

Chapter 3 Housing Goals and Strategies



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

CONTENTS - CHAPTER 3

3.1	Goal 1: An abundant and affordable housing stock.....	4
3.2	Goal 2: Sufficient housing for people experiencing homelessness.....	18
3.3	Goal 3: Housing stability and opportunities to build wealth for all residents	23
3.4	Goal 4: Healthy, thriving neighborhoods with access to good jobs, schools, transportation, and other resources.....	33
3.5	Goal 5: Racially and socially inclusive neighborhoods that overcome past and present discrimination.....	37

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

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

The City's five goals are as follows:

Goal 1: An abundant and affordable housing stock

Goal 2: Sufficient housing for people experiencing homelessness

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

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

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

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

Note that some strategies reflect statutory requirements and must be completed. Of the other strategies, most require City Council approval. However, some strategies are presented as more definite than others. This may be because Council has already given direction to staff to do this work, or because certain work is so important to achieve the fair housing and RHNA goals of this plan that these strategies should move forward. Other actions are more preliminary or exploratory in nature, and have less certain wording. The City Council's adoption of this work plan will signify its willingness to commit to the actions contained herein, to the degree that each is stated.

Strategies demonstrate they will have a beneficial impact within the planning period by naming specific commitment to measurable metrics. Where possible, deliverables occur early in the planning period to ensure actual housing outcomes. Strategies are in short-term, medium term or annual/ongoing

in Implementation Tables 3-7, 3-8 and 3-9. Strategies include “Timing” information to indicate either the calendar or fiscal year in which staff anticipates the work would be completed. The exception to this rule is for initiatives which are ongoing, such as advocacy for additional resources, which span the entire sixth cycle period.

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 Attorney’s Office
- CMO = City Manager’s Office
- DOT = Department of Transportation
- ESD = Environmental Services Department
- Fire = Fire Department
- Housing = Housing Department
- IGR = City Manager’s Office of Intergovernmental Relations
- OEDCA = City Manager’s Office of Economic Development and Cultural Affairs
- ORE = City Manager’s Office of Racial Equity
- PBCE = Department of Planning, Building, and Code Enforcement
- PRNS = Department of Parks, Recreation, and Neighborhood Services
- PW = Public Works Department
- HCD = California Department of Housing and Community Development

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	CITED BY	DEPT	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	2024	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	CITED BY	DEPT	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. Rezone identified 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	<p>Lack of affordable housing units</p> <p>Need for economic diversity in North San José</p>	Support from AFH Advisory Committee to change zoning, land use laws, and land use overlays for multifamily housing development	PBCE	Program	2024	<p>December 2023: Council approval of General Plan and Zoning Code Amendments</p> <p>January 2024: Overlay sites rezoned</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	<p>Lack of affordable housing for lower-income households</p> <p>Need for economic diversity in North San José</p>	<p>Rental production focus group</p> <p>Housing Crisis Workplan</p>	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	<p>Lack of affordable housing for lower-income households</p> <p>Need for economic diversity in North San José</p>	<p>AFH Advisory Committee</p> <p>From Housing Crisis Workplan</p>	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	CITED BY	DEPT	TYPE	TIMING	METRICS
P-6	<p>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.</p>	1	Delays due to need to coordinate, not understanding deadlines, and unclear processes of departments and external agencies	<p>Supported at Housing Element goals/ strategies community meetings</p> <p>Consistent with Housing Crisis Workplan</p>	OEDCA, PBCE, Housing, PW, DOT, Fire, PRNS	Program	2023-31	<p>Housing Navigator budgeted annually</p> <p># affordable housing developments assisted</p>
P-7	<p>City ministerial infill approval ordinance -</p> <ul style="list-style-type: none"> Adopt and implement a City Ministerial Infill Housing Approval Ordinance to streamline approval of infill housing developments that meet City development standards, exceed the required affordable homes than on-site inclusionary housing requirements, and qualify for a CEQA infill exemption. Make minor revisions to the municipal code to facilitate use of the CEQA exemption for infill development. 	1, 4	Ease infill housing development processes to increase development	<p>Working groups:</p> <ul style="list-style-type: none"> Housing production Rental access 	PBCE	Activity	2024-25	<p>Outreach to developers</p> <p>Council approval of Ordinance</p>
P-8	<p>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.</p>	1	Cost of affordable housing development	From Housing Crisis Workplan	PBCE	Policy	2023	Council approval of General Plan amendment
P-9	<p>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.</p>	1, 5	Lack of affordable housing. Need for affordable housing near transit center	<p>From Diridon Affordable Housing Implementation Plan</p> <p>Supported by disability community comments</p>	Housing	Program	2023-31	<p>By the later of Diridon Station Area Plan buildout or 2040: 25% of homes in Station Area as restricted affordable</p> <p>Annual goal: Fund an average of 61 new affordable homes</p> <p>By 2031: 488 affordable homes funded by City</p>

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
P-10	<p>Standardize and streamline permitting, fees, applications</p> <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 Developer focus groups	PBCE, OEDCA	Activity	2024	Policy resolution to Council on Fee Framework Fees webpage created Development applications tools improved
P-11	<p>Explore Allowing "SB 9" Type Housing on Additional Properties</p> <p>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.</p>	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	<p>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 inform on an ongoing basis governmental and nongovernmental constraints on the production of market-rate and affordable housing in San José.</p>	1	High cost of housing development	From Housing Crisis Workplan	OEDCA, Housing	Activity	2023-31 Periodically	Council presentations Program or fee changes identified and made per updated analysis
P-13	<p>Replacement policy for redevelopment of existing affordable housing units -</p> <ul style="list-style-type: none"> Create a City policy that makes permanent replacement housing obligations in Government Code section 65583.2 subdivision (g)(3) per SB 330. Strengthen the City's implementation of SB 330's replacement housing requirements to preserve affordable housing opportunities. Clarify requirements for developers to speed the predevelopment process. 	1, 5	Loss of affordable housing stock	Neighborhood equity working group	PBCE, Housing	Policy	2023-24	Council approval of Policy Developer guidance created/improved Website amended
P-14	<p>Housing in Business Corridors - Update Zoning Code to allow housing in three Neighborhood Business Districts appropriate for housing (13th Street, Japantown, Willow Glen).</p>	1	Need for housing production	From Housing Crisis Workplan	PBCE	Activity	2024	Council approval of zoning code amendment

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
P-15	Moderate-income Housing Strategy - Complete study and implement Council-approved strategy to further rental and homeownership opportunities for moderate-income residents. Obtain Council direction to work on priority programmatic recommendations.	1, 3	Lack of moderate-income housing	African ancestry focus group From Housing Crisis Workplan	Housing, PBCE	Program	2023-24	Council approval of strategy
P-16	Groundleases for affordable housing - <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. To the extent funding is available, negotiate the purchase of land beneath existing affordable apartments at key locations at the time of refinancing and/or resyndication of tax credits to increase the number of groundleases in the City's existing affordable housing portfolio. 	1	Expiration of affordability restrictions	Preservation best practices	Housing	Program	Ongoing	# and % affordable developments that closed construction with public groundleases each year % of all funded restricted affordable properties with city or other public groundleases # existing deal land purchases # affordable units permanently preserved
P-17	Combined with N-5							

