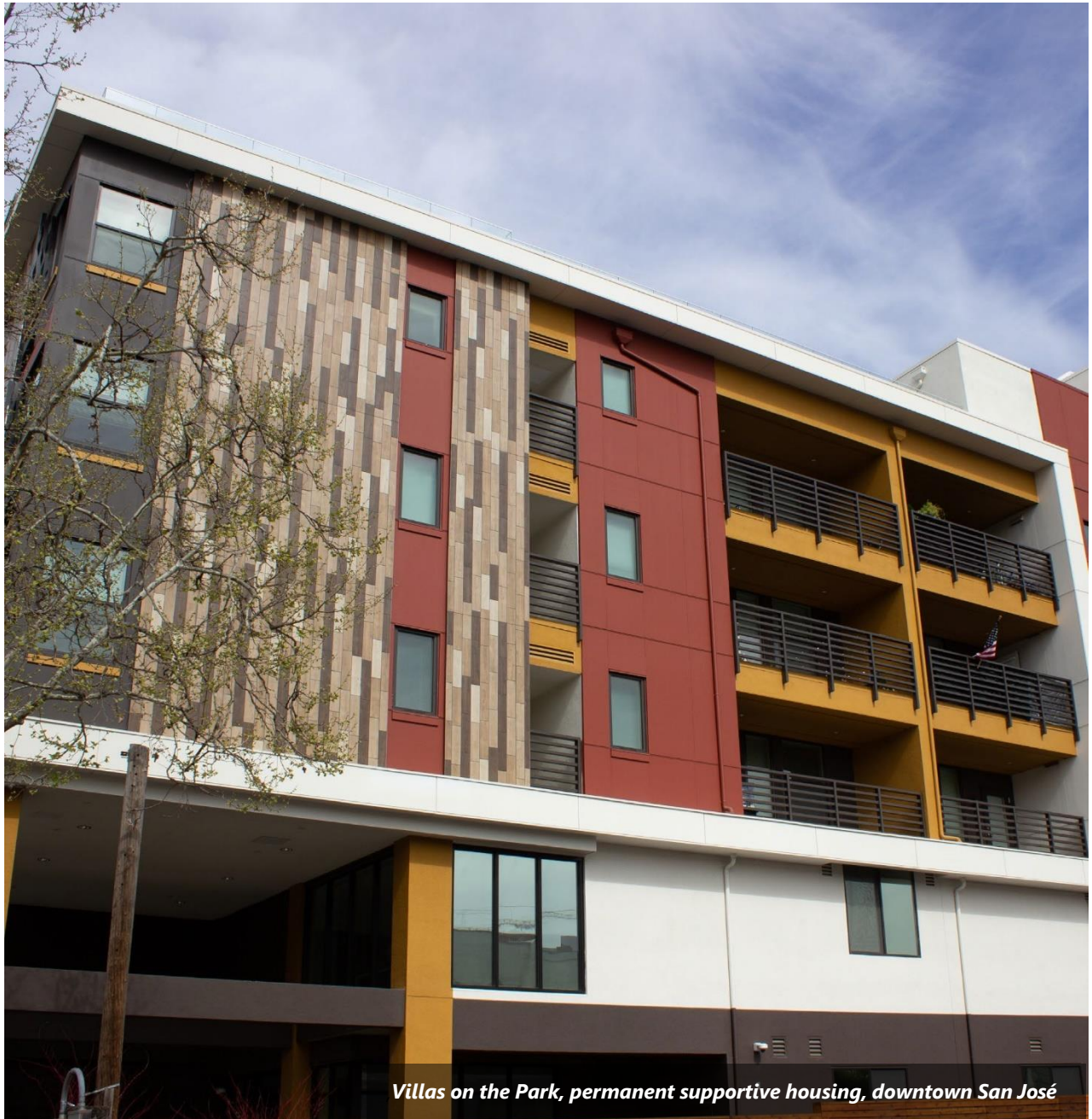


Chapter 3

Housing Goals and Strategies



Villas on the Park, permanent supportive housing, downtown San José

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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. 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 is expected to continue through 2023. More information is contained in the Summary of Public Participation and in the Appendices.

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. Strategies are also tied to the barriers and needs they would address, the input and other plans that supported development of the strategy, and specifics on departments involved, type of action, timelines, and metrics by which to measure progress.

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

- Budget = City Manager's Budget Office
- CAO = City Attorneys' Office
- CMO = City Manager's Office
- DOT = Department of Transportation
- ESD = Environmental Services Department
- Fire = Fire Department
- Housing = Housing Department
- OEDCA = Office of Economic Development and Cultural Affairs
- ORE = Office of Racial Equity
- PBCE = Department of Planning, Building, and Code Enforcement
- PRNS = Department of Parks, Recreation, and Neighborhood Services
- PW = Public Works Department

3.1 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	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
P-1	Align zoning with the General Plan - Align zoning with General Plan designations for all sites planned for housing by December 2023, including all sites in the Housing Element Sites Inventory by January 31, 2024.	1	Need for housing production.	Housing Crisis Workplan	PBCE	Activity	2023-24	Council approval of zoning changes
P-2	Subsidize extremely low-income housing including permanent supportive housing for homeless - Continue to prioritize funding to create affordable homes for extremely low-income individuals and families, including permanent supportive housing for people experiencing homelessness, to meet the needs of the community and create more balance in the affordable housing portfolio.	1, 2	Need for affordable housing for extremely low income households. Need for housing and services for people experiencing homelessness.	Focus groups: <ul style="list-style-type: none"> • Veterans • Formerly homeless • LGBTQ+ • Indigenous Peoples • Persons with Disabilities Working groups: <ul style="list-style-type: none"> • Rental access • High-opportunity areas Housing Element community meetings on goals / strategies	Housing	Activity	Ongoing 2023-31	% of City subsidies spent on ELI and PSH # of affordable homes created

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
P-3	<p>North San José Affordable Housing Overlay Zones -</p> <ul style="list-style-type: none"> Identify areas for housing to be integrated into in 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. To integrate affordability, create 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. Identify locations and rezone sites in the North San José Affordable Housing Overlay Zones through the Sites Inventory rezoning process. Communicate to the development community about the new program. 	1, 4	Lack of affordable housing units. Need for economic diversity in North San José.	Support from AFH Advisory Committee to change zoning, land use laws and land use overlays for multifamily housing development.	PBCE	Program	2023	<p>Council approval of Amendment to General Plan and zoning code</p> <p>Council approval of Amendment to Rincon South UV Plan</p> <p>Rollout of Zones</p>
P-4	<p>Affordable housing tools for North San José -</p> <ul style="list-style-type: none"> Produce an analysis of new programs and tools to help ensure 20% of all North San José homes are restricted affordable for lower- income residents. Conduct a feasibility study to examine the affordability levels that would be feasible for developers to construct affordable homes on-site, both standalone and combined with a proposed North San José Density Bonus program. Create a North San José Affordable Housing Implementation Plan that identifies strategies and projects affordable units created through these tools and City subsidy. 	5	Lack of affordable housing for lower-income households. Need for economic diversity in North San José.	Rental production focus group Housing Crisis Workplan	Housing, PBCE	Program	2024-26	<p>Study created</p> <p>Creation of draft tools</p> <p>Council approval of tools</p> <p>Creation of Plan</p> <p>Council approval of Plan</p>
P-5	<p>Affordable Housing Investments in North San José -</p> <ul style="list-style-type: none"> Direct City resources to help ensure 20% of all North San José homes are restricted affordable for lower-income residents. Prioritize City land acquisition in North San José for future 100% affordable housing new construction opportunities, then conduct Requests for Proposals to award land control through groundleases to developers. Ensure that affordable development proposals in North San José are prioritized with the City's funds. 	1, 5	Lack of affordable housing for lower-income households. Need for economic diversity in North San José.	AFH Advisory Committee From Housing Crisis Workplan	Housing	Program	2023-31	<p># of affordable homes restricted</p> <p># of sites acquired</p> <p># RFP awards & groundleases to affordable developers</p>

