Promotores program to compensate residents who listen actively to community members' needs, share their lived experiences, build trust, and help the City to do meaningful community outreach and engagement.</li> <li>• Focus resources on hiring Promotores from protected classes to serve the City's subpopulations experiencing the greatest housing needs.</li> <li>• Make them available to all departments conducting outreach and engagement.</li> </ul>                                                                                                                                                                                                                                                                                                      | 5     | Need for more meaningful engagement between City and vulnerable residents | Support from LGBTQ+ focus group and Citywide Anti-Displacement Strategy outreach to include vulnerable residents into decision making processes and to compensate them for their time | CMO  | Short | 2023-31 | <ul style="list-style-type: none"> <li># Promotores contracts per year</li> <li># community engagements</li> <li>Budget spent per year</li> <li># residents reached in priority areas</li> </ul> |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | GOALS | BARRIER / NEED                                                                                                     | CITED BY                                                                                                                                                                                                                                                 | DEPT                    | GEO                       | TIMING  | METRICS                                                                                                                                                                                                                              |
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| 1-9  | <p><b>Equitable Representation of Historically Underrepresented Communities on City Bodies -</b></p> <ul style="list-style-type: none"> <li>Conduct an analysis of appointments to commissions and advisory bodies to track the representation of protected classes, historically underrepresented neighborhoods, and those with other relevant characteristics.</li> <li>Based on the outcomes of that analysis, develop and implement guidelines, update the municipal codes where needed to require an equitable distribution of seats for historically underrepresented populations, including low-income renters and homeless/formerly homeless residents.</li> <li>Translate City materials and ensure the City has adequate resources to provide translations and translators to non-native English speakers.</li> </ul>                                 | 5     | <p>Lack of representation of people most affected in decision-making processes</p> <p>Translation of materials</p> | From Citywide Anti-Displacement Strategy (priority #4)                                                                                                                                                                                                   | CMO, Housing, ORE, PRNS | LMI, RECAP, Low, Red, UDP | 2024-28 | <p>2026: Guidelines developed</p> <p>2027: City Council approval of municipal code updates</p> <p># of protected class members and those with lived experience of housing insecurity added to commissions and/or advisory boards</p> |
| 1-10 | <p><b>Lived Experience with Homelessness Seat on Commission -</b></p> <ul style="list-style-type: none"> <li>Fully implement the primary and alternate seats for a commissioner with Lived Experience Seat with homelessness on the Housing and Community Development Commission.</li> <li>Work with the Mayor's Office and the Clerk's Office to ensure the primary and alternate seats are filled promptly and the primary seat remains filled ongoing.</li> <li>Provide orientation, training, compensation, and other supports as needed together with Destination: Home.</li> <li>Perform a confidential evaluation with those two commissioners, and other interested commissioners, starting 12 months after the Lived Experience commissioner seat is filled and implement additional recommended improvements to support the commissioners.</li> </ul> | 5     | Lack of participation in policy development and solutions from people most affected.                               | <p>Supported by LGBTQ+ focus group for including LGBTQ+ persons in policy and decision making. LGBTQ+ focus group support for compensating people for their time in City outreach.</p> <p>Support for centering tenants from AFH Advisory Committee.</p> | Housing                 | CW/No                     | 2023-26 | <p>Feb 2023: Seats filled</p> <p>Feb 2023: Orientation, training, and compensation provided</p> <p>Feb 2024: Evaluation conducted</p> <p>Jul 2025-Jul 2026: Additional improvements made, as appropriate</p>                         |



| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | GOALS | BARRIER / NEED                                                                          | CITED BY                                                                                       | DEPT                      | GEO   | TIMING           | METRICS                                                                                                                                                                                                                                                                                     |
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| I-11 | <b>Representation of and Priority for Protected Class Members on City Bodies</b> – Combined with I-9                                                                                                                                                                                                                                                                                                                                                                           |       |                                                                                         |                                                                                                |                           |       |                  |                                                                                                                                                                                                                                                                                             |
| I-12 | <b>Resident-Identified Priorities</b> – <ul style="list-style-type: none"> <li>Interview, survey, and analyze the living experience of the City's lower income residents, especially those in protected classes, in all housing across the City.</li> <li>Provide incentives, as possible, to promote robust resident participation.</li> <li>Use the results to determine needs the City should track and endeavor to meet in the Housing Element planning period.</li> </ul> | 5     | Need for meaningful engagement between Housing Department and vulnerable residents      | Supported by neighborhood equity working group, AFH Advisory Committee, and LGBTQ+ focus group | Housing                   | CW/No | 2025-27          | Jul 2025: Survey designed and released<br><br>Jul 2025: Work with Open House and other stakeholders to increase survey response rate<br><br>Jul 2025-Jul 2026: Survey responses analyzed<br><br>Jul 2026: Resulting changes proposed to City programs and efforts; release Information Memo |
| I-13 | <b>Equity-Focused Metrics</b> - This strategy was removed due to lack of staff capacity and complexity of changing citywide metrics.                                                                                                                                                                                                                                                                                                                                           |       |                                                                                         |                                                                                                |                           |       |                  |                                                                                                                                                                                                                                                                                             |
| I-14 | <b>Assessment of Fair Housing Plan</b> - Complete the Assessment of Fair Housing Plan. Include implementation actions that may build on the Housing Element strategies in the Housing Catalyst Team Work Plan.                                                                                                                                                                                                                                                                 | 5     | Identify impediments to fair housing and housing and neighborhood investment strategies | Federal funding requirements and the Housing Crisis Work Plan                                  | Housing                   | CW/No | 2024             | Sep 2024: Completion of draft Plan<br><br>Oct 2024: Adoption by City Council<br><br>Oct 2024: Submission to HUD                                                                                                                                                                             |
| I-15 | <b>Housing Catalyst Team Work Plan</b> – <ul style="list-style-type: none"> <li>Beginning in fall 2023, create and implement the Housing Catalyst Team Work Plan that includes near-term priority staff work from the Housing Element and Assessment of Fair Housing Plan to create a holistic, uniform</li> </ul>                                                                                                                                                             | 5     | Focus on housing work as a priority<br><br>Public transparency                          | From Housing Crisis Work Plan                                                                  | OEDCA, Housing, PBCE, DOT | CW/No | Annually 2023-31 | Fall 2023: First workplan brought to City Council for approval<br><br>Spring 2024 and annually: Progress                                                                                                                                                                                    |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | GOALS | BARRIER / NEED                                                                                                 | CITED BY                                                                                                                 | DEPT               | GEO   | TIMING          | METRICS                                                        |
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|      | <p>approach to addressing the City's fair housing issues in the planning period.</p> <ul style="list-style-type: none"> <li>• Report on housing production and identify additional strategies and programs to proactively increase production of housing at all income levels.</li> <li>• Provide an update on the work plan concurrently with the Housing Element APR to the Council Community and Economic Development Committee and City Council annually.</li> <li>• Create a webpage on the City's website for transparency to the public.</li> </ul> |       |                                                                                                                |                                                                                                                          |                    |       |                 | <p>update to City Council</p> <p>Jun 2024: Webpage created</p> |
| I-16 | <p><b>Advocacy to Close the Racial Homeownership Gap</b> - As part of the Housing Department's ongoing leadership around Fair Housing issues, engage in and support efforts at the state and federal levels to amend fair housing laws to allow for race-targeted housing assistance in jurisdictions where the jurisdiction has made documented findings of fact that race-based housing discrimination has occurred.</p>                                                                                                                                 | 5     | <p>Lack of housing for members of protected classes</p> <p>Legal barriers to provide housing based on race</p> | Support for set aside housing based on race supported by African ancestry focus group and Indigenous Peoples focus group | Housing, IGR       | CW/No | 2023-31         | <p>Support letters issued</p> <p>Advocacy meetings held</p>    |
| I-17 | <p><b>Collaborative Solutions to Address Housing Needs</b> - Work collaboratively on housing-related solutions with other City departments, California jurisdictions, and working groups such as the Santa Clara Grants Management Group, Big 3 Cities Housing groups, ABAG/MTC working groups, Santa Clara County Planning Collaborative, Santa Clara County Association of Planning Officials, the Santa Clara County Cities Association, BAHFA, Destination: Home, the County of Santa Clara, and others.</p>                                           | 5     | Work together to solve interconnected housing needs of region and state                                        | Retained and updated from 5th Cycle                                                                                      | Housing, PBCE, IGR | CW/No | Ongoing 2023-31 | Collaborative initiatives                                      |