#	STRATEGY	GOALS	BARRIER / NEED	CITED 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	Focus groups: <ul style="list-style-type: none"> Veterans LGBTQ+ Disability Indigenous Peoples Rental access working group Housing Element goals / strategies community meetings	Housing	Activity	Annually 2023-31	NOFAs issued Funds committed Affordable homes created Affordable homes preserved
P-19	<p>Expanded City Density Bonus program - Increase the City's Density Bonus by at least 10% above State statutory requirements, and identify other ways the City's Density Bonus Ordinance could be expanded to result in more affordable homes, include more pre-approved concessions and incentives, and/or add CEQA clearance.</p>	1	Need for affordable housing	Rental access working group Housing production focus groups	PBCE, Housing	Program	2027	Study completed Council approval of Ordinance changes # Affordable units created through Density Bonus. Number of units by AMI category
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	Financial infeasibility of affordable developments Economic segregation of neighborhoods Stigma concerns of standalone affordable housing	Retained from 5th Cycle and updated	Housing	Policy	2023-31	# of housing developments with market-rate or moderate-income units and ELI and/or VLI units

P-21	<p>Special needs housing NOFA - Issue Notices of Funding Availability (NOFAs) for City funds that incent deeply-affordable housing developments that serve Special Needs populations, to the extent the City is allowed under law. Focus on populations and protected classes identified as having highest housing needs versus supply in the Housing Balance Report.</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	CITED BY	DEPT	TYPE	TIMING	METRICS
P-22	Transit-oriented affordable housing near Diridon Station - <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 through NOFA issuances and/or land purchases 	1, 5	Lack of affordable housing	From Diridon Station Area Plan	Housing, PBCE	Policy	2024-31	NOFAs prioritizing area
P-23	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.	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 awarded \$ awarded
P-24	Deleted.							
P-25	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	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	CITED BY	DEPT	TYPE	TIMING	METRICS
P-26	Accessory Dwelling Unit (ADU) Amnesty program - Resume the ADU Amnesty program to waive permit fees and penalties to incentivize homeowners to legalize their unpermitted ADUs that meet or will meet code requirements.	1, 3	Needs include: <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 direction	PBCE	Program	2024-31	July 2024: Program release Dec 2031: Approximately 150 ADUs into compliance by 2031
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, seek to incentivize ADU development by low- and moderate-income homeowners as a wealth building strategy that also helps meet housing needs in our market. If feasible, and City funding available, 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 feedback from anti-displacement outreach on need for income for existing low-income homeowners	Housing	Activity	2026	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. Periodically update the feasibility study, including geographic analysis, to update fee levels for then-current 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. Integrate the fee into Development Agreements, as appropriate.	1	Need for resources for affordable housing production and preservation	From Housing Crisis Workplan	OEDCA, Housing	Program	Start summer 2023 or when trigger is reached	Feasibility study update Council approval of updated fees \$ CLF revenues collected # affordable units

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
								subsidized

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	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 higher-opportunity neighborhoods.	1, 4	Increase resident mobility and access to higher-opportunity neighborhoods Lessen environmental impacts of housing	Retained from 5th Cycle and updated	Housing	Activity	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 and close to transit	Rental access working groups, housing production focus groups, and Housing Element goals/strategies community meetings Consistent with Diridon Affordable Housing Implementation Plan	Housing	Program	Annual NOFAs 2023-31	Adjustments to NOFA/program guidelines
P-33	Deleted.							
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 for affordable housing Lack of funding for preservation Lack of ongoing funding for homelessness response	Focus groups: <ul style="list-style-type: none"> Veterans LGBTQ+ Disability Indigenous Peoples Formerly homeless Homeownership working group	Housing, IGR	Activity	2023-28	Support letters issued Participation on working groups

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
P-35	Small multifamily housing - Allow missing middle housing uses citywide (for buildings with 2-4 units) and in higher-opportunity areas (for buildings with 6-10 units) and establish pre-approved plans for these housing types. As directed by the City Council, define design standards and educate the public about financing programs that could result in restricted affordability.	1, 5	Lack of housing for middle-income residents	African ancestry focus group State Prohousing Designation Program	PBCE, Housing	Activity	2026	Feasibility analysis done Plans created Design standards created Council approval of 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	City's Housing Crisis Workplan	PBCE	Program	2025	Outreach conducted Plan drafted Council approval of Plan
P-37	CEQA analysis for Urban Villages - Identify funding for and conduct program-level CEQA analysis as part of the process of developing or updating for Urban Village Plans to help speed developments' timelines and remove barriers to housing production.	1	Environmental review lengthens development timeframes and increases cost	Developer focus group, City Auditor report March 2022, State Prohousing Designation Program	PBCE	Program	2027	Council approval of CEQA study
P-38	Adequate sites for lower-income households on nonvacant and vacant sites identified in previous housing element cycles - Rezone sites to allow development by-right pursuant to Government Code section 65583.2(i) when 20 percent or more of the units are affordable to lower-income households on sites identified in Appendix F, Table B to accommodate lower-income RHNA sites previously identified in the 4th and 5th cycle housing elements' inventories.	1	Statutory Requirement, Government Code section 65583.2(i)	N/A	PBCE	Activity	2023-2024	Council approval of zoning changes
P-39	Replacement unit program for selected sites - To mitigate the loss of affordable housing units, require new housing developments on selected sites to replace all affordable housing units lost due to new development. The City will, upon adoption of the Housing Element, adopt a policy and will require replacement housing units subject to requirements of Government Code section 65583.2 subdivision (g)(3) on all sites identified in the Sites Inventory when any new development (residential, mixed-use, or nonresidential) occurs on a site identified in the Sites Inventory meeting the following conditions: 1) site currently has residential uses or within the past	1	Statutory Requirement, Government Code Section 65583.2, subdivision (g)(3)	N/A	PBCE, Housing	Activity, Policy	2023	Council adoption of the policy.

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
	five years has had residential uses that have been vacated or demolished, and 2) was subject to a recorded covenant, ordinance, or law that restricts rents to levels affordable to persons and families of low or very low-income, or 3) site's residences were subject to any other form of rent or price control through a public entity's valid exercise of its police power, or 4) site's residences occupied by low- or very low-income households.							
P-40	<p>Evaluate Urban Village planning process - To streamline the development of urban village plans and unlock more sites for housing, evaluate General Plan 2040's urban village strategy and consider possible amendments, including but not limited to:</p> <ul style="list-style-type: none"> • reducing and consolidating urban village areas • reevaluating required components of urban village plans, and • accelerating timelines while still supporting community engagement throughout the process. <p>In addition, recommend the City Council amend General Plan Policy IP-5.15 to encourage the City to identify a stable, internal funding source to cover the majority of costs for urban villages' planning processes.</p>	1	Need to ease infill housing development processes to increase development	Developer focus groups	PBCE	Activity, Policy	2024-2026	<p>Convene 4-year review stakeholder group</p> <p>Council approval of 4-year review</p>
P-41	<p>Review Planning Permit Findings-</p> <p>Review and revise subjective language used in standard permit findings for site development permits or conditional/special use permits which are required or housing development.</p>	1	Objective language such as "mutually compatible and aesthetically harmonious," "character of the neighborhood," is potentially not consistent with state law and/or constraining development, particularly higher density or multifamily projects.	HCD	PBCE	Activity	2025	Council approval of ordinance