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
P-6	Regular coordination meetings for affordable housing - 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.	1	Delay due to lack of coordination and unclear processes amongst departments/ external agencies.	Supported at Housing Element goals/ strategies community meetings Consistent with Housing Crisis Workplan	OEDCA, PBCE, Housing, PW, DOT, Fire, PRNS	Program	2023-31	Housing Navigator budgeted annually # affordable housing developments assisted
P-7	City ministerial infill approval ordinance - <ul style="list-style-type: none"> Adopt and implement a City Ministerial Infill Housing Approval Ordinance to streamline approval of infill housing developments that include 20% of the units affordable at or below 80% of Area Median Income, meet City development standards, and qualify for a CEQA infill exemption. Make minor revisions to the municipal code to facilitate use of the CEQA infill exemption for infill development. 	1, 4	Ease infill housing development processes to increase development.	Working groups: <ul style="list-style-type: none"> Housing production Rental access 	PBCE	Activity	2026-27	Council approval of Infill Housing Ordinance
P-8	General Plan Amendment to remove commercial requirements for affordable housing - Amend the General Plan to remove ground floor commercial requirements for all 100% affordable housing developments throughout the City to improve project feasibility and enable more developments to proceed.	1	Cost of affordable housing development.	From Housing Crisis Workplan	PBCE	Policy	2023	Council approval of General Plan amendment
P-9	Diridon affordable housing production goal - Actively subsidize and effectuate production of affordable housing in the Diridon Station Area to achieve the City's goal of at least 25% 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. Supported by disability community comments.	Housing	Program	2023-31	# of restricted affordable homes in Station Area
P-10	Standardize and streamline permitting, fees, applications <ul style="list-style-type: none"> Standardize fees through the Development Fee Framework to provide transparency and speed for developers and provide clarity to City decision makers on cost implications of housing development fees. Create webpage with development-related fees and taxes with a staff contact. Continue to improve the City's land use and permitting approval processes to reduce developers' time and cost spent in predevelopment. 	1	Cost and delay of City permit processes and entitlements.	Housing production working group	PBCE, OEDCA	Activity	2024	Policy resolution to Council on Fee Framework Fees webpage created Development applications tools improved

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
P-11	Explore Allowing “SB 9” Type Housing on Additional Properties Examine allowing SB 9-type projects on properties zoned R-2 Two Family and properties listed on the Historic Resources Inventory. Create design standards to maximize acceptance of SB 9 developments in single family neighborhoods.	1	Increase availability of areas for housing development, especially multifamily housing.	General support for creating “missing middle” alternatives from African Ancestry working group Consistent with Housing Crisis Workplan	PBCE	Activity	2024	Council approval of zoning code amendment Council approval of design standards
P-12	Cost of Residential Development Study update - Conduct analysis every 2 to 3 years, or as market conditions warrant, and present to the City Council on the Cost of Residential Development that uses prototypical models of common types of multifamily residential construction in different submarkets within San José. The report will help determine on an ongoing basis governmental and nongovernmental constraints on the production of market-rate and affordable housing in San José.	1	High cost of housing development.	From Housing Crisis Workplan	OEDCA, Housing	Activity	2023-31 Periodically	Council presentations Program or fee changes identified and made per updated analysis
P-13	Replacement policy for redevelopment of existing affordable housing units – <ul style="list-style-type: none"> • Create a City policy requiring the replacement of all housing units affordable to lower-income households as a condition of any development on a nonvacant site consistent with Government Code section 65915(c)(3), and make permanent SB 330’s replacement housing obligations. • Strengthen the City’s implementation of SB 330’s replacement housing requirements to preserve affordable housing opportunities, and clarify requirements for developers to speed the development process. 	1, 5	Loss of affordable housing stock.	Neighborhood equity working group	PBCE, Housing	Policy	2023-24	Policy approved Developer guidance created/ improved Website amended
P-14	Housing in Business Corridors - Update Zoning Code to allow housing in three Neighborhood Business Districts appropriate for housing (13th Street, Japantown, Willow Glen).	1	Need for housing production.	From Housing Crisis Workplan.	PBCE	Activity	2023-24	Council approval of zoning code amendment
P-15	Moderate-income Housing Strategy - Complete study and implement Council-approved strategy to further rental and homeownership opportunities for moderate-income residents. Get Council direction on priority programmatic recommendations.	1, 3	Lack of moderate-income housing.	African ancestry focus group In Housing Crisis Workplan	Housing, PBCE	Program	2023-24	Council approval of strategy

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
P-16	<p>Groundleases for affordable housing -</p> <ul style="list-style-type: none"> Require every newly-funded affordable housing development to include a City groundlease structure, or a groundlease 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. 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 groundleases in the City's existing affordable housing portfolio. 	1	Expiration of affordability restrictions.	Preservation best practices	Housing	Program	Ongoing	<p>% affordable developments with groundleases</p> <p># existing deal land purchases</p> <p># affordable units permanently preserved</p>
P-17	<p>Affordable Housing Siting Policy - Fully implement and evaluate effectiveness of the City's new Affordable Housing Siting Policy in generating new affordable housing developments in higher-opportunity areas. Report on the outcomes, focusing on fair housing implications of development patterns.</p>	1, 4	Need to foster housing choices for residents of affordable housing.	<p>Housing Element goals/ strategies community meetings.</p> <p>From Housing Crisis Workplan.</p>	Housing	Policy	2023-26	Report on Siting Policy outcomes

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
P-18	<p>Loans for affordable housing</p> <ul style="list-style-type: none"> Continue to provide land acquisition, construction, and permanent financing for the development of new affordable homes. Provide financing for the acquisition/rehabilitation of existing market-rate rental housing to create newly- affordable homes. Issue Notices of Funding Availability at least annually for both New Construction and Preservation. 	1	Need for affordable housing.	<p>Focus groups:</p> <ul style="list-style-type: none"> Veterans LGBTQ+ Disability Indigenous Peoples <p>Rental access working group Housing Element goals / strategies community meetings</p>	Housing	Activity	Annually 2023-31	<p>NOFAs issued</p> <p>Funds committed</p> <p>Affordable homes created</p> <p>Affordable homes preserved</p>
P-19	<p>Expanded City Density Bonus program - Identify how the City's Density Bonus Ordinance could be expanded to result in more affordable homes, include more pre-approved concessions and incentives, and/or add CEQA clearance.</p>	1	Need for affordable housing.	<p>Rental access working group</p> <p>Housing production focus groups</p>	PBCE, Housing	Program	2027	<p>Study completed</p> <p>Council approval of changes</p>
P-20	<p>Mixed-income housing -</p> <ul style="list-style-type: none"> Facilitate housing with a range of income levels (from extremely low- to moderate-income and market-rate) at the building level. Foster mixed-income housing that is 100% restricted affordable at a range of income levels, and facilitate market-rate housing that incorporates affordable homes at the building level. 	1, 5	<p>Financial infeasibility of affordable developments.</p> <p>Economic segregation of neighborhoods</p> <p>Stigma concerns of standalone affordable housing.</p>	Retained from 5th Cycle and updated	Housing	Policy	2023-31	# of housing developments with a mix of income levels
P-21	<p>Special needs housing NOFA - Issue Notices of Funding Availability (NOFAs) for City funds that award points for serving Special Needs populations, to the extent the City is allowed under law.</p>	1, 5	<p>Lack of housing for special needs populations.</p> <p>Legal barriers to providing housing based on race.</p>	Disability focus group	Housing		2023-31	<p>NOFAs issued</p> <p>Council commitments</p> <p># resulting affordable units</p>

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
P-22	<p>Transit-oriented affordable housing near Diridon Station -</p> <ul style="list-style-type: none"> 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. Implement prioritization by land use tool such as an overlay zone in the area surrounding Diridon and/or set Notice of Funding Availability priorities for City affordable housing subsidies 	1, 5	Lack of affordable housing.	From Diridon Station Area Plan	Housing, PBCE	Policy	2023-31	Land use tool established NOFAs prioritizing area
P-23	<p>Pursue AHSC funding near Diridon Station - Partner with transit agencies and affordable housing developers to apply for State Affordable Housing and Sustainable Communities grants for both affordable housing developments and greenhouse gas-reducing improvements near Diridon Station Area.</p>	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 Diridon Affordable Housing Implementation Plan	Housing, DOT	Activity	2023-31	AHSC applications submitted AHSC applications funded
P-24	<p>School district housing (YOSL) - Complete and implement YOSL (Yes on School Lands) ordinance, allowing both affordable and market-rate housing to proceed on sites with Public/Quasi Public designation on lands that are owned by public school districts, to create more opportunities for school district employees to live close to where they work and give greater financial stability to public school districts.</p>	1, 4	Need for affordable housing.	Rental access working group Housing production focus groups	PBCE	Program	2023-24	Council approval of ordinance
P-25	<p>Updated Inclusionary Housing program fees - Conduct a fees study to ensure the Inclusionary Housing program remains feasible and does not present a barrier to housing construction</p>	1	High cost of housing development.	Housing Element goals/strategies community meeting From Housing Crisis Workplan	Housing	Activity	2027-28	Fees study produced

