

Chapter 4: County Housing Strategies, Policies, and Programs

4.01 Overview

Chapter 4 delineates housing policy programs to be implemented during the 2023-2031 Housing Element planning period. These programs are associated with the Strategies and Policies covered in Chapter 3. This chapter organizes the implementation programs by the lead responsible County agency. The numbering of these programs reflects the lead agency, followed by the program number. Section 4.02 lists all County programs and cross-references the relevant Strategies and Policies from Chapter 3. Section 4.03 provides a detailed discussion of each program. Programs that are new for this Housing Element cycle are marked as (New).

4.02 List of Implementation Programs

Table 4.1: List of Implementation Programs

PROGRAM NUMBER	PROGRAM	COMPLETION DATE	TIMEFRAME	STRATEGY & POLICY
1. OFFICE OF SUPPORTIVE HOUSING (OSH)				
1.01	Supportive Housing Development Fund Notice of Funding Availability (SHDF NOFA)	2026	Medium Term	HG1-3
1.02	Limited Equity Housing Cooperative Projects (LEHCs)	2026	Medium Term	HG1-4
1.03	Homeownership Projects	2026	Medium Term	HG1-4, HG1(i)C
1.04	Empower Homebuyers SCC	2026	Medium Term	HG1(i)C, HG1-4
1.05	Mortgage Credit Certificate (MCC) Program	2023	Short Term	HG1(i)C, HG1-4
1.06	Below Market Partnership Program	2026	Medium Term	HG1(i)C, HG1-4
1.07	County-Led Housing Development	Ongoing	Continuous	HG1-5, HG1(i)D
1.08	Joint Development Memoranda of Understanding (MOU)	2024	Short Term	HG2-1, HG2(i)A
1.09	Housing Trust of Silicon Valley	Ongoing	Continuous	HG2-1, HG2(i)A
1.10	Santa Clara County CDBG and Housing Coordinators' Convening	Ongoing	Continuous	HG2-1, HG2(i)A, HG4(i)A
1.11	Internal Coordination of Housing Funds and Services	Ongoing	Continuous	HG2-3, HG2(i)C
1.12	Coordinate with Bay Area Housing Finance Authority	Ongoing	Continuous	HG3-1, HG3(i)A, HG6(i)A
1.13	Supportive Housing and Innovation Fund	Ongoing	Continuous	HG3-1, HG3(i)A
1.14	Santa Clara County Fair Housing Consortium	Ongoing	Continuous	HG5-1, HG5-2, HG5(i)B
1.15	Fair Housing Audit & Education Program	Ongoing	Continuous	HG5-2, HG5(i)B
1.16	Collaborate with the Santa Clara County Housing Authority (SCCHA)	Ongoing	Continuous	HG2(i)A, HG3(i)A, HG6(i)A, HG3(i)B, HG6-1
1.17	Permanent Supportive Housing for Persons with a Serious Mental Illness	2026	Medium Term	HG1-5, HG1(i)D, HG6-1, HG6(i)A
1.18	Tenant/Landlord dispute mediation services	Ongoing	Continuous	HG5-3, HG5(i)E
1.19	Eviction Diversion Program	Ongoing	Continuous	HG5-4
1.20	San Andreas Regional Center	Ongoing	Continuous	HG6-2, HG6(i)B
1.21	Homelessness Prevention System (New)	Ongoing	Continuous	HG7-1, HG7(i)A
1.22	Emergency Assistance Network (New)	Ongoing	Continuous	HG7-1, HG7(i)A
1.23	City Revenue Agreements (New)	Ongoing	Continuous	HG7-2, HG7(i)B
1.24	Community Plan to End Homelessness (New)	December 2025	Short Term	HG7-3, HG7(i)C
1.25	Temporary Housing Programs	Ongoing	Continuous	HG7-3, HG7(i)C

1.26	Homekey Strategy (New)	Ongoing	Continuous	HG7-3, HG7(i)E
1.27	Service Enriched Shelter Forgiveness Loan Program (New)	Ongoing	Continuous	HG7-5, HG7(i)D
1.28	Lived Experience Advisory Board (LEAB) (New)	Ongoing	Continuous	HG7-6, HG7(i)x
1.29	Farmworker Affordable Homeownership and Farmworker Housing Pilot Program (New)	2024	Short Term	HG8-4, HG8(i)C
1.30	Asset Management Portfolio Expansion (New)	Ongoing	Continuous	HG9-4, HG9(i)C
1.31	Minor Home Repair and Maintenance Program	Ongoing	Continuous	HG9-1, HG6(i)C
2. DEPARTMENT OF PLANNING AND DEVELOPMENT (DPD)				
2.01	Housing Suitability and Prioritization for County-owned properties (New)	December 2023	Short Term	HG1-5, HG(i)E, HG13(i)B
2.02	Planning for Housing Development in Unincorporated USAs (New)	December 2023	Short Term	HG1-8, HG1(i)E
2.03	In-Lieu Fee Program for State Density Bonus and Affordable Housing	Ongoing	Continuous	HG4-1, HG(i)B
2.04	Update of Flood Hazard and Flood Management Information (AB 162)	Ongoing	Continuous	HG10-2, HG10-3, HG10-4, HG10(i)B, HG10(i)C
2.05	Assess Farmworker Housing Needs and Collaborate with Other Jurisdictions	December 2026	Medium Term	HG8-1, HG8(i)A
2.06	Rent Price Monitoring Program	Ongoing	Continuous	HG9-1, HG9(i)A
2.07	Streamline Accessory Dwelling Unit (ADU) processing	December 2024	Short Term	HG4-2, HG4(i)C
2.08	Housing Adjacent to Transit (New)	Ongoing	Continuous	HG1-7, HG1(i)D
2.09	Santa Clara County Association of Planning Officials	Ongoing	Continuous	HG2-1, HG2(i) B, HG2(i) C
2.10	Digital tracking system for ADUs, JADUs & SB9 units	December 2023	Short Term	HG4-2, HG4(i)C
2.11	Joint Urban Development Policies	Ongoing	Continuous	HG1-1, HG1(i)A
2.12	Update Zoning Ordinance for Re-use of Non-Residential Buildings to Residential (New)	December 2029	Long Term	HG4-1, HG4(i)D
2.13	Monitor R/ECAP and Burdened Household Areas (New)	December 2023	Short Term	HG5-5, HG5-6, HG5(i)D, HG5(i)F
2.14	Universal Design in Housing Development (New)	June 2024	Short Term	HG6-4, HG6(i)B
2.15	Streamlining Agricultural Employee Housing	December 2028	Long Term	HG8-1, HG8(i)B
2.16	Adoption of "Reach" Codes (New)	Ongoing	Continuous	HG10-1, HG10(i)A
2.17	Expand Home Repair and Modifications to Include ADA Upgrades (New)	Ongoing	Continuous	HG6-4, HG6-(i)C
2.18	Training and Support to Homeowners Aging in Place (New)	January 2027	Medium Term	HG6-3, HG6(i)C
2.19	Fire Safety Standards (New)	July 2024	Short Term	HG10-2, HG10(i)B
2.20	Update Safety Element (New)	December 2023	Short Term	HG10-2, HG10(i)B
2.21	Adopt Local Hazard Mitigation Plan (New)	December 2023	Short Term	HG10-2, HG10(i)B
2.22	Educate Homeowners in High Fire Risk Areas of Hazards (New)	Ongoing	Continuous	HG10-4, HG10(i) C
DEPARTMENT OF BEHAVIORAL HEALTH				

3.01	SCC Mental Health Department Evans Lane Wellness and Recovery Center	Ongoing	Continuous	HG1-5, HG1(i)D, HG6-1, HG6(i)A
3.02	Substance Use Recovery Residences	Ongoing	Continuous	HG6-1, HG6(i)(B)
OFFICE OF COUNTY EXECUTIVE				
4.01	Dispute Resolution Program	Ongoing	Continuous	HG5-3, HG5(i)E

4.03 Program Descriptions

This section describes the programs listed in Section 4.02 of this chapter, organized by the lead agencies responsible for implementation.

4.03a Office of Supportive Housing Programs

The Office of Supportive Housing’s (OSH) mission is to increase the supply of housing and supportive housing that is affordable and available to extremely low-income and/or special needs households countywide. One of OSH’s primary aims is to support the County of Santa Clara’s mission of promoting a healthy, safe, and prosperous community by ending and preventing homelessness. OSH’s major activities include efforts to organize and operate homeless services countywide, including homelessness prevention, crisis response, and Permanent Supportive Housing and Rapid Rehousing programs (collectively, the Supportive Housing System). In addition, OSH strives to increase the supply of housing by funding and spurring the development of housing for low-income households, with a particular focus on extremely low-income households. OSH is the lead department within the County implementing the 2016 “Measure A” Affordable Housing Bond, serves as the collaborative applicant for the Santa Clara County Continuum of Care, and serves as the primary convener of housing staff across the County in collaboration with cities on joint housing and homelessness concerns. The 2020-2025 Community Plan to End Homelessness serves as our community’s

roadmap to ending homelessness and serves as the basis of OSH’s annual workplan.

Program 1.01- Supportive Housing Development Fund Notice of Funding Availability (SHDF NOFA).

In December 2014, the County of Santa Clara’s Board of Supervisors affirmed the County’s role in promoting affordable housing, especially for vulnerable populations. Housing special needs populations is a county service and therefore the County must take an active role in developing, financing, and supporting various types of affordable housing for the populations that the County serves. The Board further established that the County’s priorities were to:

- Increase the supply of housing that is affordable to extremely low-income households;
- Increase the scope and breadth of supportive housing for special needs populations, including homeless and chronically homeless persons; and
- Improve coordination and collaboration among the County, the cities, other governmental agencies, and the affordable housing community.

These priorities have assisted the County in directly addressing contributing factors to fair housing issues including but not limited to a lack of affordable, accessible housing in a range of unit sizes. The most impactful tool for the County includes a local ballot measure intended to raise funds to accelerate the development of affordable and supportive housing.

In November 2016, Santa Clara County residents approved the 2016 “Measure A” Affordable Housing Bond (Housing Bond), a \$950 million general obligation bond that will create new affordable rental and homeowner housing opportunities. The housing bond provides the County with an unprecedented opportunity to partner with cities, residents, and the affordable and supportive housing community to significantly address the housing needs of the community’s poorest and most vulnerable residents. The bond proceeds are projected to fund 120 new affordable housing developments over ten years, including 4,800 new units dedicated to Extremely Low-Income and Very Low-Income households. The Housing Bond is part of an ongoing effort to:

- Increase affordable housing opportunities for our community’s most vulnerable and poorest residents; and
- Prevent and reduce homelessness throughout Santa Clara County. The Housing Bond builds on key policy shifts and community-wide partnerships that occurred over the last five years.

The SHDF NOFA includes funding sources for the development of new, permanent affordable and supportive housing for the community’s most vulnerable populations. This over-the-counter process will continue to consolidate all County-controlled housing production funds into one primary procurement method to accelerate housing development.

Table 4.2: SHDF NOFA

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • Annually present funding recommendations for at least six new development proposals to the Board of Supervisors. • Annually review the SHDF Guidelines to ensure that the current underwriting criteria is consistent with State and Federal capital funding sources for housing development.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	<p>The funding sources in the NOFA include:</p> <ul style="list-style-type: none"> • 2016 “Measure A” Affordable Housing Bond (Housing Bond): A \$950 million general obligation bond approved by the voters in 2016. • No Place Like Home (NPLH): As an alternative county, the County of Santa Clara received a direct allocation of NPLH funds to administer locally. To date the County has received funding over four funding rounds totaling \$106,085,749. • Housing Funds for Persons with Intellectually and Developmentally Disabilities (I/DD): \$40 million in County General fund support the construction of extremely low-income and very low-income housing for to develop persons with intellectual and/or developmental disabilities and their families. • Stanford Affordable Housing Fund (SAHF): A special revenue fund to account for in-lieu fees received from Stanford University for General Use Permit (GUP). Funding affordable housing projects within 6-mile radius of boundary of the Stanford campus. • HOME Investment Partnership Program (HOME): A special revenue fund to account for the HOME Investment Partnerships Program awarded by the U.S. Department of Housing and Urban Development. Approximately \$1 million is available annually. • Community Development Block Grant (CDBG): A U.S. Department of Housing and Urban Development Block Grant awarded to eligible communities for housing and community development activities. As an Urban County, the County receives and annual allocation of funds directly from HUD. Additional revenue is generated from loan repayments of outstanding loans and from interest earned on funds.

	<ul style="list-style-type: none"> • Permanent Local Housing Allocation (PLHA): Funds are used to for the development of new affordable housing for households earning up to 60% AMI.
POLICIES AND IMPLEMENTATION:	HG1-3: Focus the County's limited housing production resources on special needs populations, farmworkers, and extremely low-income households

Program 1.02 - Limited Equity Housing Cooperative Projects (LEHCs)

This program focus on extremely low-income households, particularly those that face displacement due to economic pressures. A significant portion of these households have historically faced severe obstacles in accessing homeownership, which may reinforce their current economic status. LEHCs have aspects of both homeownership and rental projects and are a unique opportunity to provide equity to extremely low-income households and others who may not otherwise be able to achieve homeownership. LEHC developments are cooperatively owned by a resident board of directors (Cooperative Board). Residents pay affordable monthly dues or "rent" to the Cooperative Board and receive a modest equity share at the end of their residency. Projects are expected to include on-site services and would likely require Project Based Vouchers to support ongoing operations.