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
P-42	Group homes for seven or more persons - update zoning code to ensure consistency with State and Federal laws and AFFH	1	Addressing barriers to the development of special needs housing		PBCE	Activity	2024	Update ordinance
P-43	Update City Density Bonus – Update City Density Bonus Ordinance to ensure compliance with State Density Bonus Law.	1		HCD	PBCE	Activity	2024	Council approval of ordinance amendments
P-44	Urban Villages - Conduct an in-depth mid-term evaluation of actions that incentivize or remove constraints on Urban Villages, including effectiveness, and commit to making adjustments within a specified time period.	1		HCD	PBCE	Activity	2027	Completion of evaluation
P-45	Pipeline Projects Evaluation - conduct a bi-yearly evaluation of Pipeline projects to determine if inventory buffer can accommodate projects that do not commence to building permit stage.	1		HCD	PBCE	Program	Ongoing	Present findings during housing element annual reporting period
P-46	Rezoning Program for Shortfall, low income sites - The city will rezone sites identified in the Sites Inventory, Table B, pursuant to Housing Element Law (Gov. Code 65583.2 (h) and (i)). The rezoning program will be consistent with the following: 1. By right approval: The zoning must allow for by-right approvals if at least 20% of the units in a project are affordable to lower income households and the project does not need a subdivision. See below for definition of “by right.” 2. limits on small sites: The site must be large enough for at least 16 units under the rezoning. 3. Minimum 20/30 units per acre: The zoning must allow at 30 units per acre. 4. Limits on mixed-use development: Specifically, the jurisdiction must meet one of the two following conditions: 1. At least half of the lower income units must be placed in zoning districts that are exclusively residential, or 2. The rules must allow for 100% residential development and must require that the	1		HCD	PBCE	Program	2024	Council approval of rezoning ordinance changes

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMIN G	METRICS
	proposed development be at least 50% residential by floor area.							

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

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	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 an annual funding allocation averaging at least \$X million (dependent on funding availability), funding priorities, underwriting guidelines, Notice of Funding Availability (NOFA) scoring framework, NOFA issuances, and ongoing workplan. 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, and request staffing through the city budget process when ongoing sources of funding are available for this work. 	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>June 2024: Program guidelines completed by December 2024: First NOFA issuances issued at least every other year (i.e., at least 4 NOFAs during the Sixth Cycle compliance period)</p> <p>\$5M average available per year per NOFA</p> <p>By 2031: At least 110 units of newly-restricted affordable housing acquired by nonprofits and rehabilitated through City and external funding.</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 	1, 4	<p>Lack of funding for preservation</p> <p>Lack of affordable housing</p> <p>Displacement prevention</p>	From Diridon Station Area Plan	Housing, PBCE, OEDCA	Program	2024-25	<p>Pilot creation</p> <p>City Council approval of pilot</p> <p>NOFAs issued</p> <p>Council approval of funding commitments</p> <p># homes preserved in</p>

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
	surrounding low-rise neighborhoods.							defined area around Diridon Station Area

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
R-4	Deleted							
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	2026	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. Residents of mobilehome parks are disproportionately lower-income and seniors.	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	2024: Council approval of General Plan Amendments and rezonings # mobilehome parks with new land use designation
R-7	Extend affordable housing 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	By 2031: preserve at least 900 units of at-risk affordable housing, or an average of 112 units per year.

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
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 2024	Council approval of Policy
R-10	DELETED							
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
R-12	Revised Anti-Displacement Strategy - Update the current Anti-Displacement Strategy approved by the City Council in 2020 to integrate preservation activities and remove completed priorities Evaluate effectiveness of existing tools, obtain ongoing best practices information from like-minded cities, obtain feedback on priorities from San Jose stakeholders, and seek City Council approval for revised anti-displacement and preservation policies or programs to pursue.	3, 1, 4	Prevent displacement of residents and coordinate efforts to do so.	Supported by neighborhood equity working group.	Housing	Program	2027-29	Best practices researched Outreach conducted Strategy drafted Council approval

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
R-13	Soft Story program - Develop a 'soft story' seismic mitigation ordinance for older multifamily buildings with weak and/or open frontlines, which have a higher likelihood of collapse during an earthquake and a high likelihood of being rent stabilized. Create an implementation process and incentive retrofit program that increases renters' safety and considers equity issues for lower-income renters, minimizing their risk of displacement as a result of construction and rent increases.	1,3	Need for safe, lower cost housing stock Displacement prevention	State guidelines on remedying condition problems in existing housing	PBCE, Housing, Office of Emergency Mgt	Program	2024	Outreach conducted Ordinance and program drafted Council approval of Ordinance and program Rebate program launched # buildings receiving retrofits \$ funded for rebates

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	CITED BY	DEPT	TYPE	TIMING	METRICS
H-1	Interim homeless housing construction - Complete construction of emergency interim housing development in the Civic Center and Rue Ferrari areas. Seek ongoing funding from the State and federal governments to pay for operations and services for the City's emergency interim housing units and shelter beds.	2	Lack of emergency housing 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	2025	2023: Identify sites 2025: 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	DELETED							

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	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. Planning would oversee these zoning code changes.	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 for 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			2023-31	# of new developments with on-site health services
H-7	Safe parking programs - Operate overnight and 24-hour safe parking programs for both RVs and car vehicles and other emergency shelter options, and seek permanent funding sources for these uses.	2	Lack of shelters and emergency housing for people experiencing homelessness	LGBTQ+ focus group Public meetings on strategy ideas Retained and revised from 5th cycle	Housing	Program	2023-31	# safe parking spaces for both RVs and car vehicles Amount of budget

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	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. • Use input from persons with lived experience to help define what services should be available. • 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, IGR	Activity	Annually 2023-31	Funds budgeted Services provided # clients served
H-10	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 on city-funded shelters and permanent supportive housing developments, and collaborating with the County, 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	Dec 2023: Meet with County, service providers and property management staff on accessing data 2024, 2027, 2030: Collect data, analyze data Within 12 months following each analysis completion: Work with partners to provide technical assistance sessions as needed

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
H-11	<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>2023-2031: Staff to attend meetings of LEAB or other lived experience groups at least once a year to ask for feedback on program priorities</p> <p>July 2024: Identify universe of applicable contracts and timeline for renewals</p> <p>June 2025: Contracts renewed amended to include consultative language, and include in newly awarded contracts</p> <p>By December 2025: Goal of 90% of homelessness contracts with amended language requiring lived experience consultations</p>

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
H-12	<p>Neighborhood outreach and education on homeless housing and other housing topics -</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: <ol style="list-style-type: none"> 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	<p>Public opposition to housing strategies</p> <p>Public interest in effective homelessness response strategies</p>	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>
H-13	<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>Need for organizations addressing homelessness to work towards common goals</p>	<p>Veterans focus group, LGBTQ+ focus group, High opportunity working group and Schools focus group</p> <p>Revised from 5th cycle</p>	CMO Housing	Activity	2023	Council adoption of implementation plan
H-14	<p>Emergency Shelters: Update the Zoning Code to identify at least one zoning district which permits emergency shelters permitted by right, pursuant to Government Code Section 65583 (AB 2339).</p> <p>Amend the Specific Use Regulations for Emergency Shelters in Chapter 20.80, (Part 6, Section 20.80.500) to ensure compliance with Government Code Section 65583 (AB 2339) and facilitate the development of emergency shelters.</p>	2	City does not have adequate capacity to address the need for emergency residential shelters in our city.	HCD	PBCE	Activity	2024	Council approval of ordinance amendments.