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
P-26	Accessory Dwelling Unit (ADU) Amnesty program - Restart the ADU Amnesty program to waive permit fees and penalties to incent homeowners to legalize their unpermitted ADUs that meet or will meet code requirements.	1, 3	Needs include: <ul style="list-style-type: none"> • Housing production • Safe housing • Low-income homeowners to gain wealth by renting 	Retained from 5th Cycle and updated Council support	PBCE	Program	2024-31	Program release # ADUs brought into compliance
P-27	Accessory Dwelling Unit (ADU) affordability - Study the feasibility of an ADU financing program to house low- and very low-income renters. Within this potential program, 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, seek external partners to jointly create a subsidy program for City Council consideration.	1, 3, 5	Build wealth for low-income homeowners. House low- and very low-income residents.	Consistent with state guidance on affordable ADUs Consistent with feedback from anti-displacement outreach on need for income for existing low-income homeowners.	Housing	Activity	2025	Feasibility analysis completed
P-28	Predevelopment loans - 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	Activity	Ongoing 2023-31	# predevelopment loans made # affordable units assisted
P-29	Fair Housing Equity Analysis for Specific Plans - Integrate fair housing analysis and anti-displacement analysis into specific plans and area plans, including Urban Village plans.	1, 3, 5	Unintended consequences of displacement and discrimination from development.	Consistent with state guidance on sites inventory	PBCE, Housing	Policy	2026-27	Plans with fair housing analysis integrated
P-30	Updated feasibility study for Commercial Linkage Fee - Ensure funding for affordable housing is being paid per the City's new Commercial Linkage Fee, and periodically update fee levels to market conditions. First trigger is fall 2023 or after 1M square feet in executed leases of new construction over 100,000 sq. ft. in the Downtown over more than one building, whichever happens first.	1	Need for resources for affordable housing production and preservation.	From Housing Crisis Workplan	OEDCA, Housing	Program	summer 2023 or when leasing activity trigger is reached	Amount CLF revenues collected

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
P-31	Land acquisition for affordable housing in target locations - Target the City's land acquisition for affordable housing development in areas close to transit and high-opportunity neighborhoods.	1, 4	Increase resident mobility and access to high opportunity neighborhoods. Lessen environmental impacts of new housing.	Retained from 5th Cycle and updated	Housing		Ongoing 2023-31	# parcels purchased # projected affordable units assisted
P-32	Higher subsidies per unit - 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 disincent building in those areas.	1, 4	Build affordable housing in areas of higher opportunity	Rental access working groups, housing production focus groups, and Housing Element goals/strategies community meetings. Consistent with Diridon Affordable Housing Implementation Plan	Housing	Program		Adjustments to NOFA/program guidelines
P-33	Allow Affordable Housing on Assembly Use Sites (YIGBY) - Complete and implement new "Yes in God's Backyard" (YIGBY) ordinance allowing 100% affordable housing in conjunction with Assembly Use on sites with Public/Quasi Public General Plan designations. <ul style="list-style-type: none"> • Hold workshops with partners to educate churches and help make partnerships between interested churches, nonprofit developers, and development consultants. • Prioritize outreach in the City's Siting Policy Tier 1 neighborhoods. 	1, 4	Sites for affordable housing.	From Housing Crisis Workplan	PBCE, Housing	Program	2023	Council approval of code changes Workshops held # affordable homes created
P-34	Affordable housing funding advocacy - <ul style="list-style-type: none"> • Support bond funding initiatives at the County and regional levels to increase the supply of affordable housing production and preservation. • 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. • For homelessness response, advocate for both operating and capital subsidies. 	1, 2	Lack of funding to provide affordable housing. Lack of funding for preservation of existing housing. Lack of funding for homelessness response.	Focus groups: <ul style="list-style-type: none"> • Veterans • LGBTQ+ • Disability • Indigenous Peoples • Formerly homeless Homeownership working group. 	Housing, OIG	Activity	2023-28	Support letters issued Participation on working groups

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
P-35	Small multifamily housing - Evaluate feasibility of missing middle housing development (for example, 6 to 10 dwelling unit projects) in higher-opportunity areas and/or citywide for City Council consideration. If directed by the City Council, take any needed land use actions, define design standards, and educate public about financing programs that could result in restricted affordability.	1, 5	Lack of housing for middle-income residents.	African ancestry focus group	PBCE, Housing	Activity	2026	Feasibility analysis and plan created Design standards created Council approval of strategy, land use changes, design standards Publish financing information
P-36	Alum Rock East Urban Village Plan - 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.	From Housing Crisis Workplan	PBCE	Program	2025	Outreach conducted Plan drafted Council approval of Plan

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

	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
R-1	<p>Monitor at-risk affordable units -</p> <ul style="list-style-type: none"> Proactively assess and monitor at-risk affordable units and reach out to property owners, tenants, and qualified entities to negotiate and assist in preserving existing affordable homes. Enlist consulting assistance to create and update risk assessment reports regularly. 	1	<p>Loss of existing affordable housing units.</p> <p>Displacement prevention.</p>	Equity working group	Housing	Program	Updated reports by 2024 and 2028	<p>Creation of risk-based reports</p> <p># meetings held</p> <p># units preserved</p>
R-2	<p>Establish a Preservation NOFA -</p> <ul style="list-style-type: none"> Establish a regular housing Preservation program, including annual funding allocation, priorities, underwriting guidelines, Notice of Funding Availability (NOFA) scoring framework, and ongoing workplan for NOFA issuances. 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. Create a staffing plan for a Preservation team to underwrite, fund and facilitate Preservation deals. 	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	Program	First NOFA 2024	<p>Program plan and guidelines completed.</p> <p>NOFA issuances</p> <p>Annual budgeted amounts for Preservation awards;</p> <p>Council commitments made for Preservation deals;</p> <p># units of low-cost housing per year that is newly-affordable</p>
R-3	<p>Diridon Preservation Pilot -</p> <ul style="list-style-type: none"> Create and fund the Diridon Preservation Pilot Program for the area around the Diridon Station Area. Issue Notices of Funding Availability to enable developers to acquire, rehabilitate and make affordable market-rate properties appropriate to preserve as the Station Area develops. 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. 	1, 4	<p>Lack of funding for preservation of existing affordable housing. Lack of affordable housing.</p> <p>Displacement prevention.</p>	From Diridon Station Area Plan	Housing, PBCE, OEDCA	Program	2024-25	<p>Pilot creation and City Council approval of pilot</p> <p>NOFAs issued</p> <p>Council approval of funding commitments</p> <p># homes preserved in defined area around Diridon Station Area</p>

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
R-4	Implement the Community Opportunity to Purchase program - Fully implement the Community Opportunity to Purchase program, if approved by the 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.	1, 3	Need for protected tenants from displacement when their building goes up for sale. Lack of opportunities for lower-income and renters of color to buy homes or build wealth.	Supported by working groups: neighborhood equity, homeownership, high opportunity areas. Supported by community meeting on Housing Element goals / strategies. Consistent with Citywide Anti-Displacement Strategy.	Housing, CAO	Program	2023-25	# stakeholders educated issuance of draft regulations adoption of regulations issuance of QNP RFQ qualification of QNPs # units purchased through COPA
R-5	Acquisition Loan Fund - Work with external funders to identify and/or establish sources of reliable acquisition financing that work together with City preservation Notices of Funding Availability, 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. Loss of existing affordable housing. Displacement prevention.	Supported by Rental access working group, Neighborhood equity working group, Housing Element goals/ strategies community meetings. In Housing Crisis Workplan	Housing	Activity	2025	Request for Proposals Issued if needed; loan product defined and rolled out; # units acquired with Loan Fund(s)
R-6	Mobilehome Park General Plan designation for remaining 56 mobilehome parks - 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. Displacement prevention.	From Housing Crisis Workplan	PBCE	Activity	2026	Council approval of General Plan Amendments and rezonings # mobilehome parks with new land use designation