| #    | STRATEGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | GOALS | BARRIER / NEED                                                                                                                          | CITED BY                                                                                        | DEPT         | GEO   | TIMING          | METRICS                                                                   |
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| I-18 | <b>Advocacy on Public Policies and Programs to Facilitate Production, Preservation, Protection, and Neighborhood Investments</b> - Inform, support, and advocate for public policies and programs at all levels that create funding and other assistance for affordable housing production and preservation, tenant protections, and investments in prioritized ELL, racially segregated neighborhoods.                                                                                                                                                              | 5, 1  | Lack of federal protections for tenants, funding for affordable housing and historic disinvestment in racially segregated neighborhoods | Support for reparations from African ancestry focus group and neighborhood equity working group | Housing, IGR | CW/No | Ongoing 2023-31 | Support letters<br>Working group participation                            |
| I-19 | <b>Reasonable Accommodation</b> - Update ordinance to streamline Reasonable Accommodation review process, provide additional clarity, and ensure consistency with state and federal laws and AFFH. <ul style="list-style-type: none"> <li>• Identify ways to streamline the review of applications, which can reduce permit fees.</li> <li>• Publicize process and proposed changes on website, social media, and newsletters.</li> <li>• Publicize process availability on the City's website in the City's top three languages, in addition to English.</li> </ul> | 1     | Addressing barriers to the development of special needs housing                                                                         | HCD                                                                                             | PBCE         | CW/No | 2025            | City Council approval of ordinance<br><br>Two outreach meetings conducted |

## 3.7 Analysis of the Proposed COPA Program's Objectives and Other Programs that Share these Objectives

In staff's August and December 2022 versions of its draft Housing Element, COPA implementation was included as **Program R-4**. Its original description was as follows:

**R-4 Implement the Community Opportunity to Purchase Program** - Fully implement COPA, if approved by City Council. Draft implementing regulations and finalize them based on comprehensive community input. Educate property owners, realtors, CBOs, and residents on COPA parameters, compliance, and opportunities. Issue a Request for Qualifications and identify a pool of Qualified Nonprofits (QNP) to participate in the COPA program. Assist QNPs to team with community partners to participate in the program. Put in place technology enhancements to the City's website to help users participate in the program.

After City Council rejected the COPA proposal at its meeting on April 25, 2023,<sup>2</sup> staff removed the COPA item from the June 2023 Housing Element draft.

The COPA program, as proposed, would have given qualified nonprofit housing providers the right to make a first offer on residential properties covered by the program that went up for sale. Non-local QNP housing providers would have needed to team with local community-based organizations to communicate with existing renters. When paired with regular funds from NOFAs, COPA could have helped to attract qualified housing providers to acquire and rehabilitate existing properties in San José, increase the number of ongoing restricted affordable homes, and stabilize renters in buildings acquired through COPA. Finally, COPA plus strategically prioritized Preservation funding could have helped to create ownership opportunities for community-based nonprofit organizations, such as community land trusts, and potentially supported the formation of limited equity cooperatives.

The analysis below identifies the core objectives of the proposed COPA program and then identifies other Housing Element programs with similar objectives. Some of the Housing Element programs were based on the Anti-Displacement Strategy (see *Chapter 2*) and others are additive. Finally, conclusions are drawn as to the adequacy of other Housing Element programs in meeting the multiple objectives of COPA.

### **COPA's Objectives**

The COPA program, as proposed, had several specific and general core objectives, to:

- A. Encourage preservation of smaller multifamily buildings

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<sup>2</sup> City Council Minutes from April 25, 2023:

<https://sanjose.legistar.com/View.ashx?M=M&ID=1088252&GUID=102C2F00-D5FB-49C1-B0C9-171BA4FB6B7E>

- B. Increase opportunities for affordable housing providers to purchase buildings that need additional time to perform due diligence and assemble financing
- C. Support capacity building for growing community-based organizations with acquisition/rehabilitations
- D. Support ability for community-based organizations to keep tenants informed of rights and housing opportunities
- E. Facilitate building/land purchases to achieve ongoing restricted affordability
- F. Limit allowed rent increases to enhance financial predictability
- G. Promote community stability to preserve community ties and support systems by keeping lower income renters in their local neighborhoods
- H. Help avoid displacement of lower income renters from San José
- I. Create rents that minimize initial rent burdens for lower income renters
- J. Support the creation of residential ownership opportunities for individuals or community-based organizations
- K. Support more qualified housing providers to create restricted affordable homes through acquisition/rehabilitation in San José

Note that COPA would have required preservation funding to achieve six of its 11 core objectives. Meeting these core objectives (A, B, E, I, J and K) relied on the City's offering of regular Preservation NOFAs to support acquisition/rehabilitation of existing buildings in Housing Element **Program R-2**.

Many programs in the Housing Element share objectives with COPA. The following is a list of Housing Element programs that share COPA's objectives and were derived from the Citywide Residential Anti-Displacement Strategy (see *Chapter 2* for a full list) as well as other programs.

**Programs with Shared Objectives to COPA**

Table 3-7 below summarizes Housing Element programs both in the Anti-Displacement Strategy (column abbreviated “A-D Strategy”) and from the rest of the Housing Element that have objectives shared with the COPA proposal.