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	CITED BY	DEPT	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 fixed or mobile Centers to help make the process more transparent. Improve coordination between Rent Stabilization Program and Code Enforcement staff and meet regularly. Identify additional funding and potentially additional staff to support Tenant Resource Centers.	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	CITED BY	DEPT	TYPE	TIMING	METRICS
S-3	Proactive Code enforcement in identified Project Hope Place-based neighborhoods – Proactive code enforcement helps to arrest the decline and deterioration of aging rental stock, reduced blight conditions, and reduce likelihood of complaint-based evictions. Continue to implement the Multiple Housing Inspection Program citywide, with inspection frequency determined by severity of violations (Tier 1, 2 and 3). In addition, fund enhanced proactive inspections in Project Hope and other low-income communities of color with federal CDBG funds or other funds as available.	3	Decline and deterioration of aging housing stock 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	Annually through 2031: At least 3 neighborhoods covered with enhanced multifamily inspections Annually through 2031: Average 200-250 units per neighborhood inspected per year (total 600-750 units per year) # of violations resolved within 150 days each year. Target of 2000 (includes mostly housing violations and some blight)
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 2024 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	Phase 1 by 2026 Phase 2 by 2028	January 2026: Phase 1 - New Case Management System Implemented. Violation tracking system in place

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
								<p>January 2028: Phase 2 - Analysis of building performance complete.</p> <p>January 2029: Phase 3 - Stakeholder outreach on cost escalators and proposed changes.</p> <p>Council approval of code updates (if any).</p> <p>January 2030: Phase 4 - Implementation complete.</p>
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	<p>Retaliatory evictions from Code complaints of renters</p> <p>Physical condition problems in existing rented units of all kinds</p>	<p>Anti-displacement best practices from PolicyLink focus on proactive code enforcement. Included in Citywide Anti-Displacement Strategies (#6C)</p> <p>Supported by neighborhood equity working group</p>	PBCE	Activity	2025-27	<p>June 2025: Complete Study</p> <p>December 2025: Recommendation</p>
S-7	Financial literacy programs for potential homebuyers as funds remain available - Identify funding for nonprofit organizations to educate homebuyers on the homebuying process, homeownership responsibilities, and financial literacy. Identify funding for nonprofit organizations to deliver pre- and post-purchase homeownership counseling, and target services to lower-income protected class buyers to help them attain and stay in homeownership.	3, 5	<p>Needed preparation and support for first-time homebuyers</p>	<p>Supported by attendees of HE goals/strategies community meeting, African ancestry focus group</p>	Housing	Program	2026-31	<p>Services provided</p> <p>Budget allocated</p> <p># buyers assisted</p>

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
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 homeownership rates for protected classes	Supported by African ancestry focus group, homeownership working group, schools focus group, equity organizations, and Indigenous focus group	Housing	Program	2025-26	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
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. Work actively on potential legislative solutions to high rent increases.	3	Prohibitive rent increases in restricted affordable apartments	Support from rental access working group	Housing, IGR	Activity	2025	January 2024: Research conducted January 2025: Findings presented to the City Council

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
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 implementation procedures for different types of affordable homes, with input from the City Attorney's Office.	3	Avoid discrimination in rental housing applications process for non-citizens Lack of knowledge of non-citizens that they could apply and be eligible for affordable housing	Supported by neighborhood equity working group and Housing Element goals/strategies community meeting	Housing CAO	Policy	2026	July 2024: Council approval July 2025: Workplan complete # properties implemented
S-12	Eviction Prevention - Housing Collaborative Weekly Eviction Prevention Court Clinic, Eviction Diversion and other support for legal services - Work in ongoing partnership with the County's Superior Court and other community partners to staff an Eviction Diversion Program, holding weekly workshops at the Court to offer a spectrum of resources to all parties, including rental assistance, social services referral, mediation, and legal assistance; and continue to conduct the eviction diversion program during the unlawful detainer court calendars. Identify funding to continue Eviction Diversion programming. Explore conversion of Superior Court Eviction Diversion into a possible Collaborative Housing Court model within the County's Superior Court Process that builds on the foundation of the weekly clinic and Eviction Diversion Program, as appropriate. 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 José'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	CITED BY	DEPT	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, IGR	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. Draft an Ordinance and create a program proposal for the City Council's 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 Outreach done Ordinance drafted Program proposal created Council consideration

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	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 2024 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.	3	Displacement of residents	Supported at Housing Element goals/ strategies community meetings Consistent with Citywide Anti-Displacement Strategy	Housing, CAO	Policy	2023-25	June 2023: Complete disparate impact analysis for 2 proposed preferences and submit to HCD for review Dec 2023: Complete draft ordinance and present to applicable City commissions and committees for review May 2023: Council approves ordinance
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	July 2024 Metrics developed by collaboration with and feedback from at least 3 fair housing grantees

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
								funding to nonprofit fair housing providers # people assisted
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	July 2024: Outreach Strategy developed January 2025: funding source identified # of communications pieces released # of recipients of communications at least 2 partner organizations identified to assist 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. Consult legal assistance partners to identify locations of complaints and analyze City data on higher opportunity areas with racial/ethnic concentrations different than the lower-income renter population to determine target neighborhoods. Create a plan for outreach together with nonprofit and community-based partners. Identify more ongoing funding for this activity. Enter into contracts with qualified legal services organizations, to the extent capacity exists to do additional outreach work.	3	Source of income and other discrimination in housing.	Supported by rental access working group, Housing Element goals/strategies community meetings	Housing	Activity	Ongoing 2024-31	Data obtained from nonprofit legal organizations on locations of complaints Target neighborhoods identified Capacity assessed of legal assistance partners to do new

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
								outreach with community partners Funding identified Contracts executed # people assisted # services delivered
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 José Section 8 rental vouchers that reduces barriers to vouchers' use in higher-opportunity areas and maximizes voucher holders' housing choices. Work with 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 Not enough owners willing to accept vouchers Need for 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	by December 2023: Meet with SCCHA to develop alignment of policies and measures by December 2024: Seek Council approval to direct SCCHA to capture relevant performance measures, if necessary by July 2026: Identify possible program improvements % increase of vouchers used in higher-resource areas

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
S-26	Increased support for nonprofits to do tenant outreach and education - Identify ongoing funding to increase nonprofit organizations' support of San José tenants' 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	July 2025: funds identified for hotline Dec 2025: Launch hotline Funds budgeted annually for tenant and landlord outreach and education Difference in average funding per year for tenant and landlord outreach and education from 2023 to 2031 Services provided # Calls supported # Clients served
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

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
S-28	Right to Counsel or Alternative - Develop a San José Right to Counsel or alternative housing court program proposal for the City Council's consideration. Issue a Request for Proposals and work with selected consultant to study costs and benefits of a right to counsel program versus other court intervention alternatives, identify necessary legal and other resources. Seek City Council approval of the program. Additionally, explore potential regional partnerships for a regional Right to Counsel study and implementation as an alternative.	3	Lack of legal services/representation for tenants	Support from AFH Advisory Committee Consistent with Citywide Anti-Displacement Strategy	Housing	Program	2025-26	2023: Collaborate with bay area housing finance authority on protections policy event including right to counsel and alternatives 2023: RFP Issued 2024: Consultant hired 2024: Program proposed to Council for approval If approved, start program creation
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 protect and stabilize tenants' housing. Include examination of the Program's effectiveness at helping to prevent Unlawful Detainers and preventing evictions. Evaluate the current Apartment Rent Ordinance and a set of possible amendments including types of properties covered 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	Consultant hired Strategic Plan and program assessment completed with consultant Outreach conducted with stakeholders on any amendment proposals Report recommendations Amendments presented to Council, if warranted.