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
R-7	Extend AH restrictions - Preserve existing deed-restricted affordable housing 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. Displacement prevention.	LGBTQ+ focus group, Disability focus group, Veterans focus group and Indigenous Peoples focus group	Housing	Activity	Ongoing	# affordable units preserved # years of additional affordability
R-8	Work with the Bay Area Housing Finance Authority (BAHFA) on Moderate-income Financing Strategy - Advocate for legislation and work regionally with partners to create and/or use a JPA-issued bonds product that supports moderate-income housing and deeper affordability, controls escalation of rents, and delivers sufficient public benefit. Goal of completing three transactions by 2027.	1	Need for moderate-income housing and rent stability.	From Housing Crisis Workplan	Housing, OEDCA, Finance	Program, Activity	2027	# transactions # newly-affordable homes at each income level
R-9	Create a Preservation Policy - Create a community-informed Preservation Policy statement for Council consideration that establishes a goal of preserving existing affordable and low-cost housing and helping to prevent displacement, to inform programs, resources, and development of policy decisions.	1, 3	Lack of those most affected voice in decision making processes. Lack of meaningful community input on City programs and policies.	From Citywide Anti-Displacement Strategy. Supported by neighborhood equity working group	Housing	Policy	By 2025	Council approval of Policy
R-10	Mobilehome park local inspections - To ensure physical preservation of mobilehome parks, sponsor State legislation or propose a pilot with the State Department of Housing and Community Development for the City to provide local inspections of mobilehome parks, information sharing, and the State to potentially provide revenues for staffing.	1	Condition concerns for some mobilehome parks. Insufficient state inspection staffing.	Other state pilot programs	Housing, PBCE, OIG	Activity	2028	State approval of pilot Legislation introduced and passed Funding received Inspections done
R-11	Owner-occupied home preservation - 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 lower-income homeowners with urgent repairs.	Retained from 5th Cycle and updated	Housing	Program	Ongoing	# low-income households assisted

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
R-12	New Anti-Displacement Strategy - After completing implementation of priorities under the current Anti-Displacement Strategy approved by the City Council in 2020, evaluate effectiveness of existing tools, obtain ongoing best practices information from like-minded cities, and seek City Council approval for additional anti-displacement policies or programs to pursue.	3, 1, 4	Prevent displacement of residents and coordinate efforts to do so.	Supported by neighborhood equity working group.	Housing	Program	2027-29	Best practices researched Outreach conducted Strategy drafted Council approval

3.2 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	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
H-1	Interim homeless housing construction - Complete construction of emergency interim housing development in the Civic Center area. 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 Lack of shelter beds	LGBTQ+ focus group for increase in shelters Formerly incarcerated focus group for increase in transitional housing Revised from 5th cycle	Housing	activity	2024	Units completed Funds obtained for operations & services
H-2	Interim housing for people experiencing homelessness in hotels/ motels - Continue to use hotels and motels to provide supportive housing for people experiencing homelessness, and seek additional 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 Support from formerly incarcerated focus group for increase in transitional housing Revised from 5th cycle	Housing	Program	2023-31	# hotels acquired \$ of Homekey awards # residents housed
H-3	Conversion of hotels/motels for homeless housing - Identify barriers and make changes to the City's codes, as needed, to facilitate easier conversion of hotel/motels and other non-conforming buildings to housing for people experiencing homelessness.	2	Lack of housing and services for people experiencing homelessness.	General support for shelters and transitional housing from LGBTQ+ focus group and formerly homeless focus group	PBCE	Activity	2024-25	Amendments to code approved by Council

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
H-4	Shelters streamlining throughout the City - Identify needed improvements in land use, zoning, and building regulations to streamline City processes and speed the pace of building emergency interim housing units and emergency homeless shelters in all areas of the City.	2	Development and permit barriers to increasing shelters.	LGBTQ+ focus group for more shelters, specifically shelters for LGBTQ+ persons General support at Housing Element goals/strategies community meetings Consistent with Citywide Roadmap priorities per Council direction	Housing, PBCE, Public Works	Activity	2025	Amendments to code approved by Council Time spent on approvals of shelters
H-5	Low-cost permanent housing solutions - Revise the City's zoning code to remove any impediments to the creation of permanent housing solutions such as shared housing or other creative arrangements that provide low-cost permanent housing alternatives that help prevent and address homelessness.	2	Need to avoid homelessness. Lack of housing people experiencing homelessness.	General support at Housing Element goals/strategies community meetings	PBCE, Housing	Activity	2025	Review of code for impediments Amendments to code approved by Council
H-6	Housing with integrated health care - 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 health care 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				# of new developments with on-site health services
H-7	Safe parking program - Continue to operate an overnight safe parking program and other emergency shelter options, establish 24-hour safe parking, and seek permanent funding sources for these uses.	2	Lack of shelters and emergency housing for people experiencing homelessness.	LGBTQ+ focus group Public meetings on strategy ideas Retained and revised from 5th cycle	Housing	Program	2023-31	# safe parking spaces Amount of budget

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
H-8	Nonprofit-provided homeless support services - 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% of the Area Median Income. Funding would support programs including, but not limited to, those that prevent and end homelessness, and those that provide case management and services for formerly unhoused residents in permanent supportive housing, interim housing, and shelters.	2	Need for housing and services for people experiencing homelessness.	Veterans focus group and formerly homeless focus group Housing Element goals/strategies community meeting. Retained from 5th cycle	Housing	Activity	2023 - 31	Funding to nonprofit service providers # people assisted
H-9	Street-based services for unhoused residents - <ul style="list-style-type: none"> Fund street-based services such as outreach, hygiene services, behavioral health, and transportation options to meet the needs of unsheltered residents. Advocate for ongoing funding from the state and federal governments for this purpose. 	2	Lack of services for unsheltered residents.	Focus groups: Veterans, Disability, LGBTQ+, Indigenous Peoples, African ancestry Housing Element goals/strategies community meetings Consistent with Community Plan to End Homelessness	Housing, OIG	Activity	Annually 2023-31	Funds budgeted Services provided # clients served
H-10	Encampment management to improve the health and safety of homeless individuals and the community - Implement the encampment management program (Beautify SJ) to ensure that encampment residents and nearby residents are safe, provide encampment hygiene services and trash clearance, perform outreach to enroll encampment residents in services, and provide adequate notice and responsibly address the housing needs and belongings of homeless residents when encampments are cleared.	2	Unsanitary conditions at encampments. Fear of encampment residents.	African ancestry focus group Retained from 5th Cycle and updated	CMO, PRNS, PW, Housing	Program	2023-31	Hygiene services provided Amount of trash collected Clients outreached to Notices given
H-11	Racial and other bias in homeless shelter and supportive housing systems - Increase access to homeless shelters and permanent supportive housing for people experiencing homelessness who are in protected classes by examining data to identify systemic racism and patterns of other biases, and working with shelter staff to remedy issues.	2	Racism and bias within administration and operation creates harm and not serving population disproportionately people of color.	Support by formerly homeless focus group and LGBTQ+ focus group Consistent with Community Plan to End Homelessness	Housing	Activity	2027	Data collected Data analyzed Technical assistance sessions with staff

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
H-12	<p>Feedback from those with lived experience in homelessness in decision making -</p> <ul style="list-style-type: none"> • Create additional feedback mechanisms for clients with lived experience of homelessness on how programs are serving the needs of this population. • Integrate requirements into City-funded contracts for grantees to create feedback mechanisms. • Work with the Lived Experience Advisory Board, 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 permanent supportive affordable housing. 	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	Activity	2024-31	<p># contracts amended</p> <p>Feedback obtained</p> <p>Changes made due to feedback</p>
H-13	<p>Neighborhood outreach and education on homeless housing -</p> <ul style="list-style-type: none"> • Work with partners countywide on a community-based outreach campaign to promote dialogue and greater understanding of these issues. Outreach would focus on: 1) the root causes of homelessness and different housing approaches for people experiencing homelessness; 2) controversial housing topics related to equity and protected classes. • Focus community outreach in areas experiencing growth. • Pursue ongoing funding to compensate community-based organizations and advocates to conduct outreach. • Create content and outreach materials, 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. 	2, 5	Public opposition to housing strategies. Public interest in effective homelessness response strategies.	Strong support at Housing Element goals & strategies community meetings	Housing, CMO, PBCE	Program	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>

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
H-14	<p>Regional homeless response coordination and planning</p> <p>- 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	<p>Address impacts of homelessness.</p> <p>Increase coordination amongst organizations to address homelessness.</p>	<p>Veterans focus group, LGBTQ+ focus group, High opportunity working group and Schools focus group.</p> <p>Revised from 5th cycle</p>	Housing	Activity	2023	Council adoption of implementation plan

3.3 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 [June 2022 median sales prices](#) of \$1.56 million for detached single family homes, and \$826,000 for condominiums and townhomes.