For ease of reference, COPA’s objectives are again listed below, with six of COPA’s 11 objectives (A, B, E, I, J and K) achievable only when paired with regular offerings of Preservation funding:

- A. Encourage preservation of smaller multifamily buildings
- B. Increase opportunities for affordable housing providers that need additional time to perform due diligence and assemble financing
- C. Support capacity building for growing community-based organizations with acquisition/rehabilitations
- D. Support ability for community-based organizations to keep tenants informed of rights and housing opportunities
- E. Facilitate building/land purchases to achieve ongoing restricted affordability
- F. Limit allowed rent increases to enhance financial predictability
- G. Promote community stability to preserve community ties and support systems by keeping lower income renters in their local neighborhoods
- H. Help avoid displacement of lower income renters from San José
- I. Create rents that minimize initial rent burdens for lower income renters
- J. Support the creation of residential ownership opportunities for individuals or community-based organizations
- K. Support more qualified housing providers to create restricted affordable homes through acquisition/rehabilitation in San José

**Table 3-7: Summary Chart – Housing Element Programs with Shared Objectives to COPA (Objectives A-K)**

| #  | In A-D Strategy? | Housing Element Program                            | A | B | C | D | E | F | G | H | I | J | K |
|----|------------------|----------------------------------------------------|---|---|---|---|---|---|---|---|---|---|---|
| 1  | *                | S-12 Eviction Prevention                           |   |   |   |   |   |   | x | x |   |   |   |
| 2  | *                | S-28 Right to Counsel/ Alternatives                |   |   |   |   |   |   | x | x |   |   |   |
| 3  | *                | S-20 Anti-Displacement Tenant Preferences          |   |   |   |   |   |   | x | x |   |   |   |
| 4  | *                | R-4 Preservation NOFA                              | x |   |   |   | x | x | x | x | x | x | x |
| 5  | *                | R-5 Acquisition Loan Fund                          | x | x |   |   | x |   | x | x | x |   | x |
| 6  | *                | N-4 Nonprofit Capacity Building                    | x |   | x | x | x |   | x | x |   | x | x |
| 7  | *                | I-9 Equitable City Bodies                          |   |   |   |   |   |   |   | x |   |   |   |
| 8  | *                | I-10 Lived Experience Commission Seat              |   |   |   |   |   |   |   | x |   |   |   |
| 9  | *                | S-32 Local Enforcement of State Tenant Protections |   |   |   | x |   | x | x | x |   |   |   |
| 10 | *                | R-13 Soft Story                                    | x |   |   |   |   |   | x | x |   |   |   |
| 11 | *                | S-6 More Proactive Code Enforcement                | x |   |   |   |   |   | x | x |   |   |   |
| 12 | *                | S-4 Relocation Assistance                          |   |   |   |   |   |   | x | x |   |   |   |
| 13 | *                | I-4 Housing Balance Report                         |   |   |   |   |   |   | x | x |   |   |   |

| #             | In A-D Strategy? | Housing Element Program                                    | A        | B        | C        | D        | E        | F        | G         | H         | I        | J        | K        |
|---------------|------------------|------------------------------------------------------------|----------|----------|----------|----------|----------|----------|-----------|-----------|----------|----------|----------|
| 14            | *                | R-9 Preservation Policy                                    |          |          |          |          |          |          |           | X         |          |          |          |
| 15            | *                | P-24 Affordable Housing on PQP Lands                       |          |          |          |          | X        |          |           | X         |          |          |          |
| 16            | *                | S-9 Fair Housing Analysis in Specific Plans                |          |          |          |          |          |          | X         | X         |          |          |          |
| 17            |                  | P-16 Ground Leases for Affordable Housing                  |          |          |          |          | X        | X        | X         | X         |          |          |          |
| 18            |                  | R-6 Diridon Preservation Pilot                             | X        |          |          |          | X        | X        | X         | X         | X        | X        | X        |
| 19            |                  | R-1 Monitor At-risk Affordable Units                       |          |          |          |          |          |          | X         | X         | X        |          |          |
| 20            |                  | R-7 Extend Affordable Housing Restrictions                 |          |          |          |          |          |          | X         | X         | X        |          |          |
| 21            |                  | S-19 Certificate of Preference Program                     |          |          |          |          |          |          | X         | X         | X        |          |          |
| 22            |                  | S-24 Targeted Fair Housing Outreach and Enforcement        |          |          |          | X        |          |          | X         | X         |          |          |          |
| 23            |                  | S-26 Increased Support for Nonprofits Outreach & Education |          |          |          | X        |          |          | X         | X         |          |          |          |
| 24            |                  | S-1 Tenant/Landlord Resource Centers                       |          |          |          | X        |          |          | X         | X         |          |          |          |
| 25            |                  | S-29 Rent Stabilization Program Strategic Plan             |          |          |          |          |          | X        | X         | X         |          |          |          |
| 26            |                  | S-30 Just Cause Eviction Protection Amendment              |          |          |          |          |          |          | X         | X         |          |          |          |
| 27            |                  | S-31 Tenant Protection Ordinance for Affordable Apartments |          |          |          |          |          |          | X         | X         |          |          |          |
| 28            |                  | N-2 Urban Village Plans with Anti-Displacement Features    |          |          |          |          |          |          | X         | X         |          |          |          |
| <b>TOTALS</b> |                  |                                                            | <b>6</b> | <b>1</b> | <b>1</b> | <b>5</b> | <b>6</b> | <b>5</b> | <b>24</b> | <b>28</b> | <b>6</b> | <b>3</b> | <b>4</b> |

As can be seen by the table above, 16 programs in the Housing Element are derived from the Anti-Displacement Strategy and virtually all of the listed 28 programs seek to address residential displacement and aim to stabilize existing residents in their communities (objectives G and H).

The three programs with the most shared objectives to COPA are the three that offer acquisition/rehabilitation project funding (R-5, N-4 and R-6), as well as N-4, which provides funding to nonprofits to build their capacity to undertake preservation work. There is a strong crossover between the COPA proposal and these key programs because the development of preservation in San José requires three components: 1) access to financing, 2) qualified affordable housing providers, and 3) data and supportive policies such as **I-4 Housing Balance Report** and **R-9 Preservation Policy**.

In conclusion, all 11 of COPA’s 11 main objectives can be met by delivering the other Housing Element programs mentioned above. In total, 28 other Housing Element programs share one or more core objective with COPA. Therefore, despite COPA’s removal, the combination of the existing programs in the Housing Element is more than sufficient in similarly supporting the City’s approach to mitigating residential displacement in San José.

## 3.8 Implementation

The City and its partner agencies are committed to implementing the programs outlined in this chapter over the eight-year planning period. These implementation programs have been developed with extensive community input and with thoughtful consideration for what the City could feasibly accomplish during the planning period with current staff resources.