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
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	Need to 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	Tenant Protection Ordinance amendment for affordable apartments - 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, source of income discrimination laws, 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 such as SB 567 (2022) or with State HCD to establish authority of enforcement..	3	Discrimination in obtaining housing based on source of income Lack of ability to enforce City's 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, IGR	Policy	2023-26	State determined pathway Advocate for existing bills that could incorporate local right to enforce Sponsored State bill if needed Work with coalition of rent stabilization cities Legislation passage
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 Housing Element goals/ strategies community meetings, and by the 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

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
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 to the extent uses are eligible, funds are available, and work is in alignment with the City's Consolidated Plan 2020-25, and other funds.	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	CITED BY	DEPT	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 engaging community members and seeking a common data-informed approach across initiatives.</p> <p>Engage residents in formerly redlined neighborhoods with high racial/ethnic concentrations and lower-incomes to identify their investment priorities. Also incorporate historically impacted individuals who are at risk of displacement who do not currently live in highly concentrated neighborhoods. Use this information to inform the City's consolidated plan for the use of federal funds from HUD for the 2025-2030 cycle.</p> <p>Prioritize investing federal community development block grant funds and other funds, to the extent legally permissible, 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 on income, race/ethnicity, and protected classes where possible by coordination with other departments through the data equity team.</p> <p>Identify resources and amenities that residents want in their communities, including but not limited to affordable housing, and co-create neighborhood investment priorities that help mitigate displacement consistent with the Citywide Residential Anti-Displacement Strategy "3Ps" approach (production, preservation and protection) and the City's roadmap priorities.</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>Research data that may assess San Jose's community</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, Library	Policy Program Activity	2023-31	<p>December 2025: Neighborhood engagement strategy created</p> <p>By March 2024: Neighborhood engagement library launched</p> <p>August 2025: Neighborhood investment priorities created in draft consolidated plan and Council approves</p>

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
	<p>assets and identify areas that have experienced under investment.</p> <p>Identify new, additional funding sources to implement the co-created neighborhood investment and anti-displacement priorities.</p>							

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	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 the Valley Transportation Authority 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.	PBCE, Housing, OEDCA	Program	2023-24 for Five Wounds	Consultant-identified 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, Housing Element strategies/goals community meeting	Housing, OEDCA	Program	2023-27	# and \$ of capacity-building grants awarded Nonprofits receiving education
N-5	Increase affordable housing production in higher-resource areas - <ul style="list-style-type: none"> Fully implement and evaluate effectiveness of the City's new Affordable Housing Siting Policy Allocate affordable housing subsidy awards to higher-resource neighborhoods to increase affordable housing production there, providing more lower-income and protected class residents greater choices of where they can live. 	4, 5	Lack of affordable housing in high opportunity neighborhoods	Support from housing production focus group	Housing	Program	2026-27	July 2026: 35% of funds awarded in high-opportunity areas between July 2021 and June 2025 December 2027: Complete evaluation of Siting Policy and present to City Council # residents in # affordable units in

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
								higher-opportunity areas
N-6	Reduced transit fares for lower-income residents - To reduce the cost of transportation + housing for lower-income residents, continue to 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, IGR	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. Coordinate across departments to apply for funds for the purpose of prioritizing investments in lower-income neighborhoods with fewer amenities and need according to City investment plans or other amenity analysis to the extent that program rules allow. 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, DOT, PW, OEDCA, PRNS	Program	2023-31	June 2023: Implement pilot project funded by CDBG for prioritizing R/ECAPs and other historically disinvested neighborhoods December 2024: Plan with goals/metrics and timeline developed in 2024
N-8	Outside bond issuers - Analyze the merits of requiring that the City issue private activity bonds for affordable housing. Positives include increased City control, positive neighborhood outcomes, and generation of revenue for city staffing. Challenges include City workload and costs to developers for City fees. If a change is warranted, seek City 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	2025	Analysis done Council request for change to policy (if warranted)

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
N-9	Affordable transit-oriented development - Facilitate development of transit-oriented affordable homes within ½-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, PBCE	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	CITED BY	DEPT	TYPE	TIMING	METRICS
I-1	Disabled community partnership and priorities - Create partnerships with organizations that provide outreach to people with disabilities, and meet at least twice per year to collaborate on ways the City could improve how well its affordable housing portfolio serves residents with disabilities, Conduct two tours of affordable sites to get partners' feedback and identify challenges for residents with disabilities, prioritize changes to developments the City could effectuate, identify potential changes to the City's affordable housing funding priorities and other requirements, and promote lessons learned to the development community.	5	Need to incorporate affected persons into decision-making processes Lack of accessible housing units Lack of input from people with disabilities in policy or decision-making processes	Supported by AFH Advisory group to center experiences of people with disabilities 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	Annually 2023-2031: measure review of affirmative marketing plans September 2024: Gather best practices July 2025: Implement changes on affirmative marketing plan requirements & reasonable accommodation request forms Goal: 95% compliance by 3 years after rollout September 2025: Hold stakeholder meetings

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
								September 2026: Issue best practices / create a library of materials
I-3	Farmworker housing - Update the zoning code to clarify that farmworker housing for 6 or less people shall be treated the same as a single-family home, amend the agricultural zoning district to ensure consistency with California Health & Safety Code 17201.6, revise Chapter 20.195 of the zoning code to ensure compliance with California Health & Safety Code to ensure compliance with California Health & Safety Code Section 17201.8.	5	Need for low-cost farmworker housing.	From Housing Crisis Workplan and state law.	PBCE	Activity	2024	Council approval of zoning code update
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	2024-26	Report published Report presented to City Council

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
I-5	Universal design ordinance, plans, and guidance - Fully implement building code to encourage use of universal design principles that ensures new developments are fully accessible for residents with physical mobility issues. Identify a partner to create a preapproved plan set for ADUs consistent with universal design principles and fully accessible for residents with physical mobility issues. Issue guidance on how to create accessible pathways between an ADU, the main residence, and the street to promote independence and mobility of physically disabled residents.	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	Ordinance approved by City Council 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 consistent with TCAC guidelines to enhance accessibility and inclusion for seniors and people with physical disabilities including those with developmental disabilities served by the San Andreas Regional Center.	5, 1	Lack of accessible units in San José	Supported by veterans focus group, disability focus group, LGBTQ+ focus group, Indigenous Peoples focus group, Housing Choices Coalition	Housing, CAO	Program	Periodically 2023-31	By 2031: At least 50% of annual NOFAs issued incent units for residents with disabilities By 2031: City funds committed to 150 units with enhanced accessibility per TCAC guidelines