The Supportive Housing Development Fund Notice of Funding Availability (Program 1.01) includes the opportunity for developers to submit a funding application for Project Type 5 which promotes opportunities for "Limited Equity Housing Cooperative projects as defined under the California Business and Professions Code." The County anticipates funding at least one project in the planning period.

This program aims to overcome one or more contributing factors that create, contribute to, perpetuate, or increase the severity of one or more fair housing issues. Specifically, the County intends to demonstrate the opportunities that LEHCs can provide those that face displacement due to economic pressures and lack access to opportunity due to high housing costs

Table 4.3: LEHCs

PROGRAM OBJECTIVES	By June 2024, identify at least one site to fund under as a LEHC
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	2016 "Measure A" Affordable Housing Bond
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG1-4: Encourage homeownership opportunities for Lower-Income Households. • HG1(i)C: Continue to implement new homeownership programs that provide an opportunity for lower-income households that would otherwise struggle to afford a home, furthering the equity and sustainability of homeownership.

Program 1.03 - Homeownership Projects

This program helps to support the production of new for-sale homes. Possible projects in this program may have a similar scale to multifamily affordable apartments, but smaller developments are also eligible. Within each proposed project, a minimum of 33% of the homes shall be sold to very low-income households, up to 33% to moderate-income buyers, and the balance to low-income buyers. In the case of common interest developments, each unit would be separately owned and would be a member of a Homeowners

Association which would be responsible for the maintenance of common elements and facilities.

In November 2021, the Supportive Housing Development Fund Notice of Funding Availability (Program 1.01) was amended to include Project Type 6 which promotes opportunities for *“Homeownership projects which commit a minimum of 33% of the units for very low income (VLI) households, a maximum of 33% of the units for moderate-income households, and the balance of the units for households at 80% AMI or below.”*

Table 4.4: Homeownership Projects

PROGRAM OBJECTIVES	By June 2023, approve at least one Project Type 6 application for funding.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	2016 “Measure A” Affordable Housing Bond
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG1-4: Encourage homeownership opportunities for Lower-Income Households. • HG1(i)C: Continue to implement new homeownership programs that provide an opportunity for lower-income households that would otherwise struggle to afford a home, furthering the equity and sustainability of homeownership.

Program 1.04 - Empower Homebuyers SCC

Empower Homebuyer Santa Clara County (Empower) was created to increase homeownership opportunity for low-income and moderate-income households. Empower is a loan program to help low- and moderate-income first-time homebuyers purchase a home by assisting them with the required down payment, which is usually 20% of the purchase price. The Housing Trust Silicon Valley (HTSV) administers the Empower Program from FY2019-FY2023 on the County’s behalf. The program offers up to \$250,000 for low-income to moderate-income first-time homebuyer to put towards the cost of down payment on a qualified property in the county. The loans bear

zero interest and are deferred up to 30 years. The borrower shall repay the original amount of their loan plus a share of the appreciation of their home when the loan matures, or when the borrower decides to sell their home or refinance their mortgage. The program increases homeownership opportunities to low-income individuals and families, of which may consist of individuals with special needs. A secondary aim of this program is to help in eliminating lending discrimination that is a prevalent problem faced by lower income households of color.

Table 4.5: Empower Homebuyers SCC

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By March 2023, present to the Board of Supervisors recommendations related to modifications to the program. • By July 2023, implement approved program changes and continue to issue loans.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	2016 “Measure A” Affordable Housing Bond
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG1-4: Encourage homeownership opportunities for Lower-Income Households. • HG1(i)C: Continue to implement new homeownership programs that provide an opportunity for lower income households that would otherwise struggle to afford a home, furthering the equity and sustainability of homeownership.

Program 1.05 - Mortgage Credit Certificate (MCC) Program

Mortgage Credit Certificates (MCCs) provide financial assistance in the form of individual federal income tax credits to first-time homebuyers of single-family homes, townhomes, and condominiums. The MCC Program grants a federal income tax credit on the annual mortgage interest paid, thereby reducing overall federal income taxes. The credit may not exceed 20% of the interest paid on the borrower’s first mortgage. The County’s current tax credit rate of 15% was set in January 2001. In Santa Clara County, the MCC tax credit rate has varied from 10% to 20%, based on past performance, the potential demand for MCCs, and the likely amount of tax credit allocation awarded by the California Debt Limit Allocation Committee (CDLAC). Since 1994, the County has offered a Reissue of Mortgage Credit Certificate (RMCC) Program for existing

MCC holders wishing to retain their tax credit following refinancing. The Program generates revenue through homebuyer application and participating lender fees. The Mortgage Credit Certificate Program was authorized by the Tax Reform Act of 1984. Federal law limits the dollar amount of tax-exempt authority that can be used in each State to issue private activity bonds (including MCCs). CDLAC is granted sole authority for allocating the annual ceiling on private activity bond allocations in the State of California. The Program provides financial assistance in the form of individual federal income tax credit to low-income individuals and families, of which may consist of individual(s) with special needs.

Table 4.6: Mortgage Credit Certificate (MCC) Program

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By December 2023, issue the remaining MCCs. • Between 2015-2022, the County planned to issue approximately 130 MCCs annually for low- and moderate-income households. However, 92 MCCs were issued for low-and moderate-income households. CDLAC has not made new funding available for the Mortgage Credit Certificate Program since 2020. Currently, the County only has the authorization to issue 10 more MCCs. <ul style="list-style-type: none"> ○ In 2016, the County issued 24 MCCs ○ In 2017, the County issued 28 MCCs ○ In 2018, the County issued 13 MCCs ○ In 2019, the County issued 10 MCCs ○ In 2020, the County issued 9 MCCs ○ In 2021, the County issued 8 MCCs ○ In 2022, the County issued 1 MCC ○ In 2023, the County will issue 10 MCCs
GEOGRAPHIC SERVICE AREA	Countywide (excluding the cities of Monte Sereno, Saratoga, and Los Altos Hills)
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	California Debt Limit Allocation Committee (CDLAC) Bond Allocation
POLICES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG1-4: Encourage homeownership opportunities for Lower-Income Households.

- HG1(i)C: Continue to implement new homeownership programs that provide an opportunity for lower income households that would otherwise struggle to afford a home, furthering the equity and sustainability of homeownership.

Program 1.06 - Below Market Partnership Program

Homeownership has long been associated with many secondary benefits, including housing security, educational achievement, and the ability to build wealth. However, there are many barriers to purchasing a home within Santa Clara County. As of August 2022, the median home price in the county exceeded \$1.4 million, putting the dream of homeownership out of reach for more than half of the County’s residents. In addition to the extremely high cost of homes, many other market factors and industry standards compound the issue, including significant down payment and credit requirements and a highly competitive market where successful offers must also waive significant contingencies, offer quick closes, bid above assessed value, and compete against all-cash offers to be seriously considered by home sellers. These factors are challenging for all

buyers and commonly become insurmountable barriers for low- and very low-income households. The Below Market Rate Partnership Program is intended to promote affordable homeownership opportunities, particularly for very low- and low-income households. This program will provide deferred subordinate loans to eligible households purchasing a home within Santa Clara County. Deferred subordinate loans are mortgages under which no principal or interest payments are due during the term of the loans, and the loans have a junior lien priority to the borrower’s first mortgage. The County has received an award of CalHome funding that will be leveraged to supplement local funding in partnership with other governmental agencies who operate within Santa Clara County and nonprofit organizations which have experience operating homeownership programs.

Table 4.7: Below Market Partnership Program

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By July 2023, present version 2 of the Below Market Rate Partnership Program policies and procedures to the Board for approval. • By June 2023, begin administering program. • By September 2023, develop workflow with Partner Agencies.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	CalHome and 2016 “Measure A” Affordable Housing Bond
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG1-4: Encourage homeownership opportunities for Lower-Income Households. • HG1(i)C: Continue to implement new homeownership programs that provide an opportunity for lower income households that would otherwise struggle to afford a home, furthering the equity and sustainability of homeownership.

Program 1.07 County-Led Housing Development

The County has a variety of County-controlled and County-owned properties, some of which are suitable for residential development. The County has established a process to give the community an opportunity to work in partnership with the County to develop these sites with affordable housing. On September 4, 2019, the County of Santa Clara Office of Supportive Housing issued a Request for Qualifications to create a pool of prequalified affordable housing developers who could respond to solicitations to develop affordable housing on County-owned land. This Developer Qualified Pool (DQP) consists of 16 experienced developers that are aligned with the County's goals of increasing affordable housing for Santa Clara County's most vulnerable and poorest residents. As County-controlled properties become available, the County issues a Request for Offers to accept development proposals from the DQP. The County has selected a developer from the DQP for five county-owned sites in incorporated cities. The sites are summarized below:

- Grant Avenue – Palo Alto: The County is partnering with Mercy Housing and Abode Communities to develop 110 affordable rental workforce apartments for teachers, school employees, and their families. The project is being developed in partnership with Meta (formerly Facebook), and five local school and community college districts.

- Mitchell Park – Palo Alto: The County is partnering with Eden Housing to develop 50 affordable rental apartments. This development includes 25 apartments and services for individuals with intellectual and/or developmental disabilities and their families.
- The Hub – San José: The County is partnering with Allied Housing to develop affordable rental apartments, including units for transitioned age youth, and The Hub, a youth-led community center dedicated to supporting current and former foster youth. The Planning application under review proposes 81 housing units.
- Distel Circle – Los Altos: The County and the City of Los Altos are partnering with EAH Housing to develop 90 affordable rental apartments.
- East Santa Clara – San José: The County is partnering with Eden Housing and The Core Companies to develop affordable housing in accordance with the East Santa Clara Master Plan.
- East 8th and Alexander – Gilroy: The County and the City of Gilroy are currently exploring the possibility of developing affordable housing on this County-owned site.

Building on this momentum, it is the County's intention to scale this program and accelerate the production of housing on County-owned sites with an emphasis on parcels in high opportunity areas.

Table 4.8: County-Led Housing Development

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By January 2023, initiate the community engagement process for at least four County owned sites identified for this program. • By April 2023, issue a Request for Offer. • By June 2023, select a development partner for each site. • By August 2023, present recommendations to the Board of Supervisors. • By March 2024, execute Development and Disposition Agreements with all development partners.
GEOGRAPHIC SERVICE AREA	Countywide
LEADY AGENCY	Office of Supportive Housing
FUNDING SOURCE	The funding sources vary. For a full list of funding sources used by the County, please refer to Program 1.01.
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG1-5: Prioritize suitable county-owned underutilized parcels within Cities and Urban Service Areas for affordable, supportive and workforce housing development. • HG1(i) D: Continue consideration of publicly owned lands suitable for the construction of extremely low-income housing and develop a priority of county-owned sites suitable for housing development.

Program 1.08 - Joint Development Memorandum of Understanding (MOU)

One of the contributing factors to fair housing issues is a lack of regional cooperation. To remove this impediment and accelerate the development of housing, the County developed a strategy that includes partnering with cities and other governmental agencies to achieve our common goals of building more affordable and supportive housing throughout the County. To date the most notable example includes a partnership between the County, the City of Los Altos, and the MidPeninsula Open Space Authority. Through this partnership the City of Los Altos approved its first 100% affordable housing development which will include 90 new units of deed restricted affordable housing. While each MOU is slightly different, the County has also teamed up with Destination: Home, which offers cities planning grants to help fill gaps within their teams. By working with cities, the County can leverage resources and work

more effectively with affordable housing developers and address community opposition together.

Since 2020, the County has proactively been coordinating with local jurisdictions and other government agencies to develop new ways to partner to achieve common housing goals. The County has set a goal of developing at least one Housing Bond funded development in each of the 15 incorporated cities. As of November 2022, the County is still working with the remaining cities and the Joint Development Memoranda of Understanding is an opportunity to help facilitate those conversations.

Table 4.9: Joint Development Memorandum of Understanding (MOU)

PROGRAM OBJECTIVES	By December 2023, wrap up conversations with Palo Alto, Campbell, Cupertino, and/or San José (the only remaining 4 cities of the 15 total countywide) about the possibility of developing housing production strategies that can be memorialized in an MOU.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	These are no cost MOUs; In-kind County staff time
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> HG2-1: The County and the cities should work cooperatively to ensure that there is a balanced housing supply sufficient to achieve countywide economic, social, and environmental objectives. Further opportunities for inter-agency, intergovernmental, interregional, and public/private cooperation should be sought out and encouraged. HG2(i) A: Maintain intergovernmental agreements to address countywide housing objectives and to ensure an adequate supply of affordable housing countywide.

Program 1.09 - Housing Trust of Silicon Valley

Housing Trust Silicon Valley (Housing Trust) is a nonprofit Community Development Finance Institution (CDFI) that makes loans to create and preserve affordable rental housing, housing for the homeless and persons with special needs, and provides loans for first-time homebuyers. Housing Trust is a unique public-private

partnership created through the collaboration of the Silicon Valley Leadership Group, County Board of Supervisors, and the County Collaborative on Housing and Homelessness. In response to community need, Housing Trust provides affordable housing opportunities through a variety of programs, including the Multifamily Lending Program and First Time Homebuyer Assistance Programs.