**Table 3-8: Short-Term Strategies (2023-2025)**

| #    | Strategy                                                                         | Milestones                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | AFFH |
|------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| H-1  | Interim Homeless Housing Construction                                            | 2025: Units completed<br>Funds obtained for operations & services                                                                                                                                                                                                                                                                                                                                                                                                               | No   |
| H-11 | Feedback from Those with Lived Experience in Homelessness in Decision Making     | 2023-2031: Staff to attend meetings of LEAB or other lived experience groups at least once a year to ask for feedback on program priorities<br>July 2024: Identify universe of applicable contracts and timeline for renewals<br>June 2025: Contracts renewed amended to include consultative language, and include in newly awarded contracts<br>By December 2025: Goal of 90 percent of homelessness contracts with amended language requiring lived experience consultations | Yes  |
| H-12 | Neighborhood Outreach and Education on Homeless Housing and Other Housing Topics | Materials prepared<br>CBOs under contract<br>Funding allocated<br>Households outreached to<br>Feedback sessions held                                                                                                                                                                                                                                                                                                                                                            | Yes  |
| H-13 | Regional Homeless Response Coordination and Planning                             | City Council adoption of City's implementation plan                                                                                                                                                                                                                                                                                                                                                                                                                             | No   |
| H-14 | Emergency Shelters                                                               | June 2024: City Council adoption of necessary zoning code amendments<br>Dec 2024: Outreach conducted on further process changes                                                                                                                                                                                                                                                                                                                                                 | No   |
| I-1  | Persons with Disabilities Partnership and Priorities                             | # Meetings held<br>2025: Tours conducted<br>Changes to NOFAs<br>Changes to affordable housing development requirements                                                                                                                                                                                                                                                                                                                                                          | Yes  |



| #    | Strategy                                                                             | Milestones                                                                                                                                                                                                                                                                                                                                                                                                      | AFFH |
|------|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
|      |                                                                                      | 2026: Release lessons learned publication and incorporate some or all of the strategies recommended from the report during the planning period                                                                                                                                                                                                                                                                  |      |
| I-2  | Affirmative Marketing to Disabled Community                                          | Annually 2023-2031: measure review of affirmative marketing plans<br>September 2024: Gather best practices<br>July 2025: Implement changes on affirmative marketing plan requirements & reasonable accommodation request forms<br>Goal: 95 percent compliance by three years after rollout<br>September 2025: Hold stakeholder meetings<br>September 2026: Issue best practices / create a library of materials | Yes  |
| I-3  | Farmworker Housing                                                                   | Council approval of zoning code update                                                                                                                                                                                                                                                                                                                                                                          | No   |
| I-4  | Create a Housing Balance Report                                                      | by Dec 2025: First report presented to City Council                                                                                                                                                                                                                                                                                                                                                             | Yes  |
| I-8  | Promotores-Based Outreach                                                            | # Promotores contracts per year<br># community engagements<br>Budget spent per year<br># residents reached in priority areas                                                                                                                                                                                                                                                                                    | No   |
| I-9  | Equitable Representation of Historically Underrepresented Communities on City Bodies | 2026: Guidelines developed<br>2027: Council approval of municipal code updates<br># of protected class members and those with lived experience of housing insecurity added to commissions and/or advisory boards                                                                                                                                                                                                | Yes  |
| I-10 | Lived Experience with Homelessness seat on Commission                                | February 2023: Seats filled<br>February 2023: Orientation, training, and compensation provided<br>February 2024: Evaluation conducted<br>BY July 2025: Additional improvements made, as appropriate                                                                                                                                                                                                             | Yes  |
| I-14 | Assessment of Fair Housing Plan                                                      | September 2023: Completion of draft plan<br>October 2023: Adoption by City Council<br>October 2023: Submission to HUD                                                                                                                                                                                                                                                                                           | Yes  |
| I-15 | Housing Catalyst Team Work Plan                                                      | Fall 2023: First workplan brought to council for approval<br>Annual report to Council<br>June 2024: Webpage created                                                                                                                                                                                                                                                                                             | No   |
| I-19 | Reasonable Accommodation                                                             | Council approval of ordinance amendments                                                                                                                                                                                                                                                                                                                                                                        | Yes  |

| #   | Strategy                                                                             | Milestones                                                                                                                                                                                                                                                                                                                                                                                                                                               | AFFH |
|-----|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
|     |                                                                                      | Two outreach meetings conducted                                                                                                                                                                                                                                                                                                                                                                                                                          |      |
| N-1 | Equitable Neighborhoods-Based Investment Strategies                                  | December 2025: Neighborhood engagement strategy created<br>By March 2025: Neighborhood engagement launched<br>August 2025: City Council approves neighborhood investment priorities created in draft consolidated plan<br>At least five place-based improvements to low- to moderate-resource neighborhoods during the planning period<br>\$5M in additional funding sought to support neighborhood investments and anti-displacement strategies by 2031 | Yes  |
| N-2 | Urban Village Plans with Anti-Displacement Features                                  | 2024: Consultant-identified anti-displacement features for Five Wounds UV Plan<br>Other UV Plans ongoing beginning in 2025                                                                                                                                                                                                                                                                                                                               | Yes  |
| N-4 | Preservation and Community Development Capacity Building                             | By Dec 2024: \$1M total in capacity-building grants awarded to three or four organizations                                                                                                                                                                                                                                                                                                                                                               | No   |
| N-7 | External Infrastructure Funding to Create Complete, High-Quality Living Environments | June 2024: Implement pilot project funded by CDBG for prioritizing R/ECAPs and other historically disinvested neighborhoods<br>December 2024: Plan with goals/metrics and timeline developed in 2024                                                                                                                                                                                                                                                     | Yes  |
| N-8 | Outside Bond Issuers                                                                 | Analysis done<br>City Council request for change to policy (if warranted)                                                                                                                                                                                                                                                                                                                                                                                | No   |
| P-1 | Align Zoning with the General Plan                                                   | City Council approval of zoning changes                                                                                                                                                                                                                                                                                                                                                                                                                  | No   |
| P-3 | North San José Affordable Housing Overlay Zones                                      | January 2024: City Council approval of General Plan and zoning code Amendments                                                                                                                                                                                                                                                                                                                                                                           | Yes  |
| P-4 | Affordable Housing Tools for North San José                                          | 2024: Study created<br>Creation of draft tools<br>City Council approval of tools<br>2025: Creation of Plan<br>City Council approval of Plan                                                                                                                                                                                                                                                                                                              | Yes  |
| P-6 | Regular Coordination                                                                 | Housing Navigator budgeted annually                                                                                                                                                                                                                                                                                                                                                                                                                      | No   |

| #    | Strategy                                                      | Milestones                                                                                                                                                                                                                                                                                                                                                 | AFFH |
|------|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
|      | Meetings for Affordable Housing                               | # affordable housing developments assisted                                                                                                                                                                                                                                                                                                                 |      |
| P-7  | City Ministerial Infill Approval Ordinance                    | Dec 2024: City Council approval of ordinance<br>Jan 2025: Outreach to developers, including posting notifications of changes to City's website<br>Entitlement of 200 units per year using the new streamlined process during first years after adoption<br>Average 25 percent reduction in the length of time from application to planning permit issuance | No   |
| P-10 | Standardize and Streamline Permitting, Fees, and Applications | Apr 2024: Fees webpage updated<br>Dec 2025: City Council adoption of ordinance to amend municipal code<br>Dec 2025: City Council approval of policy on Development Fee Framework                                                                                                                                                                           | No   |
| P-11 | Explore Allowing SB 9-Type Housing on Additional Properties   | April 2024: City Council approval of zoning code amendment and design standards                                                                                                                                                                                                                                                                            | Yes  |
| P-12 | Cost of Residential Development Study Update                  | City Council presentations<br>Program or fee changes identified and made per updated analysis                                                                                                                                                                                                                                                              | No   |
| P-13 | Replacement of Existing Affordable Housing Units              | 2024: City Council approval of policy for inventory required by state law<br>Developer guidance created/improved<br>Website amended<br>2027: Proposal created if SB 330 12/31/28 sunset has not yet been removed<br>2028: City Council consideration of permanent City program proposal                                                                    | Yes  |
| P-14 | Housing in Business Corridors                                 | Nov 2024: City Council approval of zoning code amendment                                                                                                                                                                                                                                                                                                   | No   |
| P-15 | Moderate-Income Housing Strategy                              | City Council approval of strategy                                                                                                                                                                                                                                                                                                                          | No   |
| P-20 | Mixed-Income Housing                                          | # of housing developments with market-rate or moderate-income units and ELI, VLI and/or LI units                                                                                                                                                                                                                                                           | No   |
| P-21 | Special Needs Housing NOFA                                    | NOFAs issued<br>Council commitments                                                                                                                                                                                                                                                                                                                        | Yes  |