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	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 who have community engagement, relationship building, and education as core competencies 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, train staff to present effectively, and increase departments' staffing to do outreach and engagement.</p> <p>Develop appropriate, culturally competent, place-based outreach strategies and processes to engage community members and members of protected classes both to those who live in concentrated neighborhoods (related to N-1, above) and those who may be geographically dispersed.</p>	5, 4	<p>Lack of meaningful public participation in government</p> <p>Lack of participation in outreach from non-English speakers and from range of demographics of residents</p> <p>Lack of knowledge of available programs/resources</p>	<p>Suggested by neighborhood equity working group.</p> <p>Supported by rental access working group, schools focus group, LGBTQ+ focus group, HE goals/strategies community meetings</p>	CMO, ORE, PBCE, Housing	Program Policy Activity	2026	<p>Community engagement strategies drafted</p> <p>City Auditor's recommendations on outreach closed</p> <p>Amended outreach policy drafted and adopted by Council</p> <p>Revised Language Access plan for Housing</p> <p>Revised outreach procedures for PBCE</p> <p>Budget for CBO-based outreach increased</p>
I-8	<p>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 engagement. Focus resources on hiring Promotoras/es from protected classes to serve the City's subpopulations experiencing the greatest</p>	5	<p>Need for more meaningful engagement between City and vulnerable residents</p>	<p>Support from LGBTQ+ focus group and Citywide Anti-Displacement Strategy outreach to include vulnerable residents into decision making processes and to</p>	CMO	Program	2023-31	<p># promotores contracts per year</p> <p># community engagements</p> <p>Budget spent per year</p>

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
	housing needs. Make them available to all departments conducting outreach and engagement.			compensate them for their time				
I-9	Equitable Representation of Historically Underrepresented Communities on City Bodies - Conduct an analysis of appointments to commissions and advisory bodies to track the representation of protected classes, historically underrepresented neighborhoods, and those with other relevant characteristics. Develop and implement guidelines, update the municipal codes where needed, to require an equitable distribution of seats for historically underrepresented populations, including low-income renters and homeless/formerly homeless residents.	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 Guidelines developed Council approval of municipal code updates # of protected class members and those with lived experience of housing insecurity added to commissions and/or advisory boards
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 together with Destination: Home. 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	2023-26	February 2023: Seats filled February 2023: Orientation and training provided, compensation provided February 2024: Evaluation conducted July 2025 to July 2026: Additional improvements

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
								made, as appropriate
I-11	Combined with I-9							
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	<p>July 2025: Survey designed & released</p> <p>July 2025: Work with Open House and other stakeholders to increase response rate</p> <p>July 2025 to July 2026: Survey responses analyzed</p> <p>July 2026: Resulting changes proposed to City programs and efforts; release Information Memo</p>
I-13	DELETED							

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
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	<u>September 2023: Completion of draft Plan</u> <u>October 2023: Adoption by Council</u> <u>October 2023: Submission to HUD</u>
I-15	Housing Catalyst Team Work Plan - Implement Housing Catalyst Team Work Plan to drive and compliment the Housing Element/Assessment of Fair Housing Work Plan, 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	Fall 2023: First workplan brought to council for approval. Annual report to Council
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, IGR	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

#	STRATEGY	GOALS	BARRIER / NEED	CITED BY	DEPT	TYPE	TIMING	METRICS
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, IGR	Activity	Ongoing 2023-31	Support letters Working group participation
I-19	Reasonable Accommodation - update ordinance to ensure consistency with State and Federal laws and AFFH	1	Addressing barriers to the development of special needs housing	HCD	PBCE	Activity	2025	Council approval of ordinance.

Implementation

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

Short – Term (2023-2025)

#	Strategy	Milestones	Objective
H-1	Interim homeless housing construction	2023: Identify sites 2025: Units completed Funds obtained for operations & services	
H-11	Feedback from those with lived experience in homelessness in decision making	2023-2031: Staff to attend meetings of LEAB or other lived experience groups at least once a year to ask for feedback on program priorities July 2024: Identify universe of applicable contracts and timeline for renewals June 2025: Contracts renewed amended to include consultative language, and include in newly awarded contracts By December 2025: Goal of 90% of homelessness contracts with amended language requiring lived experience consultations	
H-12	Neighborhood outreach and education on homeless	Materials prepared CBOs under contract Funding	

	housing and other housing topics	allocated Households outreached to Feedback sessions held	
H-13	Regional homeless response coordination and planning	Council adoption of implementation plan	
H-14	Emergency Shelters	Council approval of ordinance amendments	
I-1	Disabled community partnership and priorities	# Meetings held # Tours conducted Changes to NOFAs Changes to affordable housing development requirements Lessons learned publication	
I-2	Affirmative marketing to disabled community	Annually 2023-2031: measure review of affirmative marketing plans September 2024: Gather best practices July 2025: Implement changes on affirmative marketing plan requirements & reasonable accommodation request forms Goal: 95% compliance by 3 years after rollout September 2025: Hold stakeholder meetings September 2026: Issue best practices / create a library of materials	

I-3	Farmworker Housing	Council approval of zoning code update	
I-4	Create a Housing Balance Report	Report published Report presented to City Council	
I-8	Promotores-based outreach	# promotores contracts per year # community engagements Budget spent per year	
I-9	Equitable Representation of Historically Underrepresented Communities on City bodies	Analysis completed Community outreach conducted Guidelines developed Council approval of municipal code updates # of protected class members and those with lived experience of housing insecurity added to commissions and/or advisory boards	
I-10	Lived Experience with Homelessness seat on Commission	February 2023: Seats filled February 2023: Orientation and training provided, compensation provided February 2024: Evaluation conducted BY July 2025: Additional improvements made, as appropriate	
I-14	Assessment of Fair Housing Plan	September 2023: Completion of draft Plan	

		October 2023: Adoption by Council October 2023: Submission to HUD	
I-15	Housing Catalyst Team Work Plan	Fall 2023: First workplan brought to council for approval. Annual report to Council	
N-1	Equitable neighborhoods-based investment strategies	December 2025: Neighborhood engagement strategy created By March 2024: Neighborhood engagement launched August 2025: Neighborhood investment priorities created in draft consolidated plan and Council approves	
N-2	Urban Village Plans with anti-displacement features	Consultant-identified anti-displacement features for Five Wounds UV Plan Other UV Plans ongoing	
N-4	Preservation and Community Development Capacity Building	# and \$ of capacity-building grants awarded Nonprofits receiving education	
N-7	External infrastructure funding to create complete, high-quality living environments	June 2023: Implement pilot project funded by CDBG for prioritizing R/ECAPs and other historically disinvested	

		neighborhoods December 2024: Plan with goals/metrics and timeline developed in 2024	
N-8	Outside bond issuers	Analysis done Council request for change to policy (if warranted)	
P-1	Align zoning with the General Plan	Council approval of zoning changes	
P-3	North San José Affordable Housing Overlay Zones	December 2023: Council approval of General Plan and Zoning Code Amendments January 2024: Overlay sites rezoned	
P-4	Affordable housing tools for North San José	Study created Creation of draft tools Council approval of tools Creation of Plan Council approval of Plan	
P-6	Regular coordination meetings for affordable housing	Housing Navigator budgeted annually # affordable housing developments assisted	
P-7	City ministerial infill approval ordinance	Outreach to developers Council approval of Ordinance	
P-8	General Plan Amendment to remove commercial requirements for affordable housing	Council approval of General Plan amendment	
P-10	Standardize and streamline permitting, fees, applications	Policy resolution to Council on Fee Framework	