Table 4.10: Housing Trust of Silicon Valley

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> By June 2023, amend contract with Housing Trust to continue supportive the County in administering Empower Homebuyer program. By June 2024, amend existing agreement related to the Supportive Housing Fund to continue to offer below rate predevelopment and/or acquisition loans.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	Loans from local corporations, financial institutions, foundations, and capital grants from the Federal Community Development Financial Institution (CDFI) Fund, California Department of Housing and Community Development, County and City governments.
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> HG2-1: The County and the cities should work cooperatively to ensure that there is a balanced housing supply sufficient to achieve countywide economic, social, and environmental objectives. Further opportunities for inter-agency, intergovernmental, interregional, and public/private cooperation should be sought out and encouraged.

- HG2(i) A: Maintain intergovernmental agreements to address countywide housing objectives and to ensure an adequate supply of affordable housing countywide.

Program 1.10 - Santa Clara County CDBG and Housing Coordinators Convenings

Participate and host monthly meetings to discuss topics intended to further the goals of additional affordable and equitable housing. Involvement of the 15 incorporated cities further the regional approach to further housing objectives and address fair housing issues. Primary contributing factors to fair housing issues include

community opposition and a lack of regional cooperation. These convenings offer the County and the 15 incorporated cities a forum to collectively discuss issues that include but are not limited to land use and zoning laws, integrated housing for individuals who need supportive services, and development of local housing strategies that increase access to safe and stable housing.

Table 4.11: Santa Clara County CDBG and Housing Coordinators Convenings

PROGRAM OBJECTIVES	Continue to host monthly meetings and introduce new topics intended to partner and assist the 15 incorporated cities within the county address housing and homelessness concerns.
GEOGRAPHIC SERVICE AREA	Countywide
LEADY AGENCY	Office of Supportive Housing
FUNDING SOURCE	N/A; In-kind County staff time
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG2-2: Intergovernmental and public and private cooperation shall be encouraged to achieve an adequate supply of affordable housing that meets changing demographic needs in Santa Clara County. • HG2(i) B: Establish and expand intergovernmental processes to more effectively define and achieve local and regional housing objectives. • HG4(i) A: Identify and utilize a forum for sharing of best practices for removing constraints to housing development.

Program 1.11 Internal County Coordination of Housing Funds and Services

To end homelessness in our community, we must address its root causes. This program includes coordination with various county departments and agencies to leverage critical housing dollars for the county's most vulnerable residents. Strategy 1 of the 2020-2025 Community Plan to End Homelessness is focused on addressing the root causes of homelessness through systemic and policy change including any regulatory barriers that prevent people from accessing critical supportive services. This plan sets a five-year goal of reducing new unhoused individuals and families in a given year by 30%. The system we live in has created social, economic, and racial disparities and it will take monumental shifts in policies and priorities to make effective change. While eliminating these disparities across our community will take more than the five years covered by the Community Plan, we can make substantial progress towards this important goal by implementing the strategies below, which are targeted to address the entrenched economic and societal causes of homelessness through transformational systemic and policy change.

Examples of the implementing programs under the Community Plan and subject to internal County coordination include but are not limited to the following:

- Permanent Supportive Housing for Public Safety and Justice: Through programming coordinated by the County of Santa Clara Behavioral Health Services Department, the County seeks to interrupt the complex feedback loop between homelessness and incarceration by connecting high-needs incarcerated individuals who would otherwise exit to homelessness without permanent supportive housing. The program employs a range of medical, behavioral health, and housing-related supports to reduce the rate of incarceration of individuals with serious mental illness and to address the social and health factors that can lead to further

involvement with the justice system. This program serves 90 individuals annually with serious mental illness and a history of chronic homelessness who would otherwise exit jail to the streets or emergency shelters.

- Rapid Rehousing for Public Safety and Justice: In partnership with the County of Santa Clara Office of Reentry Services, the County of Santa Clara Office of Supportive Housing offers a rapid rehousing program to address a significant risk factor for long-term homelessness in Santa Clara County by providing much needed linkages to housing and case management for persons experiencing homelessness who are reentering society after involvement with the criminal justice system. This includes leveraging AB 109 funds.
- Bringing Families Home: A common challenge among families involved in the child welfare system is the issue of housing instability. To be considered for family reunification, parents must be able to provide a safe and stable, though not necessarily long-term or permanent, living environment for the child. Temporary living arrangements, such as emergency shelters, transitional housing, and staying with friends and family, often cannot provide the type of stability that the child welfare system requires. This instability has been shown to cause stress within families, which can persist for at least six months following reunification, and can increase the risk factors resulting in reentry to the child welfare system. In Santa Clara County, the Bringing Families Home program, a partnership between the Office of Supportive Housing and the Department of Family and Children Services, addresses these risk factors by providing stable housing to promote family reunification.

- Funded through a state legislative initiative targeted to families with connections to child welfare, the program provides rapid rehousing, including a rental subsidy and housing location services, to families at any point in the reunification process. This includes families with a child currently placed out of the home or

families who have recently reunified who may be precariously housed, to assist them in achieving housing stability faster, exiting the child welfare system more quickly, and preventing re-entry.

Table 4.12: Internal County Coordination of Housing Funds and Services

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • Attend monthly meetings with various County Departments to coordinate the programming of new housing funds and services. • Identify primary points of contacts for each program. • Continue to provide education and training material to County departments about how to access housing services for homeless individuals and families including those at risk of becoming homeless. • Remove regulatory barriers to providing housing and supportive services for persons with disabilities.
GEOGRAPHIC SERVICE AREA	Countywide
LEADY AGENCY	Office of Supportive Housing
FUNDING SOURCE	California Department of Social Services (CalWorks Homeless Assistance, Bringing Families Home, Home Safe), Family Unification Program, CalAim, AB109 Housing Funds, Mental Health Services Act Funding, U.S. Department of Housing and Urban Development Continuum of Care.
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG2-3: Housing resources should be combined, and their use coordinated amongst County Departments. • HG2(i)C: Continue to support cross-agency integration of housing services with the services provided by other County Departments through internal agency agreements.

Program 1.12 - Coordinate with Bay Area Housing Finance Authority

The Bay Area Housing Finance Authority (BAHFA) is the first regional housing finance authority in California. Established by California State Legislature AB 1487 (2019, Chiu) to support the production and preservation of affordable housing by placing new revenue options on the ballot, BAHFA has the potential to raise hundreds of millions of dollars to help address affordable housing and housing stability in the Bay Area. One of the contributing factors to fair housing issues in

Santa Clara County includes a loss of affordable housing and lack of financial resources to support the preservation of existing housing. This program is intended to position the County to participate in regional discussions. The County will continue to provide information to BAHFA as it relates to the County’s housing development pipeline and lessons learned in the implementation of the 2016 “Measure A” Affordable Housing Bond and will participate in regional discussions about housing needs.

Table 4.13: Coordinate with Bay Area Housing Finance Authority

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • Participate in BAHFA convenings related to future ballot measures that would increase available resources for the production and preservation of housing. • Bi-annually provide an updated housing development pipeline for Santa Clara County.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG3-1: Local funds for housing shall be targeted to households earning less than 30% of the county median income and special needs populations. • HG3(i)A: Participate in intergovernmental efforts to secure federal and state legislation which will ensure adequate funding for, and other incentives, for the construction and preservation of extremely low-, low-and moderate-income ownership and rental housing. • HG6(i) A: Seek expanded state and federal programs and funding to assist local government in developing special needs housing not provided through the private market.

Program 1.13 - Supportive Housing and Innovation Fund

Established in 2018 with a \$50 million gift from Cisco, the Supportive Housing and Innovation Fund provides the private sector with a means to strategically partner with local government, leverage public funding, and share in a joint approach towards ending homelessness in our community. In late 2019, Apple also announced a \$50 million contribution to the fund. The Office of Supportive Housing works in

partnership with Destination: Home to implement the “Supportive & ELI Housing Development” program by vetting development proposals early and often to ensure that development proposals are being planned consistent with the County’s supportive and affordable housing production goals. Through this partnership the County has an opportunity to incentivize the development of affordable and supportive housing in high opportunity areas.

Table 4.14: Supportive Housing and Innovation Fund

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By March 2023, provide Destination: Home with a list of eligible housing sites. • By June 2023, identify new funding applications. Continue to provide housing development pipeline information and early input to developers seeking funding through the Supportive Housing and Innovation Fund.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	Private philanthropy
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG3-1: Local funds for housing shall be targeted to households earning less than 30% of the county median income and special needs populations. • HG3(i) A: Participate in intergovernmental efforts to secure federal and state legislation which will ensure adequate funding for, and tax and other incentives for, the construction and preservation of extremely low-, low- and moderate-income ownership and rental housing.

Program 1.14 - Santa Clara Fair Housing Consortium

The Santa Clara Fair Housing Consortium addresses tenant/landlord, housing discrimination, and fair housing concerns. Project Sentinel and the Asian Law Alliance (ALA), the "Consortium Agencies," provide comprehensive services with the goal of removing legal barriers that prevent lower income and special needs populations from accessing affordable housing, maintaining affordable housing, preserving housing subsidies, and receiving necessary accommodations for disabilities so they can continue to live safely and comfortably in

their homes. The Consortium Agencies work to address discrimination that has occurred by filing fair housing complaints where appropriate.

Consistent with the Urban County's Consolidated Plan Goal of promoting fair housing Countywide, the Santa Clara Fair Housing Consortium will continue to provide resources for County residents with tenant/landlord, housing discrimination and fair housing concerns.

Table 4.15: Santa Clara Fair Housing Consortium

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • Annually, by April, present funding recommendations to the Housing and Community Development Advisory Committee (HCDAC). • Annually, by May, present funding recommendations to the Board of Supervisors. • Annually, by July, have service agreements in place to ensure that services to the eligible households are offered and available.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	Community Development Block Grant Funds
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG5-1: The County shall continue its work to enforce laws and foster policies and programs aimed towards preventing discrimination against people of protected status under federal and state law. • HG5-2: Fair housing services shall be available in all parts of the county. • HG5(i) B: Fair housing services shall continue to offer standardized protection and outreach services throughout the county.

Program 1.15 - Fair Housing Audit & Education Program

Fair Housing audits are conducted regularly by Project Sentinel to monitor the presence and prevalence of housing discrimination based upon protected classes under both Federal and State fair housing laws. People in California are protected under every Federal class of fair housing protection, e.g., race, color, national origin, sex/gender, disability, familial status, and religion, and under every California protection which includes discrimination based upon primary language, citizenship or immigration status, source of income, age, sexual orientation, gender identity and expression, and marital status.

Project Sentinel’s Civil Rights Investigation Coordinators train testers in all classes of fair housing protection and design specific tests to conduct audits. Testers are dispatched to residential sites and conduct phone inquiries about available units, posing as home seekers of different protected classes to uncover disparate treatment. Audit results from tests performed help to determine whether a property provider is discriminating against a certain class of people, such as people with disabilities who use service animals. They can also help to determine if new multi-family housing meets accessibility standards, or if families with children are turned away.

Audit results are then used to shape outreach-education campaigns. Social media campaigns, flyers, brochures, and educational

presentations and workshops are formulated to address forms of housing discrimination. The education of property owners and property managers, along with residents, is key to elevating awareness about fair housing protections to remedy housing discrimination. Such objectives in the Fair Housing Audit and Education Program align with Project Sentinel’s mission to “develop and promote fairness and equality of housing opportunities for all persons and advocate peaceful resolution of disputes for community welfare and harmony.”

Project Sentinel’s Fair Housing program serves many special needs populations. Those include people with disabilities, veterans, victims of domestic violence, immigrants, seniors and those with criminal histories. Each population presents with specific needs driven by their circumstances. Thanks to this program, persons with disabilities have had their housing preserved, reasonable accommodation requests met, and their service animals allowed. Survivors of domestic violence were able to break rental leases to move to safer living environments and not be liable for paying the remaining months on a lease. Immigrants facing national origin or racial discrimination were able to access housing that previously was alleged to have been unavailable. Such outcomes are not guaranteed but without the intervention of fair housing services, such outcomes would be very difficult to achieve.

Table 4.16: Fair Housing Audit & Education Program

<p>PROGRAM OBJECTIVES</p>	<ul style="list-style-type: none">• Annually, by April, present funding recommendations to the Housing and Community Development Advisory Committee (HCDAC).• Annually, by May, present funding recommendations to the Board of Supervisors.• Annually, by July, ensure service agreements are in place to offer services to eligible households.• In the interim, Project Sentinel will continue to train testers, conduct audits, design effective outreach campaigns, and educate residents, housing providers and property managers about fair housing protections. The program objective for the next Audit and Education period will be
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	to sustain these efforts to test, audit, and investigate discriminatory behaviors. Representing and/or coordinating experienced legal representation of bona fide plaintiffs where investigation has produced evidence of a meritorious fair housing case will also continue.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	Community Development Block Grant Program Funds (Fair Housing Services Funds)
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG5-1: The County shall continue its work to enforce laws and foster policies and programs aimed towards preventing discrimination against people of protected status under federal and state law. • HG5-2: Fair housing services shall be available in all parts of the county. • HG5(i) B: Fair housing services shall continue to offer standardized protection and outreach services throughout the county.

Program 1.16 – Collaborate with the Santa Clara County Housing Authority (SCCHA)

The Santa Clara County Housing Authority (SCCHA) was established by the County Board of Supervisors to administer a federal rent subsidy program administered under the Federal Housing Act of 1937. SCCHA’s mission is to provide and inspire affordable housing solutions to enable low-income people in Santa Clara County to achieve financial stability and self-reliance. SCCHA has constructed, rehabilitated, and/or served as developer for over 30 affordable housing developments. SCCHA currently owns 31 housing projects serving families, seniors, persons with disabilities, and the homeless within the county.