| #    | Strategy                                                                                                               | Milestones                                                                                                                                                                              | AFFH |
|------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
|      |                                                                                                                        | At least 15 percent of permanent units funded during the cycle to be occupied by special needs populations                                                                              |      |
| P-24 | Housing on Public/Quasi Public Lands                                                                                   | Dec 2024: City Council approval of General Plan amendments                                                                                                                              | No   |
| P-26 | ADU Amnesty program                                                                                                    | July 2024: Program release<br>Dec 2031: Approximately 150 ADUs into in compliance by 2031                                                                                               | No   |
| P-30 | Updated Feasibility Study for CLF                                                                                      | Dec 2024: Feasibility study update<br>Jun 2026: City Council approval of updated fees<br>\$20M CLF revenues collected<br>By Jan 2031: 60 affordable units subsidized with CLF revenues  | No   |
| P-38 | Adequate Sites for Lower Income Households on Nonvacant and Vacant Sites Identified in Previous Housing Element Cycles | By Jan 31, 2024: City Council approval of zoning changes                                                                                                                                | No   |
| P-40 | Evaluate Urban Village Planning Process                                                                                | By 2025: Present findings to CED Committee and City Council<br>By 2031: A minimum of two grants secured for unplanned urban villages                                                    | No   |
| P-41 | Review and Revise Planning Permit Findings                                                                             | Dec 2025: City Council approval of ordinance amendments                                                                                                                                 | No   |
| P-42 | Group Homes for Seven or More Persons                                                                                  | Dec 2024: City Council approval of ordinance                                                                                                                                            | No   |
| P-43 | Update City Density Bonus Ordinance                                                                                    | Dec 2024: City Council approval of ordinance amendments                                                                                                                                 | No   |
| P-46 | Rezoning Program for Shortfall, Low-Income Sites                                                                       | City Council approval of rezoning ordinance changes                                                                                                                                     | No   |
| R-1  | Monitor At-risk Affordable Units                                                                                       | 2024, 2026, 2028, 2030: Creation of risk-based reports<br>10 meetings held<br>By 2031: 600 existing at-risk affordable units preserved                                                  | Yes  |
| R-2  | Establish a Preservation NOFA                                                                                          | June 2024: Program guidelines completed<br>By December 2024: First NOFA issued at least every other year (i.e., at least four NOFAs during the 6 <sup>th</sup> Cycle compliance period) | Yes  |

| #    | Strategy                                                                   | Milestones                                                                                                                                                                                                                                        | AFFH |
|------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
|      |                                                                            | \$5M average available per year per NOFA<br>By 2031: At least 110 units of newly-restricted affordable housing acquired by nonprofits and rehabilitated through city and external funding                                                         |      |
| R-6  | Mobilehome Park General Plan Designation for Remaining 56 Mobilehome Parks | 2024: City Council approval of General Plan amendments and rezonings; 13 mobilehome parks with new land use designation by January 2024; remainder by June 2024                                                                                   | Yes  |
| R-9  | Create a Preservation Policy                                               | 2024: Criteria for FIHPP established<br>2024: List of affordable housing providers published<br>By 2026: City Council approval of policy                                                                                                          | Yes  |
| R-12 | Revised Anti-Displacement Strategy                                         | 2025: Best practices researched<br>2025: Outreach conducted<br>2026: Revised Strategy drafted<br>2026: City Council approval of revised strategy                                                                                                  | Yes  |
| R-13 | Soft Story Program                                                         | 2023: Outreach conducted<br>2024: Ordinance and program drafted<br>2024: City Council approval of ordinance and program<br>2024: Rebate program launched<br># buildings receiving retrofits<br>\$4M funded for rebates by 2031                    | No   |
| S-1  | Tenant Resource Centers and Violations Reporting                           | By 2025: At least three Tenant Resource Centers with Code assistance<br>Target of three locations regularly served each year<br>At least 400 tenants and landlords assisted per year<br>Four Housing/Code meetings held per year starting in 2024 | No   |
| S-4  | Updated Relocation Assistance                                              | Analysis complete<br>Stakeholder outreach on cost escalators and proposed changes<br>City Council approval of code updates                                                                                                                        | Yes  |
| S-9  | Fair Housing Equity and Anti-Displacement into Urban Village Plans         | 2024: Consultant identifies anti-displacement features for Five Wounds UV Plan<br># of other UV Plans incorporating features<br>By 2026: Fair Housing Equity Analysis method defined<br>Ongoing: Plans with fair housing analysis integrated      | Yes  |

| #    | Strategy                                                 | Milestones                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | AFFH |
|------|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| S-10 | Study on Rent Increases and Burden in Affordable Housing | 2024: Research conducted<br>By June 2025: Findings presented to City Council                                                                                                                                                                                                                                                                                                                                                                                                                | Yes  |
| S-12 | Eviction Prevention                                      | By 2025: At least 50 workshops held<br>By 2025: At least 275 households kept stably housed<br>By 2025: At least 5,000 households assisted via calls to Eviction Helpline, walk-ins, and emails<br>By 2026: At least \$3M in funding secured<br>By 2031: Seek at least \$3M in additional funding                                                                                                                                                                                            | No   |
| S-13 | Affordable Housing Renter Portal Language Access         | 2023: Top four languages available<br># applicants using non-English versions (to the extent data is available)<br>90 percent of funded affordable properties listed on Doorway by 2028                                                                                                                                                                                                                                                                                                     | Yes  |
| S-14 | Advocacy for Tenant-Based Vouchers                       | Legislation passage<br>Support letters and meetings on vouchers                                                                                                                                                                                                                                                                                                                                                                                                                             | No   |
| S-15 | Tenant Preferences in VTA Station Areas                  | by 2031: At least two sets of affordability restrictions recorded requiring tenant preferences<br>70 restricted affordable units subject to preferences in station areas                                                                                                                                                                                                                                                                                                                    | Yes  |
| S-20 | Anti-Displacement Tenant Preferences                     | Dec 2023: Complete disparate impact analysis for two proposed preferences and submit to HCD for review<br>Mar 2024: Draft program presented to City commission and Council committee<br>Apr 2024: City Council approval of ordinance<br>Jun 2024: Initiate development of Displaced Tenant Preference, including research, analysis, and community engagement<br>Mar 2025: Draft program presented to City commission and Council committee<br>Jun 2025: City Council approval of ordinance | Yes  |
| S-23 | Know Your Rights Materials                               | Jul 2024: Outreach Strategy developed<br>Jan 2025: funding source identified<br># of communications pieces released<br># of recipients of communications<br>At least two partner organizations identified to assist in outreach                                                                                                                                                                                                                                                             | Yes  |