		Fees webpage created Development applications tools improved	
P-11	Explore Allowing “SB 9” Type Housing on Additional Properties	Council approval of zoning code amendment Council approval of design standards	
P-12	Cost of Residential Development Study update	Council presentations Program or fee changes identified and made per updated analysis	
P-13	Replacement policy for redevelopment of existing affordable housing units	Council approval of Policy Developer guidance created/ improved Website amended	
P-14	Housing in Business Corridors	Council approval of zoning code amendment	
P-15	Moderate-income Housing Strategy -	Council approval of strategy	
P-20	Mixed-income housing	# of housing developments with market-rate or moderate-income units and ELI and/or VLI unit	
P-21	Special needs housing NOFA	NOFAs issued Council commitments # resulting affordable units	
P-26	Accessory Dwelling Unit (ADU) Amnesty program	July 2024: Program release Dec 2031: Approximately 150 ADUs into in	

		compliance by 2031	
P-30	Updated feasibility study for Commercial Linkage Fee	Feasibility study update Council approval of updated fees \$ CLF revenues collected # affordable units subsidized	
P-38	Adequate sites for lower-income households on nonvacant and vacant sites identified in previous housing element cycles	Council approval of zoning changes	
P-39	Replacement unit program for selected sites	Council adoption of the policy	
P-40	Evaluate Urban Village planning process	Conduct and Publication of 4-year review.	
P-41	Review Planning Permit Findings	Council approval of ordinance amendments	
P-42	Group homes for seven or more persons	Update ordinance	
P-43	Update City Density Bonus Ordinance	Council approval of ordinance amendments	
P-46	Rezoning Program for Shortfall, low income sites	Council approval of rezoning ordinance changes	
R-1	Monitor at-risk affordable units	Creation of risk-based reports # meetings held # units preserved	
R-2	Establish a Preservation NOFA	June 2024: Program guidelines completed by December 2024: First NOFA issued at least every other year (i.e., at least 4	

		NOFAs during the Sixth Cycle compliance period) \$5M average available per year per NOFA by 2031: At least 110 units of newly-restricted affordable housing acquired by nonprofits and rehabilitated through city and external funding	
R-9	Create a Preservation Policy	Council approval of Policy	
R-12	Revised Anti-Displacement Strategy	Best practices researched Outreach conducted Strategy drafted Council approval	
R-13	Soft Story Program	Outreach conducted Ordinance and program drafted Council approval of Ordinance and program Rebate program launched # buildings receiving retrofits \$ funded for rebates	
S-4	Updated relocation assistance	Analysis complete Stakeholder outreach on cost escalators and proposed changes Council approval of code updates	
S-9	Anti-Displacement into Urban Village Plans	Consultant identifies anti-displacement features for Five Wounds UV Plan # of other UV Plans	

		incorporating features	
S-10	Study on rent increases and burden in affordable housing	January 2024: Research conducted January 2025: Findings presented to the City Council	
S-12	Eviction prevention	Workshops held Parties assisted People connected to new services Funding secured	
S-13	Affordable housing renter portal language access	# languages # applicants using non-English versions	
S-14	Advocacy for tenant-based vouchers	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	Affordability restrictions recorded requiring tenant preferences # affordable units in station areas	
S-20	Anti-displacement tenant preferences	June 2023: Complete disparate impact analysis for 2 proposed preferences and submit to HCD for review Dec 2023: Complete draft ordinance and present to	

		<p>applicable City commissions and committees for review</p> <p>May 2023: Council approves ordinance</p>	
S-23	Know Your Rights materials	<p>July 2024: Outreach Strategy developed</p> <p>January 2025: funding source identified</p> <p># of communications pieces released</p> <p># of recipients of communications</p> <p>at least 2 partner organizations identified to assist in outreach</p>	
S-25	Tenant-based vouchers in higher-resource areas	<p>Data obtained from nonprofit legal organizations on locations of complaints</p> <p>Target neighborhoods identified</p> <p>Capacity assessed of legal assistance partners to do new outreach with community partners</p> <p>Funding identified</p> <p>Contracts executed</p> <p># people assisted</p> <p># services delivered</p>	
S-26	Increased support for	July 2025: funds identified	

	nonprofits to do tenant and landlord outreach and education	for hotline Dec 2025: Launch hotline Funds budgeted annually for tenant and landlord outreach and education Difference in average funding per year for tenant and landlord outreach and education from 2023 to 2031 Services provided # Calls supported # Clients served	
S-29	Rent Stabilization Program Strategic Plan and program assessment	Strategic Plan and program assessment completed with consultant Outreach conducted with stakeholders on any report recommendations Amendments presented to Council, if warranted	
S-32	Local enforcement of state tenant protections	State determined pathway Sponsored State bill if needed Work with coalition of rent stabilization cities Legislation passage	

Medium – Term (2025-2027)

#	Strategy	Milestones	Objective
H-4	Shelters streamlining throughout the City	Amendments to code approved by Council Time spent on approvals of shelters	
H-5	Low-cost permanent housing solutions	Review of code for impediments Amendments to code approved by Council	
H-10	Racial and other bias of protected classes in homeless shelter and supportive housing systems	Dec 2023: Meet with County, service providers and property management staff on accessing data 2024, 2027, 2030: Collect data, analyze data Within 12 months following each analysis completion: Work with partners to provide technical assistance sessions as needed	
I-5	Universal design ordinance, plans, and guidance	Ordinance approved by City Council Plan set created and released Pathways guidelines created and released	
I-7	Inclusive and equitable community engagement	Community engagement strategies drafted City Auditor's recommendations on outreach closed	

		<p>Amended outreach policy drafted and adopted by Council</p> <p>Revised Language Access plan for Housing</p> <p>Revised outreach procedures for PBCE</p> <p>Budget for CBO-based outreach increased</p>	
I-12	Resident-identified priorities	<p>July 2025: Survey designed & released</p> <p>July 2025: Work with Open House and other stakeholders to increase response rate</p> <p>July 2025 to July 2026: Survey responses analyzed</p> <p>July 2026: Resulting changes proposed to City programs and efforts; release Information Memo</p>	
N-5	Increase affordable housing production in higher-resource areas	<p>July 2026: 35% of funds awarded in high-opportunity areas between July 2021 and June 2025</p> <p>December 2027: Complete evaluation of Siting Policy and present to City Council</p> <p># residents in # affordable units in higher-</p>	

		opportunity areas	
P-19	Expanded City Density Bonus program	Study completed Council approval of Ordinance changes # Affordable units created through Density Bonus. Number of units by AMI category	
P-22	Transit-oriented affordable housing near Diridon Station	NOFAs prioritizing area	
P-25	Updated Inclusionary Housing program fees	Fees study produced	
P-27	Accessory Dwelling Unit (ADU) affordability	Feasibility analysis completed	
P-29	Fair Housing Equity Analysis for Specific Plans	Plans with fair housing analysis integrated	
P-35	Small multifamily housing	Feasibility analysis done Plans created Design standards created Council approval of land use changes, design standards Publish financing information	
P-36	Alum Rock East Urban Village Plan	Outreach conducted Plan drafted Council approval of Plan	
P-37	CEQA analysis for Urban Villages	Council approval of CEQA study	
P-44	Urban Villages	Completion of evaluation	
R-3	Diridon Preservation Pilot	Pilot creation City Council approval of pilot NOFAs issued	

		Council approval of funding commitments # homes preserved in defined area around Diridon Station Area	
R-5	Acquisition Loan Fund	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	<u>2024</u> : Council approval of General Plan Amendments and rezonings # mobilehome parks with new land use designation	
R-8	Work with the Bay Area Housing Finance Authority (BAHFA) on Moderate-income Financing Strategy	# transactions # newly-affordable homes at each income level	
S-1	Tenant Resource Centers and violations reporting	Tenant resource centers with Code assistance # residents assisted # Housing/Code meetings held	
S-2	Rental property registry improvement	% of City's rental units registered	
S-5	Code enforcement improved case management	January 2026: Phase 1 - New Case Management System Implemented. Violation tracking system in place	