As a Moving to Work (MTW) demonstration agency, SCCHA also strives to meet the following three MTW statutory goals established by Congress:

- Decrease administrative costs and increase cost effectiveness in housing program operations,
- Promote participants’ economic self-sufficiency, and
- Expand participants’ housing choices.

SCCHA utilized its MTW flexibility to facilitate expansion and improve program efficiencies, such as streamlining the Section 8 Project Based Voucher Program (PBV) competitive process and raising the maximum share of units that can be project-based, from 20% to 40% of SCCHA’s total authorized units. The PBV is a component of the Housing Choice Voucher Program (HCV). SCCHA may allocate up to 40% of its voucher assistance authority to specific housing units. In the Project Based Voucher (PBV) program, rental subsidies are attached to contracted units for a period of typically 20 years. Eligible low-income tenants typically pay about one third of their monthly income for rent.

SCCHA’s designation as an MTW demonstration agency has afforded our community the opportunity to establish a preference for chronically homeless individuals and families. One of the County’s housing priorities is to increase supportive housing for chronically homeless and other special needs populations. In order to be successful, special needs populations require that affordable housing and ongoing support services be provided in a coordinated manner. While the County and its partners should support increasing affordable housing for all residents, special needs populations (e.g.,

extremely low-income seniors, extremely low-income individuals with a serious mental illness, and chronically homeless persons) will likely access supportive housing only through carefully planned programs.

In 2011, SCCHA established the Chronically Homeless Direct Referral Program (CHDR) and allocated 200 Section 8 Housing Choice

Vouchers to CHDR. In 2012, SCCHA allocated an additional 100 vouchers to CHDR, and in 2016 it allocated an additional 500 vouchers to CHDR. Today, this partnership includes a Special Needs Direct Referral program and a streamlined procurement process in alignment with the County’s Supportive Housing Development Fund Notice of Funding Availability (SHDF NOFA) (Program 1.01).

Table 4.17: Collaborate with the Santa Clara County Housing Authority (SCCHA)

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> Continue to participate in monthly Section 8 coordination and operation meetings with SCCHA and the City of San José’s Housing Department. By December 2023 develop a strategic spending plan for future rental subsidies.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	U.S. Department of Housing and Urban Development
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> HG2(i)A: Maintain intergovernmental agreements to address countywide housing objectives and to ensure an adequate supply of affordable housing countywide. HG3(i)A: Participate in intergovernmental efforts to secure Federal and State legislation which will ensure adequate funding for, and tax and other incentives for, the construction and preservation of extremely low-, very low-, low- and moderate-income ownership and rental housing. HG3(i)B: Consider using suitably located surplus publicly owned lands for housing affordable to extremely low-, very –low-, and low-income households through the sale or lease of such land to a government entity, or to nonprofit or private home builders with appropriate terms and conditions guaranteeing long term affordability. HG6-1: Encourage the development of affordable housing which is suitable for a variety of special needs populations.

Program 1.17 - Permanent Supportive Housing for Persons with a Serious Mental Illness

The current capacity levels for the Behavioral Health Services Department (BHSD) intensive outpatient programs (e.g., FSP, IFSP, etc.) can be used as an initial estimate of need for permanent supportive housing (PSH) program “slots.” Across all BHSD divisions, intensive outpatient programs have the capacity to serve about 1,700 individuals or households per year. BHSD and contractors estimate that about 90% of intensive outpatient program participants were homeless when referred to the program, had recently experienced homelessness, or have experienced multiple episodes of homelessness in their lives.

BHSD’s goal is to provide 1,500 units of PSH over the next two and a half years. This strategy goal is consistent with the needs of intensive outpatient program participants, could reduce unnecessary utilization and management of temporary shelter and treatment programs and improve health outcomes for program participants,

and aligns with the 2020-2025 Community Plan to End Homelessness. Some PSH capacity will be met by leasing existing housing units, while others will be met by developing new housing units. Housing units include apartments, shared single-family residences, and semi-congregate settings. Since licensed residential care facilities (RCFs) serve a subset of individuals who need PSH, RCFs are separated from other housing units. BHSD estimates that approximately 20% of PSH clients would need an RCF.

Of the 1,500 PSH units needed, the Administration has developed the following goals:

- Expand tenant based rental assistance programs to serve an additional 785 individuals or households;
- Construct at least 219 apartments that will be used as PSH for persons with a serious mental illness; and
- Develop or support the development of RCFs that will increase the system capacity by 171 beds.

Table 4.18: Permanent Supportive Housing for Persons with a Serious Mental Illness

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By December 2022 release Request for Offer for three county-owned sites for the construction of at least 32 RCF beds. • By March 2023 enter into an agreement with a rental subsidy provider to expand tenant based rental assistance programs to serve an additional 785 individuals or households.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	No Place Like Home, 2016 “Measure A” Affordable Housing Fund, California’s Community Care
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG1-5: Prioritize suitable county-owned underutilized parcels within Cities and Urban Service Areas for affordable, supportive and workforce housing development. • HG1(i)D: Continue consideration of publicly owned lands suitable for the construction of extremely low-income housing and develop a priority of county-owned sites suitable for housing development.

- HG6-1: Encourage the development of affordable housing which is suitable for a variety of special needs populations.
- HG6(i)A: Seek expanded Federal and State programs and funding to assist local governments in developing special needs housing not provided through the private market.

Program 1.18 - Tenant/Landlord Dispute Mediation Services

The County provides funding to support mediation services for tenant and landlord disputes. Currently these services are provided by Project Sentinel, which provides services to avoid the development of housing problems and to resolve those that occur with a focus to prevent homelessness, substandard living conditions, hostile environments, and foreclosure. Specific services include the following:

- Providing information and referral services to approximately 600 callers on an annual basis.
- Opening and processing approximately 74 cases on an annual basis.
- Providing housing-related education and counseling, intervention, and dispute resolution to improve quality of life and prevent homelessness.

- Maintaining housing stability for individuals/families at risk of homelessness/eviction by intervening in disputes and helping negotiate a resolution.
- Empowering people through education and counseling to advocate on behalf of themselves.
- Educating tenants and housing providers to understand housing law.
- Intervening with lending institutions to assist households to avoid foreclosure.
- Working closely with the housing industry groups including Tri-County Apartment Owners Association (TCAA/CAA) and the Apartment Owners Association (AOA) to educate owners and managers on their obligations and how they can best run their business and comply with the law.

Services are provided to the following communities: Campbell, Los Gatos, Saratoga, Monte Sereno, Morgan Hill, and unincorporated San José areas.

Table 4.19: Tenant/Landlord Dispute Mediation Services

PROGRAM OBJECTIVES

- As part of meeting its Consolidated Plan Goal of promoting fair housing countywide, the County will continue to fund the tenant/landlord services.
- Annually, by April, present funding recommendations to the Housing and Community Development Advisory Committee (HCDAC).
- Annually, by June, present funding recommendations to the Board of Supervisors.
- Annually, by July, begin offering services to the eligible households.

GEOGRAPHIC SERVICE AREA	Countywide
FUNDING SOURCE	Community Development Block Grant Funds
LEAD AGENCY	Office of Supportive Housing
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG5-3: The rights of tenants and landlords shall be recognized and protected, and opportunities for mediation of disputes shall be provided. • HG5(i) E: Maintain tenant/landlord dispute mediation services in all areas of the county.

Program 1.19 - Eviction Diversion Program

The Eviction Diversion program is a collaboration between the County of Santa Clara; the City of San José and other cities in the county; community-based organizations, like Sacred Heart Community Services and Destination: Home; non-profit mediation services and legal services providers; and the Santa Clara County Superior Court to help community members at-risk of homelessness preserve their existing housing or transition to alternate housing opportunities. The goal of the program is to help tenants secure resources (e.g., case management, rental and other assistance resources, legal assistance, etc.), and help tenants and landlords access dispute resolution assistance, to prevent homelessness or help tenants transition to other housing opportunities. One of the County’s goals and strategies to affirmatively furthering fair housing includes collaboratively working with the Santa Clara County

Superior Court and other partners to facilitate access to resources for vulnerable tenants engaged in eviction provisions.

The Eviction Diversion Program workshops coincide with the Superior Court’s unlawful detainer (eviction) calendar. Through these workshops, tenants are connected with resources (e.g., case management, rental and other assistance resources, legal assistance, etc.) to help them respond to and address landlords’ claims for back-rent owed and lack of compliance with rental rules. Tenants and landlords are also connected to dispute resolution assistance to aid these parties in developing workable solutions (e.g., payment plan for owed rent, unit repairs, etc.) that help keep tenants housed or transition to alternate housing opportunities. Through the Eviction Diversion program, cities and service providers meet on a monthly basis to provide eviction diversion and other resource updates and share best practices.

Table 4.20: Eviction Diversion Program

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By December 2022, enter into agreement Sacred Heart Community Service. • By January 2023, launch program. • By June 2023, provide assistance to 60 households.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	Homeless Housing, Assistance and Prevention (HHAP)

Program 1.20 - San Andreas Regional Center

The San Andreas Regional Center (SARC) is a community-based, private nonprofit corporation that is funded by the State of California to serve individuals with an intellectual and development disability (I/DD) as required by the Lanterman Developmental Disabilities Act. SARC serves residents in four counties, including Santa Clara County, and provides comprehensive support services, such as: case management, supported living or independent living, health and clinical supports, adaptive equipment and environmental modifications, day activities, and vocational services and supports. On Jun 15, 2020, the County and SARC entered a Memorandum of Understanding (MOU) to further coordinate funding and onsite services to help individuals obtain and retain permanent housing.

The MOU with SARC describes each organization’s respective roles and responsibilities relating to: a) helping OSH clients experiencing homeless or who formerly experienced homelessness and who have reported an I/DD to access SARC’s services; b) helping SARC’s clients who are experiencing or are at-risk of homelessness to access supportive housing or homelessness prevention services; and c) ensuring that individuals or families who move into County-funded housing units for individuals with an I/DD receive the services they need to obtain and maintain their housing, and live as independently as possible. One of the contributing factors to fair housing issues is access to publicly supported housing for persons with disabilities. This partnership aims to remove housing barriers and provide households with access to affordable, integrated housing.

Table 4.21: San Andreas Regional Center

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By July 2023, convene a debriefing session with SARC and Alta Housing about the lease up process for Wilton Court in Palo Alto. • By July 2024, revisit SARC MOU to develop an annual report that summarizes the services delivered through the MOU and additional services provided to Santa Clara County residents.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG6-2: An adequate supply of affordable housing suitable for individuals at all stages of life should be available in every community. • HG6(i) B: Develop and implement policies and ordinances that create housing that is adaptable to the needs of physically, developmentally, and emotionally challenged persons.

Program 1.21 – Homelessness Prevention System

As a component of the Supportive Housing System, the Homelessness Prevention System pilot brings together a network of community partners to provide flexible financial assistance and

resources for households in crisis, channeling support to families and individuals most at risk of losing their housing and preventing them from entering the homeless system. Under the leadership and coordination of Destination: Home, the Homelessness Prevention System pilot re-envisioned the community’s approach to preventing homelessness. In Year 1, the annual budget was \$1.6M and helped serve 215 households. In Year 6, the annual budget is \$16.9M and the system has the capacity to serve 1,600 households. Over the past five years, the HPS Pilot has served 12,367 individuals from 4,455 households at imminent risk of homelessness.

This pilot program streamlines access to essential resources for families in crisis, targets resources to those most at risk of

homelessness, and uses data to measure the collective impact of the prevention system. The agencies participating in the Homelessness Prevention System pilot use a standard assessment tool to target resources to households with the highest risk of homelessness. The use of a single intake assessment allows the system to better identify which households are most likely to experience homelessness, and to prevent it. As a coordinated system with standardized data collection requirements, the Homelessness Prevention System pilot will provide a rich source of information about the nature of housing crises in Santa Clara County and which tools are most effective at permanently stabilizing housing for at-risk families.

Table 4.22: Homelessness Prevention System

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By March 2023, amend the existing contract to add additional funding to support more families in need. • By July 2023, increase system capacity to serve 2,000 households. • By September 2023, issue a Joint Request for Proposals to select a system administrator and network partners. • By March 2024, present recommendations to the Board of Supervisors. • By July 2024, launch new County-led Homelessness Prevention System with the capacity to serve 2,500 households.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	Homeless Housing, Assistance and Prevention (HHAP), County General Fund, Permanent Local Housing Allocation (PLHA) private philanthropy funding and American Rescue Plan Act (ARPA) funding.
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG7-1: Expand homelessness prevention programs to support individuals and families most at risk of becoming homeless. • HG7(i) A: Transition the Homelessness Prevention System Pilot into an ongoing housing intervention within the Supportive Housing System and continue to secure public and private funding to provide assistance to 2,500 households annually.

Program 1.22 – Emergency Assistance Network

The Emergency Assistance Network (EAN) agencies in Santa Clara County provide eligible households with emergency financial assistance in order to prevent homelessness. Eligible households

include those who are at imminent risk of becoming homeless and have income below 50% of Area Median Income, those who have not received emergency financial assistance in the previous 12 months, and households who have sufficient household income to maintain housing after receiving emergency financial assistance. In addition to financial assistance, the EAN provides emergency aid for rent, food,

work-related transportation, medical expenses, or utilities. The EAN plays a critical role in providing low-income individuals and families with emergency funds to pay for rent, utilities, and other housing costs to prevent homelessness. In addition, households are connected to other service providers that can help individuals and families on the path toward self-sufficiency.