| #    | Strategy                                                                          | Milestones                                                                                                                                                                                                                                                                                                           | AFFH |
|------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| S-25 | Tenant-Based Vouchers in Higher Resource Areas                                    | By Dec 2023: Meet with SCCHA to develop alignment of policies and measures<br>By Dec 2024: Seek City Council approval to direct SCCHA to capture relevant performance measures, if necessary<br>By Jul 2026: Identify possible program improvements<br>7 percent increase of vouchers used in higher resource areas  | Yes  |
| S-26 | Increased Support for Nonprofits to do Tenant and Landlord Outreach and Education | July 2025: Funds identified for hotline<br>Dec 2025: Launch hotline<br>Funds budgeted annually for tenant and landlord outreach and education<br>Difference in average funding per year for tenant and landlord outreach and education from 2023- 2031<br>Services provided<br># calls supported<br># clients served | Yes  |
| S-29 | Rent Stabilization Program Strategic Plan and Program Assessment                  | 2024: Outreach, program assessment, and strategic plan completed with consultant<br>By 2026: Data collected as recommended<br>Dec 2026: 80 percent of short-term activities implemented<br>2028: Amendments presented to City Council, if any, during next three-year strategic plan cycle                           | No   |
| S-32 | Local Enforcement of state Tenant Protections                                     | State determined pathway<br>Advocate for existing bills that could incorporate local right to enforce<br>Sponsored State bill if needed<br>Work with coalition of rent stabilization cities<br>Legislation passage                                                                                                   | No   |

**Table 3-9: Medium-Term Strategies (2025-2027)**

| #    | Strategy                            | Milestones                                                            | AFFH |
|------|-------------------------------------|-----------------------------------------------------------------------|------|
| H-6  | Housing with Integrated Health Care | By 2031: At least one new development with onsite health services     | No   |
| H-10 | Racial and Other Bias of            | Dec 2023: Meet with County, service providers and property management | Yes  |

| #    | Strategy                                                             | Milestones                                                                                                                                                                                                                                                                                 | AFFH |
|------|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
|      | Protected Classes in Homeless Shelter and Supportive Housing Systems | staff on accessing data<br>2024, 2027, 2030: Collect and analyze data<br>Within 12 months following each analysis completion: work with partners annually to provide technical assistance sessions as needed to ensure the City is meeting its AFFH obligations                            |      |
| I-5  | Accessibility Plans and Guidance                                     | Ordinance approved by City Council<br>Plan set created and posted<br>Pathways guidelines created and released                                                                                                                                                                              | Yes  |
| I-7  | Inclusive and Equitable Community Engagement                         | Community engagement strategies drafted<br>City Auditor's recommendations on outreach closed<br>Amended outreach policy drafted and adopted by City Council<br>Revised Language Access plan for Housing<br>Revised outreach procedures for PBCE<br>Budget for CBO-based outreach increased | Yes  |
| I-12 | Resident-Identified Priorities                                       | Jul 2025: Survey designed and released<br>Jul 2025: Work with Open House and other stakeholders to increase response rate<br>Jul 2025-July 2026: Survey responses analyzed<br>Jul 2026: Resulting changes proposed to City programs and efforts; release Information Memo                  | Yes  |
| N-5  | Increase Affordable Housing Production in Higher Resource Areas      | Jul 2026: 35 percent of funds awarded in high or highest opportunity areas since July 2021<br>Dec 2027: Complete evaluation of Siting Policy and present to City Council<br># residents in # affordable units in higher opportunity areas                                                  | Yes  |
| P-19 | Expanded City Density Bonus Program                                  | Study completed<br>City Council approval of ordinance changes<br># Affordable units created through Density Bonus. Number of units by AMI category                                                                                                                                         | No   |
| P-22 | Transit-Oriented Affordable Housing Near Diridon Station             | NOFAs prioritizing station area                                                                                                                                                                                                                                                            | Yes  |
| P-25 | Updated Inclusionary                                                 | By Jan 2028: Fees study produced                                                                                                                                                                                                                                                           | No   |



| #    | Strategy                                                  | Milestones                                                                                                                                                                                                                                                                                                         | AFFH |
|------|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
|      | Housing Program Fees                                      |                                                                                                                                                                                                                                                                                                                    |      |
| P-27 | ADU Affordability                                         | Dec 2026: Feasibility analysis completed                                                                                                                                                                                                                                                                           | No   |
| P-35 | Small Multifamily Housing                                 | Dec 2025: Feasibility analysis done<br>Jul 2026: Possible incentives identified<br>Oct 2026: Design standards created<br>Dec 2026: City Council approval of land use changes, design standards<br>Jun 2027: Publish financing information<br>At least 350 units permitted annually in the third-year post-adoption | No   |
| P-36 | Alum Rock East Urban Village Plan                         | Outreach conducted<br>Plan drafted<br>Aug 2025: City Council approval of plan                                                                                                                                                                                                                                      | No   |
| P-37 | CEQA Analysis for Urban Villages                          | Dec 2027: City Council approval of CEQA study                                                                                                                                                                                                                                                                      | No   |
| P-44 | Urban Villages                                            | Completion of evaluation                                                                                                                                                                                                                                                                                           | No   |
| R-3  | Diridon Preservation Pilot                                | Jan 2025: Pilot creation<br>City Council approval of pilot<br>By Dec 2025: NOFAs issued<br>By Aug 2026: City Council approval of funding commitments<br>55 homes preserved through acq/rehab in defined area around DSAP                                                                                           | Yes  |
| R-5  | Acquisition Loan Fund                                     | RFPs issued if needed<br>Loan product defined and rolled out<br># units acquired with loan fund(s)                                                                                                                                                                                                                 | Yes  |
| R-8  | Work with the BAHFA on Moderate-Income Financing Strategy | 2027: If product is defined and feasible, request City Council approval for structure<br>By 2031: Complete at least two transactions if feasible<br># newly-affordable homes at each income level                                                                                                                  | No   |
| S-2  | Rental Property Registry Improvement                      | 2025: Implement new Code information system with improved addresses<br>% of City's rental units registered                                                                                                                                                                                                         | No   |
| S-5  | Code Enforcement Improved Case Management                 | January 2026: Phase 1 - New case management system implemented<br>Violation tracking system in place                                                                                                                                                                                                               | Yes  |