		January 2028: Phase 2 - Analysis of building performance complete. January 2029: Phase 3 - Stakeholder outreach on cost escalators and proposed changes. Council approval of code updates (if any). January 2030: Phase 4 - Implementation complete.	
S-6	Proactive Code enforcement for more rented residences	June 2025: Complete Study December 2025: Recommendation	
S-7	Financial literacy programs for potential homebuyers as funds remain available	Services provided Budget allocated # buyers assisted	
S-8	Homebuyer program redesign	Feasibility analysis and plan created Council approval of program	
S-11	Alternative documentation for non-citizens	July 2024: Council approval July 2025: Workplan complete # properties implemented	
S-16	Affirmative marketing languages and best practices for affordable housing	Requirement rolled out Data collected for compliance Library created & made available	
S-17	Local Fair Chance / "Ban the	Report completed	

	Box" ordinance	Council presentation made Outreach done Ordinance drafted Program proposal created Council consideration	
S-18	Review data on City-monitored properties to identify Fair Housing issues	Data collection on residents and applicants Outliers analysis # Meetings held with outlier properties Technical assistance given	
S-19	Certificate of Preference program	Research and legal analysis conducted Findings presented to Council If Council directed, program developed	
S-24	Targeted fair housing outreach and enforcement	Data obtained from nonprofit legal organizations on locations of complaints Target neighborhoods identified Capacity assessed of legal assistance partners to do new outreach with community partners Funding identified Contracts executed # people assisted	

		# services delivered	
S-27	Tenant/landlord education centers	# Locations served Materials available # Tenants and landlords assisted	
S-28	Right to Counsel or Alternative	2023: Collaborate with bay area housing finance authority on protections policy event including right to counsel and alternatives 2023: RFP Issued 2024: Consultant hired 2024: Program proposed to Council for approval If approved, start program creation	
S-30	Just cause eviction protection amendment	Analysis of issue Presentation to Council Council consideration	
S-31	Tenant Protection Ordinance amendment for affordable apartments	Analysis of issue Ordinance amendment Presentation to Council Council consideration	

Long-Term (2027-2031)

No strategies are designated long-term.

Annual & Ongoing (2023-231)

#	Strategy	Milestones	Objective
---	----------	------------	-----------

H-2	Interim housing for people experiencing homelessness in hotels/ motels	# hotels acquired \$ of Homekey awards # residents housed	
H-6	Housing with integrated health care	# of new developments with on-site health services	
H-7	Safe parking programs	# safe parking spaces for RV's and car vehicles Amount of budget	
H-8	Nonprofit-provided homeless support services	Funding to nonprofit service providers # people assisted	
H-9	Street-based services for unhoused residents	Funds budgeted Services provided # clients served	
I-6	Universal design and ADA upgrades	By 2031: At least 50% of annual NOFAs issued incent units for residents with disabilities By 2031: City funds committed to 150 units with enhanced accessibility per TCAC guidelines	
I-16	Advocacy to close the racial homeownership gap	Support letters issued Advocacy meetings held	
I-17	Collaborative solutions to address housing needs	Collaborative initiatives	
I-18	Advocacy on public policies and programs to facilitate production, preservation,	Support letters Working group participation	

	protection, and neighborhood investments		
I-19	Reasonable Accommodation	Council approval of ordinance amendments	
N-3	Vacant and Neglected Buildings Program	# Buildings monitored # Buildings cited # Problems resolved	
N-6	Reduced transit fares for lower-income residents	Advocacy meetings and letters Federal funds obtained for fare reductions	
N-9	Affordable transit-oriented development	# parcels purchased # projected affordable units assisted	
P-2	Subsidize extremely low-income housing including permanent supportive housing for homeless	% of City subsidies spent on ELI and PSH # of affordable homes created	
P-5	Affordable Housing Investments in North San José	# of affordable homes restricted # of sites acquired # RFP awards & groundleases to affordable developers	
P-9	Diridon affordable housing production goal	By the later of Diridon Station Area Plan buildout or 2040: 25% of homes in Station Area as restricted affordable Annual goal: Fund an average of 61 new affordable homes By 2031: 488 affordable homes funded by City	

P-16	Groundleases for affordable housing	# and % affordable developments that closed construction with public groundleases each year % of all funded restricted affordable properties with city or other public groundleases # existing deal land purchases # affordable units permanently preserved	
P-18	Loans for affordable housing	NOFAs issued Funds committed Affordable homes created Affordable homes preserved	
P-23	Pursue AHSC funding near Diridon Station	AHSC applications submitted AHSC applications awarded \$ awarded	
P-28	Predevelopment loans	# predevelopment loans made # affordable units assisted	
P-31	Land acquisition for affordable housing in target locations	# parcels purchased # projected affordable units assisted	
P-32	Higher subsidies per unit	Adjustments to NOFA/program guidelines	
P-34	Affordable housing funding advocacy	Support letters issued Participation on working groups	
R-7	Extend affordable housing	By 2031: preserve at least	

	restrictions	900 units of at-risk affordable housing, or an average of 112 units per year.	
R-11	Owner-occupied home preservation	# low-income households assisted	
S-3	Proactive Code enforcement in identified Project Hope Place-based neighborhoods	Annually through 2031: At least 3 neighborhoods covered with enhanced multifamily inspections Annually through 2031: Average 200-250 units per neighborhood inspected per year (total 600 750 units per year) # of violations resolved within 150 days each year: Target of 2000 (includes mostly housing violations and some blight)	
S-21	Facilitation of equal access to housing	July 2024 Metrics developed by collaboration with and feedback from at least 3 fair housing grantees \$ funding to nonprofit fair housing providers # people assisted	
S-22	Fair housing services and support	Annual meetings held Priorities established jointly	
S-33	Job training with housing subsidies	# housing-subsidized participants in job training programs	

		Support letters and meetings for legislation / budget requests	
S-34	Economic opportunity strategies	Strategies created Strategies implemented Programs funded	
P-45	Pipeline Projects Evaluation	Present findings during housing element annual reporting period	

Quantified Objectives

The Tables 3-10, 3-11 and 3-12 lay out the number of housing units that the City expects to be constructed, maintained and preserved within the planning period.

Table 3-10: Quantified Objectives

	Extremely Low and Very Low Income	Low Income	Moderate Income	Above Moderate Income	Total
RHNA Target	15,088	8,687	10,711	27,714	62,200
Residential Development Pipeline	974	4,370	178	14,877	20,399
ADUs		1,733	866	289	2,888
100% Affordable Pipeline	1,200	1,300	600	0	3,100
Supportive Housing Acquisitions – Pipeline and Planned	0	204	0	0	204
Total Housing Units	2,174	7,607	1,644	15,166	26,591

**Table 3-11: Households Served by HOPWA, HOME TBRA and
Eviction Help Center (8 year estimated total)**

	Extremely Low and Very Low Income	Low Income	Moderate Income	Above Moderate Income	Total
HOPWA	463	48	0	0	511
HOME TBRA	677	70	0	0	747
Eviction Help Center	1,192	160	0	0	1,352

Table 3-12: Shelter, Transitional Housing, and Supportive Housing (Ongoing- numbers as of 2022)

	Extremely Low and Very Low Income	Low Income	Moderate Income	Above Moderate Income	Total
Emergency Shelter or Transitional Housing Beds	1,070	0	0	0	1,070
Permanent Supportive Housing Beds	3,433	0	0	0	3,433