Table 4.23: Emergency Assistance Network

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> By March 2023, amend existing contracts to increase funding and issue Request for Proposals as required by the County for contracts that exceed a 5-year term. By June 2023, make recommendations to the Board of Supervisors. By July 2023, launch new five-year contracts.
GEOGRAPHIC SERVICE AREA	Countywide
LEADY AGENCY	Office of Supportive Housing
FUNDING SOURCE	County General Fund
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> Policy HG7-1: Expand homelessness prevention programs to support individuals and families most at risk of becoming homeless. HG7(i) A: Transition the Homelessness Prevention System Pilot into an ongoing housing intervention within the Supportive Housing System and continue to secure public and private funding to provide assistance to 2,500 households annually.

Program 1.23 – City Revenue Agreements

In order to expand the capacity of the Supportive Housing System, the County has pooled resources from various cities. These partnerships increase efficiency and reduce the duplication of services throughout the county. The funded services continue to

prevent and reduce homelessness throughout Santa Clara County. The programs supported by these revenue funding sources are aligned with the goals of the 2020-2025 Community Plan to End Homelessness and promote racial equity in homeless services by increasing the availability of community-based supportive services throughout the County.

Table 4.24: City Revenue Agreements

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> By May 2023, present cities with a menu of options of services they can fund.
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	<ul style="list-style-type: none"> • By September 2023, finalize list of services for each housing intervention type. • By December 2023, receive confirmation from interested cities. • By March 2024, present funding recommendations through the County's budget process. • By July 2024, being to administer expanded programs.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	Funding from cities varies
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG7-2: Expand supportive housing programs, including permanent supportive housing and rapid rehousing programs. • HG7(i) B: Continue to collaborate with affordable housing developers, non-profit agencies, county departments, local and regional partners to expand the capacity of the supportive housing system.

Program 1.24 - Community Plan to End Homelessness

The 2020-2025 Community Plan to End Homelessness will serve as our roadmap for ending homelessness in Santa Clara County and is organized around three main strategies: (1) Address the root causes of homelessness through system and policy change, (2) Expand homelessness prevention and housing programs to meet the need, and (3) Improve quality of life for unsheltered individuals and create healthy neighborhoods for all. The strategies included in this plan are grounded in evidence-based practices, lessons learned over the past five years, and robust conversations and input from more than 8,000 members of our community, including people with lived experience of homelessness, subject matter experts, key stakeholders, and community members. In addition, this plan sets aggressive targets designed to reverse the current growth in homelessness we are experiencing and bring us one step closer to our collective goal of eliminating homelessness in our community.

The plan's focused goals are: (1) house 20,000 people through the supportive housing system, (2) achieve a 30% reduction in the annual inflow of people becoming homeless, (3) double temporary housing and shelter capacity to reduce the number of people sleeping outside, and (4) expand the Homelessness Prevention System and other early interventions to serve 2,500 households per year. The first two strategies of the plan seek to end and prevent homelessness for as many people as possible over the next five years. However, the reality is that many people will remain unhoused due to an extreme housing crisis and increasing income inequality. To address this immediate crisis in our community and ensure healthy neighborhoods for all, we must begin by doubling our temporary housing and shelter capacity to serve 2,000 additional households each night; increase investment in health, safety, and other basic services to better meet the needs of people living in unsheltered conditions; and build connections to housing programs and safety net services offered throughout the county.

Table 4.25: Community Plan to End Homelessness

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By March 2023, issue Annual Progress Report for Year 3. • By March 2023, receive notification from the U.S. Department of Housing and Urban Development on new grant applications that will increase the system capacity and allow the County to administer new programs. • By August 2023, issue the Mid-Year Progress Report for Year 4. • By February 2024, issue Annual Progress Report for Year 4. • By August 2024, issue the Mid-Year Progress Report for Year 5. • By February 2025, issue the Annual Progress Report for Year 5.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	HUD Continuum of Care, County General Fund, 2016 "Measure A" Affordable Housing Bond
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG7-2: Expand supportive housing programs, including permanent supportive housing and rapid rehousing programs. • HG7-3: Improve the quality of life of unsheltered individuals by expanding the capacity of temporary housing programs and providing basic needs services to individuals experiencing unsheltered homelessness. • HG7(i) B: Continue to collaborate with affordable housing developers, non-profit agencies, county departments, local and regional partners to expand the capacity of the supportive housing system. • HG7(i)C: Continue to support community-based organizations that provide services to the unhoused population.

Program 1.25 – Temporary Housing Programs

While supportive housing programs—and building more units to increase the system’s capacity—are central to the community’s mission to end homelessness, the reality remains that individuals currently experiencing homelessness need programs and services that address their immediate needs. The supportive housing system includes a range of crisis response strategies, which help to identify and engage with at-risk or homeless households, prevent

homelessness before it begins whenever possible, and provide shelter and other basic needs to individuals and families experiencing homelessness. For many households, these programs are the first step back to stable housing, and each component of this housing crisis response system works in alignment with the community’s supportive housing programs and other permanent housing resources to help clients achieve long-term housing stability. The County manages 37 programs providing a variety of services and contracts for 22 shelters countywide.

Table 4.26: Temporary Housing Programs

PROGRAM OBJECTIVES	By March 2023, the County will enter into new agreements to expand existing basic needs services and temporary housing programs.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	Homeless Housing, Assistance and Prevention (HHAP) and County General Fund
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG7-3: Improve the quality of life of unsheltered individuals by expanding the capacity of temporary housing programs and providing basic needs services to individuals experiencing unsheltered homelessness. • HG7(i)C: Continue to support community-based organizations that provide services to the unhoused population.

Program 1.26 - Homekey Application Strategy

In July 2021, the County of Santa Clara challenged the 15 cities in our community to identify 10 possible Homekey sites that could be submitted as part of Round 2 funding. One of the biggest gaps we have in our Supportive Housing System is a lack of accessible shelter beds throughout the County. However, we have developed a strategy that places people who are enrolled in a housing program into interim housing while they are in housing search. Homekey has afforded our community with the opportunity to scale this work. Collectively, Santa Clara County has been awarded a total of \$222,104,646 in Homekey funding across 10 projects in Rounds 1 and 2 resulting in the following:

- 270 hotel rooms converted into 224 permanent affordable and supportive housing units; with 21 of those units for transitional housing;

- 283 hotel rooms rehabbed and used for emergency internal housing that will later be converted to permanent housing; and
- 412 new units of emergency interim housing using modular construction (LifeMoves at Mountain View, Palo Alto, and San José).

As new funding becomes available and is more competitive, the County and cities need to work collaboratively to develop a strategy for Round 3 that fills any remaining gaps and that is consistent with the Community Plan to End Homelessness strategies and goals. This strategy also affords the County to serve a lead local coordinator in addressing contributing factors to fair housing issues by ensuring the equitable distribution of shelters across the county that are close to transit, amenities, employment, and schools.

Table 4.27: Homekey Application Strategy

PROGRAM OBJECTIVES	<p>January 2023, host community meetings across the County about the next round of Homekey funds.</p> <p>February 2023, identify at least three new projects Countywide.</p>
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	<p>March 2023, obtain the necessary approvals from cities and the County Board of Supervisors.</p> <p>April 2023, submit applications for funding to HCD.</p> <p>September 2023, if funding is approved, negotiate standard agreement with HCD.</p> <p>December 2024, begin operating sites.</p>
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	State Homekey Funds, local city funding, Homeless Housing, Assistance and Prevention (HHAP)
POLICIES AND IMPLEMENTATION	<p>HG7-3: Improve the quality of life of unsheltered individuals by expanding the capacity of temporary housing programs and providing basic needs services to individuals experiencing unsheltered homelessness.</p> <p>HG7(i)E: Continue to support community-based organizations that provide services to the unhoused population.</p>

Program 1.27 - Service Enriched Shelter Forgivable Loan Program

While the County continues prioritizing permanent housing developments and programs, the County recognizes the need to sustain and expand the emergency shelter and transitional housing system. Over the last three years, the County took extraordinary measures to increase operational funding for existing and new emergency shelter and transitional housing programs. These measures ensured that all major shelter and transitional housing facilities in Santa Clara County were available for use. One of the goals of the 2020 – 2025 Community Plan to End Homelessness includes doubling temporary housing and shelter capacity to reduce

the number of people sleeping outside. The purpose of the Service Enriched Shelter Forgivable Loan Program is to provide capital funding and operating subsidies to non-profit organizations, as sole applicants or in partnership with cities or other entities, to create new service-enriched shelters. Applicants are required to demonstrate cost savings and time advantages as compared to traditional shelter construction. The Service Enriched Shelter Forgivable Loan Program has been designed and is proposed as an over-the-counter application process whereby applications can be accepted and assessed on an ongoing basis. This enables prospective respondents to obtain a commitment early on and affords the County the opportunity to manage the production pipeline and leverage the State Homekey Program and other funding sources.

Table 4.28: Service Enriched Shelter Forgivable Loan Program

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> By March 2023, identify at least three new sites for funding and develop pathway for project approvals and funding.
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	<ul style="list-style-type: none"> Annually determine if additional funding can be set aside to reach the County's goal of a \$40 million investment that would incentivize the construction of service enriched housing.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office Supportive Housing
FUNDING SOURCE	County General Fund
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> HG7-5: Continue to incentivize the construction of new Service Enriched Emergency Interim Housing by partnering with cities. HG7(i)D: Coordinate with cities to construct service enriched emergency shelters consistent with the Community Plan to End Homelessness' goal to double the number of temporary shelter beds by 2025

Program 1.28 - Lived Experience Advisory Board (LEAB)

Santa Clara County's Lived Experience Advisory Board (LEAB) is a leadership development body consisting of members who are currently or previously unhoused. The LEAB serves as a platform for people who have experienced homelessness, especially people of color and LGBTQI+ persons, to provide meaningful input to improve the Santa Clara County's supportive housing system. The County's Continuum of Care and Destination: Home, among others, consult with the LEAB to center input from people who are currently or formerly unhoused in development of planning, like the 2020-2025 Santa Clara County Community Plan to End Homelessness and procurement processes. The LEAB's consultation and advocacy work relating to improving the Santa Clara County's supportive housing system serves community members with special needs, including community members who are low-income people of color, seniors, unhoused or at risk of becoming unhoused, female-headed households, large families, those with limited English proficiency,

children and youth, and individuals with mental or physical health disabilities.

The LEAB's strategies include:

- Provide leadership opportunities for people with lived experience of homelessness to shape how we address homelessness in our community.
- Center the voices of people who have lived experience of homelessness, especially people of color, in the policy and program design decisions of the supportive housing system.
- Within the supportive housing system, incentivize hiring of people who have lived experience of homelessness to reflect the client population— especially people of color and LGBTQI+ persons.
- Provide opportunities for people who have lived experience of homelessness to provide peer-to-peer support.

Table 4.29: LEAB

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> By January 2023, kick-off Supportive Housing System Improvement work including the work of LEAB.
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	<ul style="list-style-type: none"> By December 2023, develop a toolkit for the establishment of Tenant Association's for every 100% Permanent Supportive Housing Development.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	U.S. Department of Housing and Urban Development, Continuum of Care Funding
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> HG7-6: Continue to support feedback mechanisms that provide those with lived experience of homelessness the opportunity to inform and shape improvements to the Supportive Housing System and the delivery of services. HG7(i)G: Raise the voices of people with lived experience and share power with our unhoused and recently housed neighbors.

Program 1.29 - Farmworker Affordable Homeownership and Farmworker Housing Pilot Program

Building on the progress made through the housing needs survey conducted during the 2015-2022 Housing Element planning period, the County is exploring the development of several new programs designed to 1) assist agricultural operators and landowners in providing housing for extremely low- and very low-income farmworkers, and 2) provide funding for either the rehabilitation of owner-occupied homes, mortgage assistance, and/or new home construction. HCD published a Notice of Funding Availability in

January 2023 that included the Joe Serna, Jr. Farmworker Housing Grant (FWHG) Program. Eligible project types include both traditional homeownership and cooperative housing. In all cases, resale restrictions are required for a minimum of 20 years. Deferred FWHG loans are issued to buyers and a portion of the loans is forgiven each year, with loans being fully forgiven after 20 years. In addition to single-family homes, FWHG funding may also be used to develop projects involving multiple homeownership units, including single-family subdivisions for lower-income agricultural employees and their families.

Table 4.30: Farmworker Affordable Homeownership and Farmworker Housing Pilot Program

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> Monthly monitoring of new funding available and quarterly meetings with potential developers interested in developing Farmworker Affordable Homeownership units. By April 2023, develop program guidelines for the Farmworker Housing Pilot Program. By July 2023, soft launch of focused community engagement. By December 2023, circulate draft program guidelines for Farmworker Affordable Homeownership Program. By July 2024, soft launch of Farmworker Affordable Homeownership Program. By December 2024, issue first loan.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing

FUNDING SOURCE	Joe Serna Jr. Farmworker Housing Grant Program, 2016 "Measure A" Affordable Housing
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG8-4: Seek new public and private funding sources to incentivize the construction of farmworker housing. • HG8(i) C: Monitor new State and Federal Funding regarding farmworker rental and homeownership programs and collaborate with housing developers to identify sites suitable for farmworker housing.