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	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
S-1	Tenant Resource Centers and violations reporting - Incorporate Code Enforcement and Apartment Rent Ordinance violation reporting procedures as part of expanded tenant resource centers, including allowing for tenant associations to report such violations on behalf of tenants. Assist residents to learn how to file Code complaints and look up their status online in tenant resource centers to help make the process more transparent. Improve coordination between Rent Stabilization Program and Code Enforcement staff and meet regularly.	3	Fear of retaliation by tenants to report code violations. Need to make code enforcement processes widely available to ensure safe living conditions.	Suggested by neighborhood equity working group.	Housing, PBCE	Activity	2023-25	Tenant resource centers with Code assistance # residents assisted # Housing/Code meetings held
S-2	Rental property registry improvement - Ensure that all permitted, rented residences in San José are registered with the City to aid in communications about renter resources and to ensure safety in emergency situations.	3	Need to contact renters in emergency conditions. Difficulty communicating with renters.	Supported by neighborhood equity working group and rental access equity group.	Housing, Finance, PBCE	Program	2025-28	% of City’s rental units registered

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
S-3	Proactive Code enforcement in Place-based neighborhoods - Continue to implement the Enhanced Multiple Housing Inspection Program in Project Hope and other low-income neighborhoods to provide enhanced proactive inspection services to rental properties to arrest the decline and deterioration of aging housing stock and reduce blighted conditions.	3	Decline and deterioration of aging housing stock. Fear of retaliation by tenants for reporting housing code violations. 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	Program	Ongoing 2023-31	# neighborhoods covered # units inspected # violations resolved
S-4	Updated relocation assistance - 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, and is consistent across City programs. Create a program of regular updates, and consider amendments that cite housing cost data sources to enable the code to move with the market.	3	Cost burden to tenants when forced to relocate exacerbated by high local housing costs.	From Citywide Anti-Displacement Strategies. Supported by neighborhood equity working group	Housing, PBCE, CAO	Policy	Phase 1 by 2025 Phase 2 by 2027	Analysis complete Stakeholder outreach on cost escalators and proposed changes Council approval of code updates
S-5	Code enforcement improved case management - Implement a new Code Enforcement case management system for improved violation tracking to identify properties more easily with the most serious safety violations. Use the information to better educate the City's building preservation efforts.	3	Need to strategically allocate limited code enforcement capacity. Unsafe housing conditions in housing stock.	From Citywide Anti-Displacement Strategies. Supported by neighborhood equity working group	PBCE, Housing	Program	2025	System implemented Housing NOFA prioritizing high-violation properties
S-6	Proactive Code enforcement for more rented residences - 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. 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 from Code complaints of renters. Physical condition problems in existing rented units of all kinds.	Anti-displacement best practices from PolicyLink focus on proactive code enforcement. Included in Citywide Anti-Displacement Strategies (#6C). Supported by neighborhood equity working group.	PBCE	Activity	2024-25	Study created Council hearing of recommendation

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
S-7	Financial literacy programs for potential homebuyers as funds remain available - Fund nonprofit organizations to educate homebuyers on the homebuying process, homeownership responsibilities, and financial literacy. Fund 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	Program	2026-31	Services provided Budget allocated # buyers assisted
S-8	Homebuyer program redesign - Create feasibility analysis and plan to redesign the City's homeownership programs to have better reach to underserved populations. Programs would include City downpayment 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. Include protected class demographic information as part of all City-funded homeownership programs. Analyze and report on data regularly to determine who programs are assisting.	3, 5	Lack of protected class data of who has benefitted from City's homeownership programs. Need to increase participation in homeownership programs among protected classes.	Supported by African ancestry focus group, homeownership working group, schools focus group, equity organizations, and Indigenous focus group.	Housing	Program	2025	Feasibility analysis and plan created Council approval of program
S-9	Anti-Displacement into Urban Village Plans - Integrate appropriate residential and small business anti-displacement features identified for Five Wounds Urban Village updates into forthcoming Urban Village Plans and consider appropriateness for inclusion in the General Plan.	3, 4	Need to stabilize lower-income residents and businesses in growing areas to avoid displacement.	From Citywide Anti-Displacement Strategies	PBCE, Housing	Activity	2023-24 for Five Wounds	Consultant identifies anti-displacement features for Five Wounds UV Plan # of other UV Plans incorporating features

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
S-10	Study on rent increases and burden in affordable housing - Research how rent increases in the City's restricted affordable apartments have been implemented over the last five years, given that area median income continues to increase rapidly in Santa Clara County. Study rent burden and demographics for residents of affordable homes, and use research results to inform proposed state legislation and/or City policy. Present findings and policy recommendations to the City Council.	3	Prohibitive rent increases in restricted affordable apartments.	Support from rental access working group.	Housing, OIG	Activity	2023-24	Research conducted Findings presented to the City Council
S-11	Alternative documentation for non-citizens - 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 legal implementation procedures on different types of affordable homes.	3	Barrier - Discrimination in rental housing application process of non-citizens.	Supported by neighborhood equity working group and HE goals/strategies community meeting	Housing	Policy	2026	Council approval Workplan complete # Properties implemented
S-12	Eviction prevention - Housing Collaborative Court and other support for legal services - Work in ongoing partnership with the County's Superior Court to staff an Eviction Diversion Program, holding weekly workshops at the Court to offer a spectrum of resources to all parties, including rental assistance, social services referral, mediation, and legal assistance. Identify funding to continue Eviction Diversion programming. Explore conversion of Superior Court Eviction Diversion into a Collaborative Court model, as appropriate. Increase funding to nonprofit legal organizations to provide eviction counseling and defense.	3	Lack of funding and resources to provide eviction help and pre-eviction services. Gap in services for pre-eviction services to address conflicts that easily escalate to eviction.	Supported by rental access working group and veterans focus group. Consistent with Citywide Anti-Displacement Strategy.	Housing, CAO	Program	2023-31 assumes funding available	Workshops held Parties assisted People connected to new services Funding secured
S-13	Affordable housing renter portal language access - Ensure that online tenant rental portal, Doorway, is implemented with access in San Jose's top languages and accessibility to audio and visually impaired users.	3, 5	Lack of accessibility in notification of affordable housing opportunities.	Suggested by LGBTQ+ focus group.	Housing	Activity	2023 and ongoing	# languages # applicants using non-English versions