| #    | Strategy                                                                    | Milestones                                                                                                                                                                                                                                                     | AFFH |
|------|-----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
|      |                                                                             | January 2028: Phase 2 - Analysis of building performance complete<br>January 2029: Phase 3 - Stakeholder outreach on cost escalators and proposed changes<br>City Council approval of code updates (if any)<br>January 2030: Phase 4 - Implementation complete |      |
| S-6  | Proactive Code Enforcement for More Rented Residences                       | June 2025: Complete study<br>December 2025: Recommendation                                                                                                                                                                                                     | Yes  |
| S-7  | Financial Literacy Programs for Potential Homebuyers as Funds are Available | Services provided<br>Budget allocated<br># buyers assisted                                                                                                                                                                                                     | No   |
| S-8  | Homebuyer Program Redesign                                                  | 2026: Feasibility analysis and plan created<br>2027: City Council approval of program<br>By 2031: Assist 100 households                                                                                                                                        | Yes  |
| S-11 | Alternative Documentation for Non-Citizens                                  | July 2024: City Council approval<br>July 2025: Workplan complete<br># properties implemented                                                                                                                                                                   | Yes  |
| S-16 | Affirmative Marketing Languages and Best Practices for Affordable Housing   | 2027: Requirement rolled out<br>Data collected for compliance<br>2027: Library created and made available                                                                                                                                                      | Yes  |
| S-17 | Local Fair Chance/"Ban the Box" Ordinance                                   | Report completed<br>City Council presentation made<br>Outreach done<br>Ordinance drafted<br>Program proposal created<br>City Council consideration                                                                                                             | Yes  |
| S-18 | Review Data on City-Monitored Properties to Identify Fair Housing Issues    | Dec 2025: First data collection on residents and applicants, then 2027, 2029, 2031<br>Aug 2026: Outliers analysis<br>Mar 2027: Meet with 100 percent of outlier properties                                                                                     | Yes  |
| S-19 | Certificate of Preference Program                                           | Jan 2025 Research and legal analysis conducted<br>Jun 2027: Findings presented to City Council                                                                                                                                                                 | Yes  |

| #    | Strategy                                                        | Milestones                                                                                                                                                                                                                                                                                                                                                                        | AFFH |
|------|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
|      |                                                                 | If City Council directed, program developed in 2027                                                                                                                                                                                                                                                                                                                               |      |
| S-24 | Targeted Fair Housing Outreach and Enforcement                  | Dec 2024: Data obtained from nonprofit legal organizations on locations of complaints<br>15 percent increase in outreach in targeted neighborhoods identified<br>May 2025: Capacity assessed of legal assistance partners to do new outreach with community partners<br>Jun 2025: Funding identified<br>Jan 2026: Contracts executed<br># people assisted<br># services delivered | Yes  |
| S-28 | Right to Counsel or Alternative                                 | 2023: Collaborate with BAHFA on protections policy event including right to counsel and alternatives<br>2023: RFP issued<br>2024: Consultant hired<br>2025: Consultant report completed and program proposed to City Council for approval<br>If approved, start program creation within 12 months of approval                                                                     | No   |
| S-30 | Just Cause Eviction Protection Amendment                        | 2027: Analysis of issue<br>2027: Revised ordinance presented to City Council                                                                                                                                                                                                                                                                                                      | No   |
| S-31 | Tenant Protection Ordinance Amendment for Affordable Apartments | Analysis of issue<br>Ordinance amendment<br>Presentation to City Council<br>City Council consideration                                                                                                                                                                                                                                                                            | No   |

**Long-Term Strategies (2027-2031)**

No strategies have their major work planned to deliver in the long-term.

**Table 3-10: Annual & Ongoing Strategies (2023-2031)**

| #    | Strategy                                                                                                                  | Milestones                                                                                                                                                                                           | AFFH |
|------|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| H-2  | Interim Housing for People Experiencing Homelessness in Hotels/Motels and Other Existing Buildings                        | At least one property newly acquired<br>At least five properties operated<br>At least \$19M of new Homekey awards accepted for acquisition/rehabilitation<br>At least 280 residents housed           | No   |
| H-7  | Safe Parking Programs                                                                                                     | At least 45 safe parking spaces created for RVs and car vehicles<br>At least \$1.7M spent on safe parking site preparation<br>At least \$1.2M spent per year on safe parking operations and services | No   |
| H-8  | Nonprofit-Provided Homeless Support Services                                                                              | Funding to nonprofit service providers<br># people assisted                                                                                                                                          | No   |
| H-9  | Street-Based Services for Unhoused Residents                                                                              | Funds budgeted<br>Services provided<br># clients served                                                                                                                                              | No   |
| I-6  | Universal Design and ADA Upgrades                                                                                         | By 2031: At least 50 percent of annual NOFAs issued incent units for residents with disabilities<br>By 2031: City funds committed to 150 units with enhanced accessibility per TCAC guidelines       | Yes  |
| I-16 | Advocacy to Close the Racial Homeownership Gap                                                                            | Support letters issued<br>Advocacy meetings held                                                                                                                                                     | Yes  |
| I-17 | Collaborative Solutions to Address Housing Needs                                                                          | Collaborative initiatives                                                                                                                                                                            | No   |
| I-18 | Advocacy on Public Policies and Programs to Facilitate Production, Preservation, Protection, and Neighborhood Investments | Support letters<br>Working group participation                                                                                                                                                       | No   |
| N-3  | Vacant and Neglected Buildings and Storefront Program                                                                     | # buildings monitored<br># buildings cited<br># cases resolved                                                                                                                                       | No   |
| N-6  | Reduced Transit Fares for                                                                                                 | Advocacy meetings and letters                                                                                                                                                                        | Yes  |

| #    | Strategy                                         | Milestones                                                                                                                                                                                                                                                                      | AFFH |
|------|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
|      | Lower Income Residents                           | Federal funds obtained for fare reductions                                                                                                                                                                                                                                      |      |
| N-9  | Affordable Transit-Oriented Development          | Eight parcels purchased<br>1,200 projected affordable units assisted                                                                                                                                                                                                            | No   |
| P-2  | Subsidize ELI Housing Including PSH for Homeless | Dec 2031: 45 percent of City capital subsidies spent on ELI and PSH<br>Dec 2031: 1,200 ELI affordable homes created<br>Dec 2031: Pursue and apply for a minimum of three funding opportunities during the planning period                                                       | Yes  |
| P-5  | Affordable Housing Investments in North San José | 800 restricted affordable homes<br>Two sites acquired<br>Four RFP awards and ground leases to affordable developers                                                                                                                                                             | Yes  |
| P-9  | Diridon Affordable Housing Production Goal       | By the later of DSAP buildout or 2040: 25 percent of homes in station area as restricted affordable<br>Annual goal: Fund an average of 61 new affordable homes<br>By 2031: 350 affordable homes funded by City                                                                  | Yes  |
| P-16 | Ground Leases for Affordable Housing             | # and % affordable developments that closed construction with public ground leases each year<br>% of all funded restricted affordable properties with city or other public ground leases<br># existing deal land purchases<br># affordable units permanently preserved          | No   |
| P-18 | Loans for affordable housing                     | NOFAs issued<br>Funds committed<br>Affordable homes created<br>Affordable homes preserved                                                                                                                                                                                       | No   |
| P-23 | Pursue AHSC funding near Diridon Station         | By Dec 2031: At least two AHSC applications submitted for affordable housing near Diridon<br>Five total funding applications awarded for various initiatives, including affordable housing<br>\$20 million leveraged for planning initiatives and affordable homes near Diridon | Yes  |
| P-28 | Predevelopment Loans                             | Five predevelopment loans made<br>1,500 affordable units assisted                                                                                                                                                                                                               | No   |