Program 1.30 - Asset Management Portfolio Expansion

The County, as a lender, is responsible for overseeing and monitoring the operation and financial performance of the affordable and multifamily rental projects that have been developed with financial and other forms of support from the County of Santa Clara. These projects serve a variety of low-income populations: families, seniors, disabled individuals, veterans, chronically homeless people, transition-age youth, and people with HIV/AIDS, among others. With the passage of the 2016 "Measure A" Affordable Housing Bond, the County's portfolio of loans is expected to grow substantially once the measure is fully implemented. It continues to be important that the County adequately service each loan, monitor each site for compliance, and closely review annual audits to ensure the County is receiving its fair share of residual receipts. There are several goals central to this program which ensure that all projects financed by the County are:

- Serving the intended low-income populations with affordable rents;
- Well-managed and provide decent, safe, and sanitary housing; and
- Financially sound and sustainable in the long term.

In performing its duties, the Office of Supportive Housing through the Asset Management Team acts as a steward of public resources and works to mitigate risk to the County's investments wherever possible. Furthermore, through this effort the County will preserve existing deed-restricted affordable housing by negotiating to extend the County's affordability restrictions in its existing portfolio.

Table 4.31: Asset Management Portfolio Expansion

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By June 2023, select a new vendor that will manage the data related to the County's single-family and multifamily loan portfolio. • By January 2024, generate first draft of compliance reports and fund balance statements.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	All housing production funds. See Program 1.01 for a list of funding sources

POLICIES AND IMPLEMENTATION

- HG9-4: Support retaining existing deed restricted affordable and supportive housing units.
- HG9(i)C: Strengthen the County’s loan portfolio management system to track when existing affordable housing projects are eligible for syndication of their tax credits and work towards extending affordability terms.

Program 1.31 – Minor Home Repair and Maintenance

The County will continue to provide funding to assist low-income owner-occupied residents with minor home repair and maintenance services. The County proposes to continue its partnership with Rebuilding Together Silicon Valley (RTSV), who offers repair and rehabilitation assistance to low-income, urban County residents who are owner-occupants, particularly the elderly and disabled. All repairs are provided free of charge to the homeowner. Primary efforts include the “Safe At Home Program” and “Rebuilding Days.” Program

assistance addresses home safety repairs, fall prevention, accessibility and mobility, aging in place, weatherization, and home and fire safety of owner-occupied residences. The County plans to continue funding RTSV to further several goals in the 2020-2025 Urban County Consolidated Plan that identify the County’s housing and community development priorities: preventing and reducing homelessness, preserving existing affordable housing, and providing essential services to special needs populations. This program expects to complete repairs on 45 homes per year during the 2023-2031 planning period.

Table 4.32: Minor Home Repair and Maintenance

PROGRAM OBJECTIVES	Annually, by April, present funding recommendations to the Housing and Community Development Advisory Committee (HCDAC). Annually, by June, present funding recommendations to the Board of Supervisors. Annually, by July, begin offering services to the eligible households.
GEOGRAPHIC SERVICE AREA	Urban County participating jurisdictions
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	Community Development Block Grant Program
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG-1: The conservation and rehabilitation of the existing housing supply shall be encouraged and facilitated • HG9-4: Support retaining existing deed restricted affordable and supportive housing units.

4.03b Department of Planning & Development Programs

The Department of Planning and Development (DPD) balances the need for development with the environmental, social, safety, and

other needs of the community and its residents. DPD meets these needs by adopting and enforcing community standards, ordinances, and codes approved by the Board of Supervisors. Additionally, DPD

issues and monitors permits for various activities including activities as broad as parades, construction of new buildings, and mining to ensure compliance with standards and applicable laws. DPD also investigates any reported violations of codes and offers assistance and paths to compliance.

Program 2.01 - Housing Suitability and Prioritization Tool for County-Owned Properties

The County has prioritized facilitating the construction of more affordable housing countywide, including evaluating opportunities for building affordable housing on County-owned properties. The County continues to examine opportunities to increase construction of seasonal and permanent farmworker housing to maintain the agricultural economy’s viability.

To assist in this effort, the County applies a GIS tool to identify and facilitate low- and middle-income housing development opportunities for County-owned parcels as well as any identified opportunities to support housing development at higher densities in unincorporated county Urban Service Areas (USAs). To help identify and prioritize housing sites on County-owned parcels, the DPD developed an Affordable and Farmworker Housing Prioritization Assessment (AFHPA) tool for all County-owned parcels. The tool will be utilized to rank County-owned parcels on their suitability for housing. It will help other departments, such as the Office of Supportive Housing and the Facilities and Fleet Department, identify and prioritize County-owned parcels for housing development.

Table 4.33 Housing Suitability and Prioritization Tool for County-Owned Properties

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> By April 2023, the AFHPA tool will be introduced to the Facilities and Fleet (FAF) Department and Office of Supportive Housing (OSH). By June 2023, training will be completed to utilize the tool to identify housing sites.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> HG1-5: Prioritize suitable County-owned underutilized parcels within Cities and Urban Service Areas for affordable, supportive, and workforce housing development. HG1(i)D: Continue consideration of publicly owned lands suitable for the construction of extremely low-income housing and develop a priority of County-owned sites suitable for housing development. HG3(i) B: Consider using suitably located surplus and publicly owned lands for housing affordable to extremely low-, very low-, and low-income households through the sale or lease of such land to a government entity, nonprofit, or private home builders with appropriate terms and conditions guaranteeing long term affordability

Program 2.02 - Planning for Housing Development in Unincorporated USAs

Since its inception, the County General Plan has been designed around foundational policies that aim to curtail sprawl and carbon emissions by focusing growth within urban, incorporated areas and urban parts of the unincorporated county, specifically within Urban Service Areas (USAs). To facilitate more cohesive development patterns between incorporated and unincorporated urban areas, the County’s General Plan sets forth three important strategies: 1) Promote Eventual Annexation, 2) Ensure Conformity of Development with Cities’ General Plans, and 3) Provide Services as Efficiently and Equitably as Possible. These strategies guide County policy in urban unincorporated areas, which are presumed to eventually require annexation. Following from these strategies are a series of general land use management policies (see General Plan [Book B, Urban Unincorporated Area Issues and Policies, U-LM 5 through 10](#)) that require the County to only accept an application for new residential development on a parcel eligible for annexation if the applicable city has stated that annexation has been considered and denied, and

require major development applications to conform with city General Plan designations and accompanying standards and policies. In effect, these policies have resulted in the County conferring long-range land use planning for these areas to the applicable city, by following the city’s lead for urban unincorporated areas and seeking conformance with city planning wherever possible.

Given the 2023-2031 RHNA target of 3,125 units for unincorporated areas, and specifically the ABAG methodology that includes unincorporated USAs in the analysis used to assign units to the County, the County must plan for housing in unincorporated USAs to accomplish the RHNA assignment and avoid conflicts with existing land use policies.

To plan for and facilitate major residential development in unincorporated USAs, the County is required to amend the above-mentioned General Plan policies. The County Zoning Ordinance must also be amended because it follows from and implements these General Plan policies.

Table 4.34: Planning for Housing Development in Unincorporated USAs

PROGRAM OBJECTIVES	By December 2023, review and amend: (1) the relevant strategies, policies, and implementation provisions of the County General Plan; (2) the relevant Zoning Ordinance provisions that implement these General Plan policies; and (3) the applicable zoning and land use designations for sites within urban USAs that have been identified for housing development to meet the County’s obligation under RHNA during a housing planning cycle.
GEOGRAPHIC SERVICE AREA	Unincorporated USAs in Santa Clara County
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	General Fund
POLICIES AND IMPLEMENTATION	HG1-8: Until a city annexes the unincorporated islands within its USA, the County will plan for housing development in these areas, as necessary to address Housing Element law during a planning cycle and Regional Housing Needs Allocations (RHNA).

Program 2.03 – In-Lieu Fee Program for State Density Bonus and Affordable Housing

On October 3, 2020, the County adopted a Countywide Inclusionary Housing Ordinance for residential development of three units or more within the unincorporated lands of Santa Clara County. Any project subject to the inclusionary requirement can avail itself of existing density bonus provisions in Section 4.20.030 of the County's Zoning Ordinance, consistent with the State density bonus requirements (California Government Code Section 65915, *et. seq.*), if eligible. Eligible projects can request a density bonus, waivers, or

reductions in development standards that would physically prevent the project from being built, and incentives and concessions related to reduced development standards for parking, height, and setback requirements. As the County inclusionary requirement is set at 16%, it is likely that many projects providing inclusionary units on sites pursuant to the requirements of the Inclusionary Housing Ordinance could be eligible for density bonuses and related incentives.

The County has not yet processed any projects of this type. The County's Zoning Ordinance will be updated to include density bonus provisions, as needed.

Table 4.35: In-Lieu Fee Program for State Density Bonus and Affordable Housing

PROGRAM OBJECTIVES	The County will continue to comply with density bonus laws if and when an application is presented. The County will ensure developers of three or more units will deed restrict one sixth of all units for affordability or collect in-lieu fees to be used to support affordable housing efforts.
GEOGRAPHIC SERVICE AREA	Unincorporated Santa Clara County
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG4-1: The County should continually review its land use and development procedures for opportunities to remove unnecessary constraints and provide new opportunities to fund the construction of affordable housing. • HG4(i)B: Inclusionary Housing Fee Program for Affordable Housing project types.

Program 2.04 - Update of Flood Hazard and Flood Management Information (AB 162)

The County Safety Element and the Resource Conservation Element of the General Plan reflect Federal and State mapping of flood hazards. These maps are reviewed annually to ensure that rural land

use designations preserve natural resources and the functions of those resources, including streams and other drainage features. The program has been effective in reducing homeowner risk and keeping the residents of Unincorporated Santa Clara County with the ability to obtain flood insurance.

Table 4.36: Update of Flood Hazard and Flood Management Information (AB 162)

PROGRAM OBJECTIVES	By December 2024, update the County Safety Chapter of the General Plan to reflect updated Federal and State mapping of flood hazards.
GEOGRAPHIC SERVICE AREA	Unincorporated Santa Clara County
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG10-2: Limit development of new housing in areas likely to face high risk to climate-related disasters, such as, wildfires and floods. • HG10-3: Facilitate programs and assistance to upgrade existing housing stock to better withstand extreme weather events, while balancing energy efficiency. • HG10-4: Educate property owners in high-risk areas in methods to reduce their risk of a climate impact event. • HG10(i)B: Adopt new land development standards to limit new development in high climate risk areas. • HG10(i)C: Create an Education Program for property owners in high-risk areas in methods to reduce their risk of an event.

Program 2.05 – Assess Farmworker Housing Needs and Collaborate with Other Jurisdictions

In 2020, as an implementation measure of the Santa Clara Valley Agricultural Plan, the County adopted a Zoning Ordinance amendment to streamline the planning approval process for agricultural employee housing. In furtherance of this effort, there are two components of this program.

First, the County will collaborate with other jurisdictions in the region to both: (a) share best practices from the County’s streamlining efforts thus far, and (b) grow the collective understanding of challenges facing farmworkers in the region and the capacity to address those challenges. With support and partnership of ABAG, this work began in 2022 and is expected to continue through 2025.

Second, the County has found that additional work, beyond streamlined planning approval, is required to facilitate the development of agricultural employee housing and better meet the

housing needs of farmworkers, and therefore the County plans to conduct a comprehensive Farmworker Housing Needs Assessment.

The Housing Element currently relies upon data from Federal, State, and regional sources. Local data on farmworker housing is either imperfectly aligned with data needs or exists only in anecdotal form. A more thorough and local Farmworker Housing Needs Assessment will provide the County with a deeper understanding of the number of farmworkers that are present in the county and at what time of year; an understanding of the types and conditions of housing in which they live based on how they self-report this information; and an improved ability to address farmworker housing needs and create affordable housing options for farmworkers.

In 2018, the Department conducted extensive public outreach and analysis on this topic through the development of the Santa Clara Valley Agricultural Plan. This effort included distributing farmworker housing needs surveys to farm industry and farmworker representatives and evaluating related studies associated with nearby

counties. This effort was not, however, a comprehensive Farmworker Housing Needs Assessment.

Farmworkers are considered a special needs population as they are challenged with finding affordable housing in and near their places of employment. This program will directly benefit this population.

Table 4.37: Assess Farmworker Housing Needs and Collaborate with Other Jurisdictions

PROGRAM OBJECTIVES	By December 2025, the County will work with ABAG and other jurisdictions in the region to share best practices and build capacity to address farmworker housing needs. By December 2025, the County will complete a comprehensive Farmworker Housing Needs Assessment.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	General Fund
POLICIES AND IMPLEMENTATION	HG8-1: Facilitate agricultural employee housing by streamlining permit and development process. HG8(i)A: Convene other jurisdictions for capacity-building and conduct a farmworker housing needs assessment.

Program 2.06 - Rent Price Monitoring Program

At every Annual Housing Element Progress Report update, staff conducts research on the respective rental rates for various types of units throughout the unincorporated county compared to nearby jurisdictions. Rental rates continue to rise for the unincorporated county, as well as the region. The data presented each year serves to monitor existing conditions and bring awareness to the costs of housing in our community. Through the Annual Housing Element

Progress Report, the Board will be presented with data on rent prices by reporting, evaluating, and considering actions necessary to address significant changes in rental rates. DPD will continue to monitor rent prices countywide and in unincorporated county pockets. DPD will also track and present rent data that can act as indicators of the presence of rent escalation in urban unincorporated pockets associated with the City of San José’s Urban Villages planning process.