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
S-14	Advocacy for tenant-based vouchers - Prioritize use of rental vouchers to expand housing choices for protected class, lower-income residents. Advocate with the state and/or sponsor legislation to allow the City to enforce its local Housing Payment Equality Ordinance that prevents property owners from rejecting applicants on the basis of their use of vouchers. 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.	3	Need for housing for those at lowest income levels. Increase housing choice.	Suggested by equity working group. Supported by veterans focus group, disability focus group and high opportunity areas working group.	Housing, OIG	Program	2024-26	State determination of enforcement path State approval of local enforcement or legislation if needed Legislation passage Support letters and meetings on vouchers
S-15	Tenant preferences in VTA station areas - Work with the Valley Transportation Authority to implement the City's forthcoming affordable housing tenant preferences and other policies on affordable apartments in station area developments. Include in Anti-Displacement Tenant Preference all publicly-owned sites, development agreement, and negotiated developments to support this initiative.	3	Need to prevent displacement and prioritize most vulnerable in non-homeless units.	Tenant preferences supported at Housing Element goals / strategies community meetings	Housing	Activity	2023 -31	Affordability restrictions recorded requiring tenant preferences # affordable units in station areas
S-16	Affirmative marketing languages and best practices for affordable housing - For all City-funded affordable housing, require affirmative fair housing marketing to be done in English plus top 3 languages. Expand data collection and monitoring of affirmative marketing of affordable apartments for initial lease-up and waitlist openings. Create library of best practices including sample notices translated into multiple languages.	3	Lack of awareness of affordable housing opportunities. Increase accessibility of affordable housing.	Supported by Indigenous Peoples focus group.	Housing, CAO	Program	2026-27	Requirement rolled out Data collected for compliance Library created & made available
S-17	Local Fair Chance / "Ban the Box" ordinance - 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. If directed by the City Council, draft an Ordinance for their consideration.	3	Discrimination in housing application to people with criminal background.	Idea from equity working group. Supported by former homeless focus group, veterans focus group and rental access working group.	Housing, CAO	Program	2026-28	Report completed Council presentation made If Council directs further work – Outreach done Ordinance drafted Council consideration

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
S-18	Review data on City-monitored properties to identify Fair Housing issues - Analyze protected class information in the City's affordable housing portfolio, identify outlier properties with unusual concentrations of certain types of residents, and proactively meet with property managers and/or owners to review affirmative marketing and lease-up practices to solve potential fair housing problems.	3, 5	Lack of knowledge of affordable housing opportunities. Tracking and preventing large scale fair housing issues.	General support from disability focus group and African Ancestry focus group as to improving affirmative marketing and lease-up practices.	Housing	Program	Starting in 2023-24 and ongoing	Outliers analysis # Meetings held with outlier properties Technical assistance given
S-19	Certificate of Preference program - Explore applicability of a Certificate of Preference program for the Diridon area 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.	3	Need to prioritize access to affordable housing for most vulnerable.	From Diridon Affordable Housing Implementation Plan.	Housing	Program	2027	Research and legal analysis conducted Findings presented to Council If Council directed, program developed
S-20	Anti-displacement tenant preferences - To help mitigate displacement and serve the most vulnerable local residents, develop fair-housing compliant tenant preferences for this population. Seek Council approval for two tenant preferences: an Anti-Displacement Tenant preference, and a Neighborhood Tenant preference. If approved, implement the preferences on affordable housing units subject to the preferences. Seek the State's approval to use both tenant preferences in HCD-funded affordable housing developments. Sponsor State legislation, SB 649, to reliably use anti-displacement preferences on bond- and tax credit-financed developments.	3	Displacement of residents.	Supported at HE goals/strategies community meetings. Consistent with Citywide Anti-Displacement Strategy.	Housing, CAO	Policy	2023-25	Legislation passed Ordinance drafted Council approval State approval sought Preference(s) implemented # affordable apartments covered
S-21	Facilitation of equal access to housing - Continue to fund nonprofit organizations to affirmatively further Fair Housing throughout the City, and develop metrics to better understand the City's impact from funding fair housing grantees.	3	Discrimination in housing.	Supported at Housing Element goals/strategies community meetings	Housing	Activity	Metrics by 2024 Funding ongoing 2023-31	funding to nonprofit fair housing providers # people assisted metrics developed

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
S-22	Fair housing services and support - 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. Discrimination in housing.	Supported by rental access working group.	Housing	Activity	Ongoing 2023-31	Annual meetings held Priorities established jointly
S-23	Know Your Rights materials - 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. Create an outreach strategy to share this information widely including partners such as schools, community-based nonprofits, and housing providers. Provide links to additional resources including more information on fair housing. Identify eligible ongoing funding for this purpose.	3	Lack of awareness of rental rights, and lack of information in language of users.	Idea from rental access working group. Supported by Indigenous Peoples focus group.	Housing, CAO	Program	2023-25	# of communications pieces released # of recipients of communications # partner organizations assisting in outreach
S-24	Targeted fair housing outreach and enforcement - Increase fair housing education, monitoring, and enforcement in target neighborhoods, especially on source of income discrimination. Create a plan for outreach together with nonprofit and community-based partners. Identify more ongoing funding for this activity.	3	Discrimination in housing. Specifically, source of income discrimination.	Supported by rental access working group, Housing Element goals/strategies community meetings.	Housing	Activity	Ongoing 2023-31	Neighborhoods targeted Funding identified for this use
S-25	Tenant-based vouchers in higher-resource areas - Partner with the Santa Clara County Housing Authority to implement a strategy for their administration of San Jose Section 8 rental vouchers that reduces barriers to vouchers' use in higher-opportunity areas and maximizes voucher holders' housing choices. Direct the Housing Authority to capture performance measures to determine residents' state of health and educational attainment. Use the measures to identify possible program improvements.	3	Lack of affordable housing. Lack of owners willing to accept vouchers. Address need of housing for lower income populations.	General support for increase in vouchers from veterans focus group, disability focus group, and high opportunity areas working group.	Housing	Activity	2023-26	Usage of San José vouchers in higher-resource areas Collection of performance measures on residents' health and education

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
S-26	Increased support for nonprofits to do tenant outreach and education - Identify ongoing funding, such as Measure E Real Property Transfer Tax, to increase nonprofit organizations' support of San Jose's tenant rights. 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. Support a nonprofit-run hotline for information and referrals on general tenant/landlord issues (not legal advice) for all tenants, regardless of income or type of home.	3	Lack of knowledge of renter rights and fair housing services. Lack of capacity in legal organizations and nonprofits to provide legal services, including fair housing services.	Support by rental access working group, Housing Element goals/strategies community meeting	Housing	Program	2024-31	Funds budgeted Services provided # Clients served Hotline established # Calls supported
S-27	Tenant/landlord education centers - Increase education and resources provided to tenants and landlords on City programs and their rights at tenant / landlord education centers located throughout the City. Locations should include Diridon Station Area, the City's forthcoming transit center, to maximize transit access as well as neighborhoods with high displacement risk according to UC Berkeley Urban Displacement Project analysis. Use digital tools, pop-ups, and/or mobile sites, and partner with community-based organizations to deliver services in ways that are convenient and accessible for all users, especially those with disabilities.	3	Lack of access and awareness of renter rights.	Supported by rental access working group and Indigenous Peoples focus group. Consistent with Diridon Affordable Housing Implementation Plan.	Housing	Program	2025-31	# Locations served Materials available # Tenants and landlords assisted
S-28	Right to Counsel - Develop a Right to Counsel program proposal for the City Council's consideration. Issue a Request for Proposals and work with selected consultant to create a program proposal, cost estimate, and potential funding sources. Seek City Council approval of the program.	3	Lack of legal services/representation for tenants.	Support from AFH Advisory Committee. Consistent with Citywide Anti-Displacement Strategy.	Housing	Program	2025-26	RFP Issued Consultant hired Program proposal brought to Council Council approval If approved, program implementation