| #    | Strategy                                                                        | Milestones                                                                                                                                                                                                                                                                                                                                       | AFFH |
|------|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| P-31 | Land Acquisition for Affordable Housing in Target Locations                     | Goal of two parcels acquired in target areas<br>200 affordable units developed on acquired parcels                                                                                                                                                                                                                                               | Yes  |
| P-32 | Higher Subsidies per Unit                                                       | Ongoing adjustments to NOFA/program guidelines as needed                                                                                                                                                                                                                                                                                         | Yes  |
| P-34 | Affordable Housing Funding Advocacy                                             | Support letters issued<br>Participation on working groups                                                                                                                                                                                                                                                                                        | No   |
| P-45 | Pipeline Projects Evaluation                                                    | Present findings during Housing Element APR                                                                                                                                                                                                                                                                                                      | No   |
| P-47 | ADU Monitoring and Ordinance Compliance                                         | Jun 2024: City Council consideration of amended ADU ordinance                                                                                                                                                                                                                                                                                    | No   |
| P-48 | Implement SLA                                                                   | 2023: SLA activities completed for five City-owned parcels in sites inventory [Four sites were awarded to affordable housing developers with agreements in place, and fifth site is being used as a City interim emergency shelter]<br># public hearings and Notices of Availability issued for future City-owned sites to be designated surplus | No   |
| R-7  | Extend Affordable Housing Restrictions                                          | By 2031: Preserve affordability for at least 900 units in the middle of their affordability terms (average of 112 units per year)                                                                                                                                                                                                                | Yes  |
| R-11 | Owner-Occupied Home Preservation                                                | 1,600 low-income households assisted                                                                                                                                                                                                                                                                                                             | Yes  |
| S-3  | Proactive Code Enforcement in Identified Project Hope Place-Based Neighborhoods | Annually through 2031: At least three neighborhoods covered with enhanced multifamily inspections<br>Annually through 2031: Average 200-250 units per neighborhood inspected per year (total 600-750 units per year)<br># of violations resolved within 150 days each year: target of 2000 (includes mostly housing violations and some blight)  | Yes  |
| S-21 | Facilitation of Equal Access to Housing                                         | July 2024: Metrics developed by collaboration with and feedback from at least three fair housing grantees<br>Funding to nonprofit fair housing providers<br># people assisted                                                                                                                                                                    | Yes  |
| S-22 | Fair Housing Services and Support                                               | Annual meetings held<br>Priorities established jointly                                                                                                                                                                                                                                                                                           | Yes  |
| S-33 | Job Training with Housing Subsidies                                             | # housing-subsidized participants in job training programs<br>Support letters and meetings for legislation / budget requests                                                                                                                                                                                                                     | Yes  |

| #    | Strategy                        | Milestones                                                      | AFFH |
|------|---------------------------------|-----------------------------------------------------------------|------|
| S-34 | Economic Opportunity Strategies | Strategies created<br>Strategies implemented<br>Programs funded | No   |

### 3.9 Quantified Objectives

Tables 3-11, 3-12, 3-13, and 3-14 lay out the number of housing units that the City expects to be constructed, rehabilitated, and conserved over a five-year time period (all estimated numbers rounded to the nearest zero or five).

**Table 3-11: Quantified Objectives (5-Year Estimated Total)**

|                                                              | <b>ELI &amp; VLI</b> | <b>Low-<br/>Income</b> | <b>Moderate-<br/>Income</b> | <b>Above<br/>Moderate-<br/>Income</b> | <b>Total</b>  |
|--------------------------------------------------------------|----------------------|------------------------|-----------------------------|---------------------------------------|---------------|
| RHNA Target (Full Cycle)                                     | 15,088               | 8,687                  | 10,711                      | 27,714                                | <b>62,200</b> |
| Residential<br>Development Pipeline                          | 610                  | 2,730                  | 110                         | 9,290                                 | <b>12,740</b> |
| ADUs                                                         | 0                    | 1,085                  | 540                         | 180                                   | <b>1,805</b>  |
| 100% Affordable<br>Pipeline                                  | 750                  | 815                    | 375                         | 0                                     | <b>1,940</b>  |
| Supportive Housing<br>Acquisitions – Pipeline<br>and Planned | 0                    | 130                    | 0                           | 0                                     | <b>130</b>    |
| <b>Total Housing Units</b>                                   | <b>2,174</b>         | <b>1,360</b>           | <b>4,760</b>                | <b>1,025</b>                          | <b>9,470</b>  |



**Table 3-12: Households Served by HOPWA, HOME Tenant-Based Rental Assistance, and Eviction Help Center (5-Year Estimated Total)**

|                      | <b>ELI &amp; VLI</b> | <b>Low-<br/>Income</b> | <b>Moderate-<br/>Income</b> | <b>Above<br/>Moderate-<br/>Income</b> | <b>Total</b> |
|----------------------|----------------------|------------------------|-----------------------------|---------------------------------------|--------------|
| HOPWA                | 290                  | 30                     | 0                           | 0                                     | <b>320</b>   |
| HOME TBRA            | 425                  | 45                     | 0                           | 0                                     | <b>470</b>   |
| Eviction Help Center | 745                  | 100                    | 0                           | 0                                     | <b>845</b>   |
| <b>Total</b>         | <b>1,460</b>         | <b>175</b>             | <b>0</b>                    | <b>0</b>                              | <b>1,635</b> |

**Table 3-13: Shelter, Transitional Housing, and Supportive Housing (5-Year Estimated Total)**

|                                                | <b>ELI &amp; VLI</b> | <b>Low-<br/>Income</b> | <b>Moderate-<br/>Income</b> | <b>Above<br/>Moderate-<br/>Income</b> | <b>Total</b> |
|------------------------------------------------|----------------------|------------------------|-----------------------------|---------------------------------------|--------------|
| Emergency Shelter or Transitional Housing Beds | 670                  | 0                      | 0                           | 0                                     | <b>670</b>   |
| Permanent Supportive Housing Beds              | 2,150                | 0                      | 0                           | 0                                     | <b>2,150</b> |
| <b>Total</b>                                   | <b>2,820</b>         | <b>0</b>               | <b>0</b>                    | <b>0</b>                              | <b>2,820</b> |

**Table 3-14: Preservation and Acquisition/Rehabilitation of Affordable Housing (5-Year Estimated Total)**

|                                             | <b>ELI &amp; VLI</b> | <b>Low-<br/>Income</b> | <b>Moderate-<br/>Income</b> | <b>Above<br/>Moderate-<br/>Income</b> | <b>Total</b> |
|---------------------------------------------|----------------------|------------------------|-----------------------------|---------------------------------------|--------------|
| Preservation of Existing Affordable Housing | 1,240                | 400                    | 35                          | 0                                     | 1,675        |
| Single-Family Rehabilitation Program        | 0                    | 765                    | 0                           | 0                                     | 765          |
| Acquisition/Rehabilitation NOFA             | 25                   | 40                     | 10                          | 0                                     | 75           |
| Soft Story Rehabilitation Rebate Program    | 215                  | 250                    | 180                         | 70                                    | 715          |
| <b>Total</b>                                | <b>1,480</b>         | <b>1,455</b>           | <b>225</b>                  | <b>70</b>                             | <b>3,230</b> |