Table 4.38: Rent Price Monitoring Program

PROGRAM OBJECTIVES	Annually, the department will provide to the Board of Supervisors in its Annual Housing Element Progress Report updates on rent prices and to consider actions necessary to address significant changes in rental rates.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide

LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> HG9-1: The conservation and rehabilitation of the existing housing supply shall be encouraged and facilitated. HG9(i)A: Maintain ongoing programs for monitoring the physical condition of neighborhoods to assist in guiding rehabilitation program efforts, scheduling infrastructure maintenance activities, and to provide accurate information for Federal and State programs. Expand monitoring component to include rent price information.

Program 2.07 - Streamline Accessory Dwelling Unit (ADU) Processing

Since the 2014 Housing Element update, zoning regulations have been revised pursuant to State law to permit conforming ADUs and JADUs as a matter of right, reducing the regulatory burden on property owners and streamlining the approval process in terms of both cost and time.

Since the implementation of the current ADU and JADU ordinance that was adopted in March 2020, 104 permits for ADUs and JADUs have been issued by the County. The County will continue to consider additional minor modifications to certain standards for ADUS and JADUs to provide greater flexibility and facilitate additional units as part of routine Zoning Ordinance review, and in accordance with any future amendments necessitated by state law. Staff will also evaluate the use of pre-approved plans for ADU applications to streamline the development.

Table 4.39: Streamline Accessory Dwelling Unit (ADU) Processing

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> By December 2023, update the County Zoning Ordinance on development standards for ADUs and JADUs, and subdivisions related to SB9. By December 2024, modify development standards as needed, to ensure development standards are objective, and up-to-date with current state law and reported to the State Department of Housing and Community Development.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	General Fund
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> HG4-2: Review and reduce, where appropriate, regulations and processing procedures regarding the development of ADUs, JADUs and SB9 Units. HG4(i) C: Monitor and modify development standards as needed, including the trends of ADU, JADU and SB-9 development, to ensure development standards are objective, and up-to-date with current State law and reported to the State Department of Housing and Community Development annually.

Program 2.08 - Housing Adjacent to Transit

One of the County’s policies is to strongly support increasing the proximity of housing to transit. One tool is by working with local

transit authorities such as, the Santa Clara Valley Transportation Authority (VTA) to locate housing within one-quarter mile walking distance of a transit station or stop to provide connectivity to services (such as, schools, grocery stores, parks, etc.). Another policy is prioritizing construction of active transportation infrastructure

(sidewalks, bicycle lanes, trails, etc.), and other amenities within existing unincorporated neighborhoods, illustrating how major arteries and thoroughfares can be retrofitted, redesigned, and planned to promote shared access for bus ways, bicycling, multi-level mixed uses, and pedestrian improvements.

Table 4.40: Housing Adjacent to Transit

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> By 2023, support VTA utilizing Senate Bill 791, by developing surplus agency-owned land into housing. By 2024, support streetscape and similar policies of the County, cities, and VTA.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> HG1-7: Work with local transit authority(ies) to locate housing within one-quarter mile walking distance of a transit station or stop to provide connectivity to services (such as, schools, grocery stores, parks, etc.). Prioritize constructing active transportation infrastructure (sidewalks, bicycle lanes, trails etc.), and other amenities within existing unincorporated neighborhoods. HG1(i)D: Continue consideration of publicly owned lands suitable as sites for the construction of extremely low-income housing and develop a priority of County-owned sites suitable for housing development.

Program 2.09 - Santa Clara County Association of Planning Officials

The County and cities are encouraged to explore every feasible opportunity to assist developers in building more affordable housing projects. By working collectively with neighborhood residents, the private sector, and community organizations to promote a diverse housing supply, the County and cities can capitalize on all the ideas, expertise, and untapped resources.

The County will regularly attend and support the Santa Clara County Association of Planning Officials (SCCAPO), which is a monthly meeting of planning officials from each jurisdiction in the county, where planning issues of common relevancy are discussed. SCCAPO is also a forum where regional entities, such as ABAG, may address local jurisdictions.

Table 4.41: Santa Clara County Association of Planning Officials

PROGRAM OBJECTIVES	Through SCCAPO, establish ongoing workplans to expand intergovernmental process to achieve local and regional housing targets.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide

RESPONSIBLE AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG2-1: The County and the cities should work cooperatively to ensure that there is a balanced housing supply sufficient to achieve countywide economic, social, and environmental objectives. Further opportunities for inter-agency, intergovernmental, interregional, and public/private cooperation should be sought and encouraged. • HG2-2: Intergovernmental and public and private cooperation shall be encouraged to achieve an adequate supply of affordable housing that meets changing demographic needs in Santa Clara County. • HG2(i) B: Establish and expand intergovernmental processes to more effectively define and achieve local and regional housing objectives.

Program 2.10 - Digital tracking system for ADUs, JADUs & SB9 units

With the increase in development of various housing options, such as ADUs, JADUs, and SB9 development, ongoing tracking and monitoring is needed to not only address any opportunities to streamline housing but to also understand and report development activity. The County obtained a new online permit system, Accella,

during the last Housing Element reporting period and is continuously working to improve its usability and tracking features. Once the system can automatically populate housing data and building permits submitted for certain housing types, the County will be able to streamline reports and better monitor progress and patterns of development throughout unincorporated county.

Table 4.42: Digital tracking system for ADUs, JADUs & SB9 units

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • During 2023, DPD will continue to work on refining the digital tracking system. • January 2024, DPD anticipates posting housing data online via the public portal.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG4-2: Review and reduce, where appropriate, regulations and processing procedures regarding the development of ADU, JADU, and SB9 Units. • HG4(i)C: Monitor and modify development standards as needed, including the trends of ADU, JADU, and SB-9 development, to ensure development standards are objective and up-to-date with current State law and reported to the State Department of Housing and Community Development annually.

Program 2.11 - Joint Urban Development Policies

In the aftermath of the “annexation wars” in the 1960s, the cities, the County, and Local Agency Formation Commission (LAFCO)

developed and implemented a system for urban growth management that has been in place since the early 1970s. These policies are the foundational growth management strategies guiding long-term land use for the urban areas and the rural unincorporated areas outside the USAs.

Table 4.43: Joint Urban Development Policies

PROGRAM OBJECTIVES	Continue to engage with LAFCO on ongoing land use growth policies and principles.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	County, Cities
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG1-1: Planning for the supply and diversity of housing types in urbanized areas of the County shall include consideration for both current and projected employment, household income needs, and a variety of housing type. • HG1(i) A: Maintain and, where necessary, strengthen County and cities’ joint land use policies and agreements that direct urban development to areas within city urban service areas.

Program 2.12 - Update Zoning Ordinance for Re-use of Non-Residential Buildings to Residential

The underutilization of non-residential buildings can provide an opportunity to meet the dire need for housing by creating opportunities for adaptive reuse of non-residential buildings where single-family residential uses are allowed in the County Zoning Ordinance. Converting a non-residential structure to a residential use can come with challenges including setback requirements, height limitations, and parking requirements to comply with residential

development standards. To address some of these challenges, the County must update its Zoning Ordinance to allow adaptive reuse of non-residential buildings to a single-family residence without creating unnecessary hurdles while establishing secure and safe housing that meets single-family residential development standards.

The Zoning Ordinance amendment would be in line with existing anti-displacement efforts and may include incentives to encourage adaptive reuse for special needs populations, including persons with disabilities, large households, or female-headed households.

Table 4.44: Update Zoning Ordinance for Re-use of Non-Residential Buildings to Residential

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By late 2027, initiate engagement with local development community to solicit barriers they may face in development. • By mid-2028, create recommendations for a Zoning Ordinance amendment. • Approved changes anticipated to be in effect in Winter of 2028.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG4-1: The County should continually review its land use and development procedures for opportunities to remove unnecessary constraints and provide new opportunities to fund the construction of affordable housing. <p>HG4(i)D: Create opportunities for adaptive reuse of non-residential buildings where Single-Family residential uses are allowed in the County Zoning Ordinance. The County will remove barriers related to development standards, such as, providing exceptions to setbacks, building heights, and parking requirements, when a non-residential building is converted to a single-family residence.</p>

Program 2.13 - Monitor R/ECAP and Burdened Households Areas

Racially and ethnically concentrated areas of poverty (R/ECAPs) have become a policy focus for the U.S. Department of Housing and Urban Development (HUD). R/ECAPs are neighborhoods where residents are mostly people of color with lower incomes. State statute requires the Housing Element’s Assessment of Fair Housing to analyze R/ECAPs as well as racially concentrated areas of affluence (RCAAs).

Residents in neighborhoods with concentrated poverty tend to be secluded from resources and programs that could otherwise assist

them. Additionally, research shows that children living in neighborhoods with concentrated poverty have higher risks for adverse health outcomes, lower educational attainment, poor employment, and lower lifetime earnings.³²

By monitoring areas of concentrated poverty, the County can better assist in ensuring inclusion in housing development and ensures equal access to amenities, such as parks, grocery stores, quality schools, and employment centers.

Table 4.45: Monitor R/ECAP and Burdened Households Areas

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • Continue to collect necessary data to assess R/ECAP and burdened household areas and assess opportunities for improvement.
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³² City of Anderson, Fair Housing Assessment, <https://www.cityofanderson.com/DocumentCenter/View/3897/Section-C---RE--CAP-Area-Analysis>, accessed 12/3/2022.

	<ul style="list-style-type: none"> By the end of 2023, opportunities will be identified and available for the public and housing agencies to use.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> HG5-5: Monitor and increase access to services and other opportunities for residents of historically disinvested low-income communities (R/ECAP and Burdened Households) across unincorporated county. HG5-6: Support cities in improving opportunities within neighborhoods and areas identified as R/ECAPs and/or neighborhoods with a majority of burdened households. HG5(i) D: Continue to support organizations active in ensuring the rights of all persons to obtain and retain housing. HG5(i)F: Monitor R/ECAP and communities with Burdened Households to identify areas of improvements that will increase access to amenities and resources, such as, but not limited to, transit, parks, groceries, and health facilities.

Program 2.14 - Universal Design in Housing Development

Universal design is also referred to as barrier-free design and focuses on making a house safe and accessible for everyone, regardless of

age, physical ability, or stature. Universal design in housing ensures a house is accessible for the users and their family and friends. It promotes safety to avoid injury and the ability to live independently despite any mobility changes throughout a lifetime.

Table 4.46: Universal Design in Housing Development

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> Take active steps to ensure compliance with accessibility design standards as required by the California Building Code, ADA Requirements, and Uniform Federal Accessibility Standards (UFAS). Continue research on inclusion of universal design principles in accordance with State and Federal fair housing laws. First quarter 2024, begin formulating options for universal design in new housing development and continue public review process. By Winter 2024, complete applicable ordinance updates for improved accessible universal design principles.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> HG6-4: Incorporate universal design principles into existing residential building standards. HG6(i) B: Develop and implement policies and ordinances that create housing that is adaptable to the needs of physically, developmentally, and emotionally challenged persons.

Program 2.15 - Streamlining Agricultural Employee Housing

Streamlined planning approval processes for agricultural employee housing in the unincorporated county were adopted in 2020. The approved Zoning Ordinance amendments include provisions for a variety of forms of agricultural employee housing, namely *Small-Scale Permanent, Large-Scale Permanent, Seasonal, and Temporary Agricultural Residences*. All four forms of agricultural employee housing are now subject to a streamlined planning approval process and available to property owners in all four rural base districts in the unincorporated county.

During the development and implementation of this effort, the County identified opportunities for further streamlining of the regulatory requirements and permitting process for agricultural employee housing, particularly those aspects outside of the planning-specific review of development applications – for example, environmental health, fire safety, and road access. The County will continue to monitor the new processes and present appropriate amendments to further streamline and facilitate the development of these much-needed forms of housing.

Table 4.47: Streamlining Agricultural Employee Housing

PROGRAM OBJECTIVES:	Continue to monitor the agricultural employee housing program. By early 2025, solicit feedback from development application review agencies, the development community, the public, and the agricultural community on opportunities for improvement. Feasible amendments will be presented to the Planning Commission and Board of Supervisors by Fall 2026.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	HG8-1: Facilitate agricultural employee housing by streamlining permit and development process. HG8(i)B: Identify and pursue additional opportunities to reduce regulatory constraints and expedite development of agricultural employee housing.

Program 2.16 - Adoption of “Reach” Codes

Every three years, the State of California adopts new Building Standards Code contained within Title 24 of the California Code of Regulations. Each city and county may adopt new building codes that exceed the state requirements, commonly known as “Reach” codes. These codes can require or encourage such improvements as electrification of buildings and additional electric vehicle (EV) infrastructure.

On December 7, 2021, the Board of Supervisors approved an ordinance that requires all new construction in unincorporated county areas to use electricity (not natural gas) for water heating, space heating, cooking, clothes drying, indoor and outdoor fireplaces, and decorative appliances. The ordinance, through electrification of new buildings and expansion of electric vehicle (EV) infrastructure, will support increased EV usage and accomplish the follow goals:

- Reduce greenhouse gas emissions,
- Improve indoor air quality and safety, and;
- Meet California Energy Commission (CEC) new construction cost-effectiveness requirements.

Table 4.48: Adoption of “Reach” Codes

PROGRAM OBJECTIVES	The County will continue to implement the ordinance in the next Housing Element cycle.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG10-1: Promote energy, water efficiency, and electrification in new residential buildings to reduce energy costs, conserve water, provide quality and resilient housing, improve safety, comfort, and reduce greenhouse gas emissions. • HG10(i) A: Adopt new energy efficiency, electrification, water conservation, and building performance standards for existing and new buildings.