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
S-29	Rent Stabilization Program Strategic Plan and program assessment - Complete a Strategic Plan for the Rent Stabilization Program and assess the efficacy of the program in meeting its goals to provide tenant stability. Evaluate the current Apartment Rent Ordinance and a set of possible amendments including expansion of coverage to duplexes and alternate methods of calculating maximum allowable rent increases.	3	Allowable rent increases are a barrier to maintaining housing because increases are still too high. Need for more renters to be protected by tenant protections.	Support from equity working group, rental access working group, veterans focus group, Indigenous Peoples focus group, LGBTQ+, African ancestry focus group, Housing Element goals / strategies community meetings to prevent displacement and protect tenants.	Housing	Activity	2024-25	Consultant hired Strategic Plan and program assessment completed Outreach conducted on any amendment proposals Amendments presented to Council
S-30	Just cause eviction protection amendment - Request that the City Council expand the Tenant Protection Ordinance to not count immediate household members against occupancy limits, to the extent allowed by State Health and Safety Code.	3	Protect renters with families from harassment and lease violations when living in smaller housing units.	Idea from rental access working group.	Housing, CAO	Program	2025	Analysis of issue Presentation to Council Council consideration
S-31	Expand/amend the Tenant Protection Ordinance - Review the Tenant Protection Ordinance for ways it could apply to restricted affordable apartments and still be consistent with rules for common funding sources such as low-income housing tax credits and State funding programs, and propose amendments to the City Council.	3	Prohibitive rent increases in restricted affordable housing.	Support for increasing tenant protections from equity working group and rental access working group.	Housing, CAO	Program	2026-27	Analysis of issue Ordinance amendment Presentation to Council Council consideration
S-32	Local enforcement of state tenant protections - Work with the state to establish that San José can enforce AB 1482, the state's anti-rent spiking and just cause eviction protection law, and other state tenant protections that interact with City programs. Assess whether desired enforcement authority can be granted administratively or if legislation is needed. If needed, advocate for legislation or the State agency to establish authority of enforcement.	3	Discrimination in obtaining housing based on source of income. Lack of enforcement of Housing Payment Equality Ordinance.	Supported by neighborhood equity working group, veterans focus group, disability focus group, and high opportunity areas working group. From the Citywide Anti-Displacement Strategy.	Housing, CAO, OIG	Policy	2023-26	State determined pathway Sponsored State bill if needed Work with coalition of rent stabilization cities Legislation passage

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
S-33	Job training with housing subsidies - Provide participants of local job training programs with shelter and rapid rehousing subsidies to increase their stability and access to living wage jobs. Advocate for ongoing funding from the State and federal government for this purpose.	3	Need for housing stability during education to help gain wealth.	Support at HE goals/strategies community meetings, and Community Plan to End Homelessness.	Housing	Program	2023-31 ongoing, pending funding availability	# housing-subsidized participants in job training programs Support letters and meetings for legislation / budget requests
S-34	Economic opportunity strategies - Explore and establish strategies to increase economic opportunities, self-sufficiency, and asset-building for households and communities. Fund programs with federal funds from the U.S. Department of Housing and Urban Development, as allowed by the City's Consolidated Plan 2020-25, and other funds.	3, 4	High housing costs, need for stability, building wealth.	Supported by homeownership working group. Retained from 5th cycle.	Housing	Policy	Ongoing 2023-31	Strategies created Strategies implemented Programs funded

3.4 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 that are 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	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
N-1	<p>Equitable neighborhoods-based investment strategies - Focus the City's investments on increasing equity in racially/ethnically concentrated neighborhoods with extremely low incomes by changing the City's organization and the way that departments collaborate.</p> <p>Create an interdepartmental team facilitated by the CMO to create a common equity-based framework that prioritizes investing in capital projects and delivering services to racially and ethnically concentrated areas with a high proportion of lower-income residents.</p> <p>Align data indicators across departments on income, race/ethnicity, and protected classes where possible.</p> <p>Organize departments' staffing and community services delivery by neighborhood.</p> <p>Create a coordinated neighborhood engagement strategy to take feedback from constituents in formerly redlined neighborhoods with high racial/ethnic concentrations and lower-incomes. Use feedback to co-create neighborhood investment and anti-displacement plans.</p> <p>Apply the updated equity-based framework to budget requests, investment plans, and program delivery, and align the resulting priorities with Citywide Roadmap priorities.</p> <p>Identify new, additional funding sources to implement the co-created neighborhood investment and anti-displacement plans.</p>	4, 5	Historic disinvestment in racially/ethnically concentrated, lower-income neighborhoods. Fragmentation of community outreach.	Support for reparations from neighborhood equity working group. Support from both African ancestry focus group and Indigenous Peoples focus group for housing solutions based on race.	CMO, Budget, ORE, Housing, PRNS, PW, DOT, ESD	Policy Program Activity	2023-31	<p>Interdepartmental team formed</p> <p>Framework created</p> <p>Common set of data indicators agreed upon</p> <p>Organizational changes made</p> <p>Neighborhood engagement strategy created for target neighborhoods</p> <p>Neighborhood plans co-created</p> <p>New sources of funding to implement neighborhood plans identified</p>

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
N-2	Urban Village Plans with anti-displacement features - Complete update of Five Wounds Urban Village Plan (Five Wounds, Little Portugal, Roosevelt Park, 24th & Williams St.) to prepare for BART station area creation. Work with VTA and co-selected consultant to identify & integrate residential and small business anti-displacement features. Use these features in other Urban Village plans as best practices.	4, 3, 1	Need to prevent displacement of lower-income residents and small businesses.	Neighborhood organizations on East side.	OEDCA	Program	2023-24 for Five Wounds	Consultant identifies anti-displacement features for Five Wounds UV Plan Other UV Plans ongoing
N-3	Vacant and Neglected Buildings Program - Continue the Vacant and Neglected Building and Storefronts Program to monitor all identified vacant or neglected buildings 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.	4	Unsafe conditions at vacant or neglected buildings.	Retained from 5th Cycle and updated	PBCE	Program	Ongoing 2023-31	# Buildings monitored # Buildings cited # Problems resolved
N-4	Preservation and Community Development Capacity Building - Establish programs to provide capacity building and technical assistance to community-based nonprofit organizations to engage in grassroots community preservation and development activities partnered with nonprofit developers in order to stabilize neighborhoods. Preservation activities include acquisition and rehabilitation of existing low-cost housing, alternative community ownership models, community stakeholder engagement, and prevention of displacement of community small businesses.	4, 5, 1	Lack of capacity of community-based nonprofits to acquire or preserve existing affordable housing. Lack of tenant engagement in home sales or transfer.	Supported by homeownership working group, HE strategies/goals community meeting	Housing, OEDCA	Program	2023-27	Capacity building grant awarded; nonprofits receiving education
N-5	Increase affordable housing production in higher-resource areas - Allocate a greater share of affordable housing subsidy awards to Tier 1 higher-resource neighborhoods to provide more lower-income and protected class residents greater choices of where they can live.	4, 5	Lack of affordable housing in high opportunity neighborhoods.	Support from housing production focus group	Housing	Program	2023-31	NOFAs' share for Tier 1 areas # units with Council commitments in Tier 1 areas

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
N-6	Reduced transit fares for lower-income residents - To reduce the cost of transportation + housing for lower-income residents, coordinate with the Valley Transportation Authority to apply for and access federal funds to subsidize low-income resident transit fares, and promote Bay Area-wide means-based fare reduction programs.	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, OIG	Activity	2023-31	Advocacy meetings and letters Federal funds obtained for fare reductions
N-7	External infrastructure funding to create complete, high-quality living environments - 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. Prioritize investments in lower-income neighborhoods with fewer amenities to the extent that program rules allow. Improve accessibility for residents with physical disabilities through infrastructure work.	4, 5	Lack of resources and infrastructure in lower-income neighborhoods.	Retained from 5th Cycle and updated.	Housing	Program	2023-31	State, federal or private sources researched Sources awarded Investments made in targeted neighborhoods Accessibility improvements funded
N-8	Outside bond issuers - Examine the merits of requiring the City issue private activity bonds for affordable housing including increased City control, positive neighborhood outcomes, generation of revenue, and workload implications for the City's affordable housing staffing. If a change is warranted, seek Council approval for an amendment to the City's bond issuance policy.	4, 1	Prevent / solve neighborhood issues from any problem properties. Need for revenues to staff housing programs.	In Housing Crisis Workplan.	Housing, Finance, OEDCA	Policy	2023	Analysis done Council request for change to policy (if warranted)
N-9	Affordable transit-oriented development - Facilitate development of transit-oriented affordable homes within 1/4 mile of future BART, Lightrail, and Bus Rapid Transit (BRT) stations, including identification of opportunities to develop publicly-owned parcels with affordable housing.	4, 1	Increase mobility options and decrease transportation costs for lower-income residents. Lessen environmental impacts of new housing development	Retained from 5th Cycle and updated	Housing, OEDCA	Activity	2023-31 ongoing	# parcels purchased # projected affordable units assisted

3.5 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 factor, create a housing landscape with choices that allow for equal opportunity for all.