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Program 2.17 - Expand Home Repair and Modifications to Include ADA Upgrades

For aging adults, housing preferences vary greatly depending on their needs and changing physical abilities. According to a report issued by the U.S. Census Bureau,³³ as people age and experience the onset of physical decline, areas of their home may become unsafe or difficult to navigate. Many adults are faced with the choice of either

relocating to be closer to family or friends or deciding to age in their own homes within their existing neighborhood. Migration studies of older adults have indicated that they are less likely to change their residence and instead stay in their own homes. As such, there is a need to upgrade or repair homes to better support residents' changing needs.

Table 4.49: Expand Home Repair and Modifications to Include ADA Upgrades

PROGRAM OBJECTIVES:	<ul style="list-style-type: none"> • During 2024, complete background and technical studies to form the basis of a County-wide program or policy to aid in the improvement and modification of homes for seniors. • By late 2024, conduct public outreach on potential programs or policies. • By 2025, if feasible, introduce draft policy and/or ordinance for consideration. • By 2026, implementation and public outreach.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG6-4: Incorporate universal design principles into existing residential building standards. • HG6(i)C: Maintain existing programs to provide "Housing for All Ages," including housing for multigenerational households.

³³ Domestic Migration of Older Americans 2015-2019, prepared by Peter J. Mateyka and Wan He, Issued September 2022, accessed 12/2/22

<https://www.census.gov/content/dam/Census/library/publications/2022/demo/p23-218.pdf>

Program 2.18 - Training and Support to Homeowners Aging in Place

Staying in your home as you grow older is referred to as “aging in place” and it is an increasingly popular desire of older Americans. Multiple benefits are associated with aging in place, including the comfort of home, family and friends nearby, proximity to familiar

networks, and social engagement in one’s community. Although there is a cost associated with modifying a home to accommodate a person’s changing needs, this cost is typically less than that of a home care setting. Identifying barriers of opportunities to support aging in place can help ensure, to the extent possible, that people are able to age in place and are not displaced.

Table 4.50: Training and Support to Homeowners Aging in Place

PROGRAM OBJECTIVES	Engage with organizations focused on aging and housing program and policies.
	Assess whether there are any feasible updates to our existing codes and ordinances that will better support homeowners wishing to age in place by early 2025.
	By 2026, begin to involve stakeholders with possible updates.
	By early 2027, adopt any applicable updates.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	HG6-3: Expand the Home Repair and Modification program to include the retrofit of existing housing units to become ADA compliant.
	HG6(i)C: Maintain existing programs to provide “Housing for All Ages,” including housing for multigenerational households.

Program 2.19 - Fire Safety Standards

Fire Safe Standards are adopted for the purpose of establishing minimum wildfire protection standards in conjunction with building, construction, and development. Regulations are developed by the Board of Forestry and enforced by CAL-FIRE when a property is located within a State Responsibility Area (SRA) or very high fire hazard area. Under various statutes, the Board is authorized to adopt regulations to implement specified programs. To become effective, the state Office of Administrative Law must approve these regulations. In December 2022, the County updated its existing fire safety standards to more closely match the State and International

Fire Codes. The County standards apply to both the SRA as well as Local Responsibility Areas (LRA) in the unincorporated county. Because a large portion of the unincorporated county is located in SRAs and the Wildland Urban Interface (WUI), development costs in unincorporated county are greatly impacted by these standards, which can include requirements for specific building materials and fire protection water, defensible space around structures, and adequate access routes that allow for safe evacuation concurrent with fire response. Nevertheless, the updated County standards are critical to protecting the community and environment from increasing fire risks, and will be updated periodically.

Table 4.51: Fire Safety Standards

PROGRAM OBJECTIVE	<ul style="list-style-type: none"> • Continue assessment of standards through 2023. • Conduct public outreach in Fall 2023. • Anticipate adoption of new guidelines in early 2024.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG10-2: Limit development of new housing in areas likely to face high risk to climate related disasters, such as wildfires and floods. • HG10(i) B: Adopt new land development standards to limit new development in high climate risk areas.

Program 2.20 - Update Safety Element

The Safety Element is a key component of the County’s General Plan. The Safety Element is intended to ensure existing and future development is better protected from natural and human-caused hazards in order to keep County communities safer from future hazard events. The Safety Element allows public safety officials and County staff, elected officials, and members of the public to

understand the potential threats from natural and human-caused hazards and ways to reduce the vulnerability to these threats. These goals and policies aim to reduce personal injury and loss of life, prevent property destruction, and reduce environmental damage throughout the community.

The County is updating the Safety Element and plans to have it adopted by Winter of 2024.

Table 4.52: Update Safety Element

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • The County began the update of the Safety Element in the Summer of 2022. • Technical Analysis, Public Outreach and Policy Document preparation will continue through Fall/Winter 2023. • Adoption of the Safety Element is anticipated in Winter 2024.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG10-2: Limit development of new housing in areas likely to face high risk to climate related disasters, such as wildfires and floods. • HG10(i) B: Adopt new land development standards to limit new development in high climate risk areas.

Program 2.21 – Adopt Local Hazard Mitigation Plan

A Local Hazard Mitigation Plan (LHMP) identifies potential local natural hazards and prepares an action plan to reduce the level of injury, property damage, and community disruption that could result from identified hazards. The purpose of an LHMP is to help the County prepare for natural disasters to prepare for recovery after such events. Because this plan is countywide and not specific to the unincorporated county, the County is responsible for a Multi-

Jurisdictional Hazard Mitigation Plan (MJHMP) in cooperation with the other local jurisdictions.

The County is began working on its MJHMP in June 2022. This plan provides participating agencies with access to potential grant funding sources to mitigate hazard conditions. The County is including the MJHMP within its Safety Element along with the Community Wildlife Protection Plan.

Table 4.53: Adopt Local Hazard Mitigation Plan

PROGRAM OBJECTIVE	<ul style="list-style-type: none"> • Technical Analysis, Public Outreach and Policy Document preparation will continue through Fall/Winter 2023. • Adoption of the MJHMP is anticipated in Winter 2024.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide
LEAD AGENCY	Office of Emergency Management (OEM)
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG10-2: Limit development of new housing in areas likely to face high risk to climate related disasters, such as wildfires and floods. • HG10(i) B: Adopt new land development standards to limit new development in high climate risk areas.

Program 2.22 – Educate homeowners in high fire risk areas of hazards

We are experiencing more intense wildfire seasons due to climate change, and to adapt to this reality we must plan for these catastrophic events. Fires have contributed to the housing crisis as they have destroyed thousands of homes and displaced residents throughout our state and our region. Existing homeowners in and

around high fire risk areas can educate themselves and prepare for wildfire events by taking a number of measures. For example, through upgrades to their homes such as installing ember and flame-resistant vents, through vegetation management, and replacement of combustible materials with noncombustible materials in areas around their home.

Table 4.54: Educate homeowners in high fire risk areas of hazards

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By the end of 2023, the County will adopt a Community Wildfire Protection Plan. • In 2024, the County will consult with the local Fire Departments and California Fire (Cal Fire) to generate a program. • By the end of 2024, the County will finalize the program and begin the outreach and educational program.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG10-4: Educate property owners in high-risk areas in methods to reduce their risk of a climate impact event. • HG10(i) C: Create an Education Program for property owners in high-risk areas in methods to reduce their risk of an event.

4.03c Behavioral Health Services Department

The Behavioral Health Services Department (BHSD) is the public behavioral health system for Santa Clara County. The mission of BHSD is to assist individuals in our community affected by mental illness and serious emotional disturbance to achieve their hopes, dreams, and quality of life goals. To accomplish this, services must be delivered in the least restrictive, non-stigmatizing, most accessible environment within a coordinated system of community and self-care, respectful of a person's family and loved ones, language, culture, ethnicity, gender, and sexual identity.

Program 3.01 - SCC Mental Health Department Evans Lane Wellness and Recovery Center

The Evans Lane Wellness and Recovery Center is dedicated to serving individual adults who suffer from a mental illness, substance use, and co-occurring disorders who are involved in the criminal justice system. The program works in collaboration with Santa Clara County Superior Court, Santa Clara County Adult Probation Department, and the California Department of Corrections and Rehabilitation. The program is a community environment based on wellness and recovery. The participants of this program are active community members. This is demonstrated through the community governance meetings, which are facilitated by the participants of the program. In

addition, the participants display ownership of their recovery, the program, and the community environment by contributing to a variety of tasks. The program includes both residential and outpatient services. These two distinct programs are featured on one campus. The residential program provides housing, support, and care to the justice-involved population and supports the participants by

providing evening and weekend groups and activities. This program is fully implemented, and clients released from federal, state prisons, and local jails access this program on an ongoing basis. In addition, referrals to this program come from our justice partners. The program served 434 clients between FY21 and FY22 and is ongoing.

Table 4.55: SCC Mental Health Department Evans Lane Wellness and Recovery Center

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • Within the first 30 days of residence, the client will have completed a transition plan for self-sufficiency which will include employment/education and housing. The plan will detail the behaviorally measurable goals that are needed for development to transition from Evans Lane within the 6-month period. The recovery philosophy of “harm reduction” is applied at Evans Lane. • Social skills training is aimed at teaching specific skills to clients for getting their interpersonal needs met and for handling common situations involving alcohol, drugs use, and other high-risk behaviors. Group sessions are focused primarily on teaching particular skills that are important for functioning without alcohol and drugs and staying on psychiatric medications. • Program length for social skill building varies based on the needs of the client and the range of social skills that are being addressed. The fewer the skills taught the shorter the duration. Curricula can include a variety of skills pertinent to the underlying dual-diagnosis issues as well as the skills to live within the Evans Lanes environment.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	County Department of Behavioral Health Services
FUNDING SOURCE	Mental Health Services Act, General Fund and AB109 Funding
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG1-5: Prioritize suitable county-owned underutilized parcels within Cities and Urban Service Areas for affordable, supportive and workforce housing development. • HG1(i)D: Continue consideration of publicly owned lands suitable for the construction of extremely low-income housing and develop a priority of county-owned sites suitable for housing development. • HG6-1: Encourage the development of affordable housing which is suitable for a variety of special needs populations. • HG6(i)A: Seek expanded Federal and State programs and funding to assist local governments in developing special needs housing not provided through the private market.

Program 3.02 – Substance Use Recovery Residences (formerly Department of Alcohol and Drugs Services)

The Behavioral Health Services – Substance Use Treatment Services (SUTS) provides 310 recovery residence beds for eligible clients.

While being housed, clients attend substance use treatment service programs. The SUTS recovery residences provide housing for men, women, women with children, and men with children. SUTS recovery residences served 471 clients in FY22 and is ongoing.

Table 4.56: Substance Use Recovery Residences (formerly Department of Alcohol and Drugs Services)

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> Substance Use Treatment Services (SUTS) provides 310 Recovery Residence beds for eligible clients. While being housed, clients attend substance use treatment service programs. The SUTS recovery residences provide housing for men, women, women with children and men with children. As of Fiscal Year 2021-2022, SUTS Recovery Residences served 471 clients.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	County Department of Behavioral Health Services
FUNDING SOURCE	County General Fund, AB109
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> HG6-1: Encourage the development of affordable housing which is suitable for a variety of special needs. HG6(i)B: Develop and implement policies and ordinances that create housing that is adaptable to the needs of physically, developmentally, and emotionally challenged persons.

4.03d Office of County Executive

Program 4.01 – Dispute Resolution Program

Santa Clara County Office of Mediation and Ombuds Services (OMOS) formerly referred to as DRP has provided mediation services to Santa Clara County residents since 1977, paid for from County funds and provided free of charge to County residents. These services include mediation, conciliation, and coaching services to any and all landlords and tenants within Santa Clara County. OMOS empowers people by facilitating communication and increasing education in conflict resolution principles, thereby providing a model for effective efficient resolution of disputes. OMOS provides specific

services tailored to meet the diverse individual needs of those involved in daily disputes or those affected locally by national and global events. By being proactive, OMOS supports a community where individual differences are respected while responsibility for conflict and out comes are encouraged.

OMOS previously considered adopting a sliding scale fee for service but did not adopt a sliding scale due to the cost to administer such a program. Instead, OMOS continues to provide services free to County residents. OMOS has updated its website and partnered with the City of San José Housing Department to reach more vulnerable populations. Mediation services are provided by OMOS via Zoom or in person.

Table 4.57: Dispute Resolution Program

PROGRAM OBJECTIVES	The program will continue to expand outreach to high-risk and vulnerable populations and otherwise maintain the program.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Mediation and Ombuds Services
FUNDING SOURCE	General Fund
POLICIES AND IMPLEMENTATION	HG5-3: The rights of tenants and landlords shall be recognized and protected, and opportunities for mediation of disputes shall be provided. HG5-4: Reduce displacement of low-income household tenants and increase tenant protections prior to evictions proceedings. HG5(i) E: Maintain tenant/landlord dispute mediation services in all areas of the county.

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APPENDICES

Appendix A: County Site Inventory

Appendix B: Engagement Summaries

Appendix C: ABAG Housing Needs Data Report

Appendix D: Race and Homelessness in Santa Clara County

Appendix E: 2020-2025 Urban County Consolidated Plan and Annual Action Plan

Appendix F: Community Plan to End Homelessness (2015, revised 2020)

Appendix G: Ending Homelessness: The State of the Supportive Housing System Reports

Appendix H: No Place Like Home Program: Technical Background Report

Appendix I: ABAG Segregation Report