San José has a diverse population to house. More than 40% of the City's working households are lower-income, and San José's lower-income residents are disproportionately non-White. More than 20% 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	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
I-1	Disabled community partnership and priorities - Create partnerships with organizations that provide outreach to disabled persons, and meet at least twice per year to collaborate on ways the City could improve how well its affordable housing portfolio serves disabled residents. Conduct two tours of affordable sites to get partners' feedback and identify challenges for disabled residents, 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.	5	Need to incorporate affected persons into decision-making processes. Lack of accessible housing units. Lack of input from disabled people in policy or decision-making processes.	Supported by AFH Advisory group to center experiences of disabled persons and immigrants. Supported by disability focus group, veterans focus group, LGBTQ+ focus group, Indigenous Peoples focus group and homeownership working group. Support by LGBTQ+ focus group to include affected persons in policy and decision-making processes.	Housing, PBCE	Activity	2023-26	# Meetings held # Tours conducted Changes to NOFAs Changes to affordable housing development requirements Lessons learned publication
I-2	Affirmative marketing to disabled community - Implement practices to increase access to existing affordable housing, especially those located near transit, for residents with disabilities. 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). Ensure that reasonable accommodation request forms are in formats that are fully accessible. Research and promote property management companies' best practices that maximize the likelihood of applicants with disabilities being able to access affordable, accessible apartments.	5, 3, 4	Lack of accessible and affordable housing units. Lack of access to adapted, accessible homes for people with disabilities. Need for physically disabled residents to access transit-oriented housing.	Suggested by disability focus group, comments from the Housing Choices Coalition, and public comments from Diridon Affordable Housing Implementation Plan.	Housing, CAO	Program	2024-27	# Affirmative marketing plan reviews done Best practices issued
I-3	Farmworker housing locations - Update the City's agricultural zoning code to be more accommodating on location of farmworker housing and align with Housing Element Law.	5	Need for low-cost farmworker housing.	From Housing Crisis Workplan and state law.	PBCE	Activity	2023	Council approval of zoning code update

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
I-4	Create a Housing Balance Report - Create a biannual 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 analyze Urban Villages and neighborhoods or Council districts.	5, 1	Lack of demographic data on resident displacement and housing attainment.	From Citywide Anti-Displacement Strategy. Supported by neighborhood equity working group.	Housing	activity	2025-26	Report published
I-5	Accessory Dwelling Units (ADUs) with universal design - Promote and incent ADUs that use universal design to promote aging in place. Create a plan set for ADUs that is consistent with universal design principles and fully accessible for residents with physical mobility issues. Include guidelines about creating accessible pathways between the ADU, main residence, and street.	5, 1	Lack of accessible units. Disruption and cost when people must move to accommodate their aging needs.	Support for universal design from disability focus group. Support from disability focus groups for homes that promote aging in place.	PBCE	Activity	2027	Plan set created and released Pathways guidelines created and released
I-6	Universal design and ADA upgrades - Through the City's Notices of Funding Availability, incent construction of universal design apartments and ADA upgrades for existing buildings, 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 Jose.	Supported by veterans focus group, disability focus group, LGBTQ+ focus group, Indigenous Peoples focus group, Housing Choices Coalition.	Housing, CAO	Program	Periodically 2023-31	NOFAs issued # apartments with universal design # apartments with ADA upgrades

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
I-7	<p>Inclusive and equitable community engagement – 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.</p> <p>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.</p> <p>Adopt language access standards for Housing Department outreach/public events and for Housing Department-funded affordable housing and grantees.</p> <p>Increase the availability of financial resources for all City staff to regularly partner with community-based organizations to gather meaningful community input.</p> <p>Continue to develop consistent equitable outreach practices and coordination across departments. Provide staffing from the City Manager's Office to help manage, and increase departments' staffing to do outreach and engagement.</p>	5, 4	Lack of meaningful public participation. Lack of participation in outreach from non-English speakers and from range of demographics of residents. 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	Program Policy Activity	2026	Community engagement strategies drafted City Auditor's recommendations on outreach closed Amended outreach policy drafted and adopted by Council Revised Language Access plan for Housing Revised outreach procedures for PBCE Budget for CBO-based outreach increased

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
I-8	Promotores-based outreach - Fund a community-based Promotoras/ 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 information sharing. Focus resources on hiring Promotoras/es from protected classes to serve the City's subpopulations experiencing the greatest housing needs. Make them available to all departments conducting outreach and engagement.	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	Program	2023-31	# promotores contracts per year # community engagements Budget spent per year
I-9	Equitable Representation of Historically Underrepresented Communities on City Commissions - Conduct an analysis of appointments to the Housing and Community Development Commission and the Neighborhoods Commission to track the representation of protected classes, historically underrepresented neighborhoods, and those with other relevant characteristics. Implement a pilot program to require an equitable distribution of seats for historically underrepresented populations, including low-income renters and homeless/formerly homeless residents on these two Commissions.	5	Lack of representation of people most affected in decision-making processes.	From Citywide Anti-Displacement Strategy (priority #4).	CMO, Housing, ORE, PRNS	Program	2024-28	Analysis completed Community outreach conducted Draft Pilot created Council approval Pilot implemented
I-10	Lived Experience with Homelessness seat on Commission - Fully implement the primary and alternate seats for a commissioner with Lived Experience Seat with homelessness on the Housing and Community Development Commission. 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. Provide orientation, training, compensation, and other supports as needed within the first 6 months. 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.	5	Lack of participation in policy development and solutions from people most affected.	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. Support for centering tenants from AFH Advisory Committee.	Housing	Activity	2023-25	Seats filled Orientation and training provided Compensation provided Evaluation conducted Additional improvements made

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
I-11	Representation of and priority for protected class members on City bodies - Develop and implement guidelines, and update the municipal codes where needed, to ensure elevated representation of communities of color and other protected class members in decision-making or advisory bodies such as City Commissions or refreshed Neighborhood Advisory Councils.	5	Lack of representation of people most affected in decision-making processes.	Supported by neighborhood equity working group. LGBTQ+ focus group suggests including LGBTQ+ persons be included in policy and decision-making. Support from AFH Advisory Committee. Consistent with Citywide Anti-Displacement Strategy.	CMO	Activity	2023-31	# protected class members with lived experience of housing insecurity added to commissions and/or advisory boards
I-12	Resident-identified priorities - 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. Use the results to determine needs the City should track and endeavor to meet.	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	Activity	2025-27	Survey designed Survey released Survey results obtained & analyzed Resulting proposed changes
I-13	Equity-focused metrics - Develop and align department-wide metrics that measure progress towards beneficial outcomes for protected class residents resulting from housing policies and programs.	5	Discrimination in housing.	Supported by rental access working group.	Housing, PBCE, CMO	Activity	2025-26	Metrics established Reporting
I-14	Assessment of Fair Housing Plan - Complete the Assessment of Fair Housing Plan, and include implementation actions that are different than the Housing Element 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 Workplan.	Housing	Activity	2024	Completion of draft Plan Adoption by Council Approval by HUD
I-15	Housing Catalyst Team Work Plan - Implement Housing Catalyst Team Work Plan for Housing Element and Assessment of Fair Housing strategies, and report progress to the City Council annually. Create a webpage on the City's website for transparency to the public.	5	Focus on housing work as a priority. Public transparency.	From Housing Crisis Workplan.	OEDCA, Housing, PBCE, DOT	Program	Annually 2023-31	Annual report to Council

#	STRATEGY	GOALS	BARRIER / NEED	SUPPORTED BY	WHO	TYPE	TIMING	METRICS
I-16	Advocacy to close the racial homeownership gap - 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.	5	Lack of housing for members of protected classes. Legal barriers to provide housing based on race.	Support for set aside housing based on race supported by African ancestry focus group and Indigenous Peoples focus group.	Housing, OIG	Activity	2023-31	Support letters issued Advocacy meetings held
I-17	Collaborative solutions to address housing needs - 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, the Bay Area Housing Finance Authority, Destination: Home, the County of Santa Clara, and others.	5	Work together to solve interconnected housing needs of region and state.	Retained and updated from 5th Cycle.	Housing, PBCE	Policy	Ongoing 2023-31	Collaborative initiatives
I-18	Advocacy on public policies and programs to facilitate production, preservation, protection, and neighborhood investments - 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 extremely low-income, 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, OIG	Activity	Ongoing 2023-31	Support letters Working group participation