

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. Programs that are new for this Housing Element cycle are marked as (New). Section 4.03 provides a detailed discussion of each program. Several programs address the contributing factors listed in the Assessment of Fair Housing (AFH) and each program discussion includes a reference to the relevant contributing factor(s). Appendix N lists proposed goals and actions recommended in the AFH and cites the appropriate programs that addresses each goal.

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, HG1(i) B, HG1(i) C, HG6-1, HG6(i) A, HG6(i) B
1.02	Limited Equity Housing Cooperative Projects (LEHCs)	2026	Medium Term	HG1-4, HG1(i) C
1.03	Homeownership Projects	2026	Medium Term	HG1-4, HG1(i) C
1.04	Empower Homebuyers SCC	2026	Medium Term	HG1-4, HG1(i)C, HG5-5, HG5(i) A
1.05	Mortgage Credit Certificate (MCC) Program	2023	Short Term	HG1-4, HG1(i)C,
1.06	Below Market Partnership Program	2026	Medium Term	HG1-4, HG1(i)C,
1.07	County-Led Housing Development	Ongoing	Continuous	HG1-5, HG1(i)D, HG3-1, HG3(i) B
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	HG2-2, HG2(i) A, HG2(i) B, HG4-1, HG4(i) A
1.11	Internal County Coordination of Housing Funds and Services	Ongoing	Continuous	HG2-3, HG2(i) C, HG 6-2, HG6(i) D, HG7-1, HG7(i) A
1.12	Coordinate with Bay Area Housing Finance Authority	Ongoing	Continuous	HG3-1, HG3(i) A, HG6-1, HG6(i)A
1.13	Supportive Housing and Innovation Fund	Ongoing	Continuous	HG3-1, HG3(i) A
1.14	Fair Housing Assistance Program	Ongoing	Continuous	HG5-1, HG5-2, HG5(i)B
1.15	Fair Housing Audit & Education Program	Ongoing	Continuous	HG5-1, HG5-2, HG5(i) B, HG5(i) D
1.16	Collaborate with the Santa Clara County Housing Authority (SCCHA)	Ongoing	Continuous	HG2-1, HG2(i) A, HG3-1, HG3(i) A, HG3(i) B, HG6-1, HG6(i) A,
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, HG5(i) D
1.20	San Andreas Regional Center	Ongoing	Continuous	HG5-5, HG5(i) C, HG6-2, HG6(i)B
1.21	Homelessness Prevention System (New)	Ongoing	Continuous	HG7-1, HG7(i) A
1.22	Emergency Assistance Network	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	HG6-1, HG6(i) E, HG7-3, HG7(i) A, HG7(i) B, HG7(i) C, HG7(i) D, HG7(i) F, HG7(i) G
1.25	Temporary Housing Programs	Ongoing	Continuous	HG7-3, HG7(i) C
1.26	Homekey Application 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) C, HG7(i) G
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	HG6-2, HG6(i) C, HG9-1, HG9-4, HG9(i) A, HG10-3, HG10(i) C
1.32	Community Development Corporation Grant Program (NEW)	Ongoing	Continuous	HG1-4, HG(i) C
1.33	Expand Access to UPLIFT Program	Ongoing	Continuous	HG7-6, HG7(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, HG1(i) D, HG3-2,, HG3(i)B
2.02	Planning for Housing Development in Unincorporated USAs and Stanford University Lands (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	Assess Farmworker Housing Needs and Collaborate with Other Jurisdictions	December 2026	Medium Term	HG8-1, HG8(i) A
2.05	Rent Price Monitoring Program	Ongoing	Continuous	HG9-1, HG9(i) A
2.06	Streamline ADU processing	December 2024	Short Term	HG4-2, HG4(i) C
2.07	Housing Adjacent to Transit (New)	Ongoing	Continuous	HG1-7, HG1(i) D
2.08	Santa Clara County Association of Planning Officials	Ongoing	Continuous	HG2-1, HG2-2,HG2(i) B, HG2(i) C, HG4-1, HG4(i) A
2.09	Digital Tracking System for ADUs, JADUs & SB9 Units	December 2023	Short Term	HG4-2, HG4(i) C
2.10	Joint Urban Development Policies	Ongoing	Continuous	HG1-1, HG1(i) A, HG9-3, HG9(i) B, HG10-2, HG10(i) B
2.11	Update Zoning Ordinance for Re-use of Non-Residential Buildings to Residential (New)	December 2029	Long Term	HG4-1, HG4(i) D
2.12	Monitor R/ECAP and Burdened Household Areas (New)	December 2023	Short Term	HG5-5, HG5-6, HG5(i) D, HG5(i) F
2.13	Universal Design in Housing Development (New)	June 2024	Short Term	HG6-4, HG6(i) B
2.14	Expanded Streamlining of Agricultural Employee Housing	December 2028	Long Term	HG8-1, HG8(i) B
2.15	Adoption of "Reach" Codes (New)	Ongoing	Continuous	HG10-1, HG10(i) A
2.16	Expand Home Repair and Modifications to Include ADA Upgrades (New)	Ongoing	Continuous	HG6-4, HG6-(i) C

2.17	Training and Support to Homeowners Aging in Place (New)	January 2027	Medium Term	HG6-3, HG6(i) C
2.18	Facilitate State Permit Streamlining Laws (New)	December 2024	Short Term	HG1-8, HG1(i) E, HG4-1, HG4(i) C
2.19	Streamline Multi-Family Housing Development (New)	January 2027	Medium Term	HG1-8, HG1(i) E, HG4-1, HG4(i) C, HG4(i) D
2.20	Tracking and Ongoing Compliance with State Housing Laws (New)	Ongoing	Continuous	HG4-2, HG4(i) C, HG8-1, HG8(i)B
2.21	Streamlined Rehabilitation and Replacement (New)	December 2025	Medium Term	HG9-1, HG9(i) A, HG10-3, HG10(i) C
2.22	Objective Standards for Multi-Family Housing (New)	December 2025	Medium Term	HG1-8, HG1(i) E, HG4-1, HG4(i) C
2.23	Tracking Housing Conditions (New)	December 2025	Medium Term	HG5-1, HG5-5 HG5(i) F
2.24	Apply for Prohousing Designation (New)	December 2024	Short Term	HG2-3, HG2(i) B, HG2(i) C
2.25	Incentivize Lot Consolidation (New)	December 2025	Medium Term	HG1-8, HG1(i) E, HG4-1, HG4(i) D
2.26	Mid-Cycle Review (New)	December 2027	Long Term	HG1-1 to HG1-8, HG4-1, HG4-2, & HG4-3, HG4(i) A, HG4(i) D, HG1(i) D
2.27	Replacement Housing Policy (New)	December 2026	Medium Term	HG1-3, HG1-6, HG1(i) B, HG6(i) E, HG9-1, HG9-2, HG9(i) A
2.28	Reasonable Accommodation Policy (New)	December 2026	Medium Term	HG4-1, HG4(i) E
2.29	Place-Based Planning and Neighborhood Improvements (New)	January 2031	Long Term	HG1-9, HG1(i) F, HG9(i) A
3. DEPARTMENT OF BEHAVIORAL HEALTH				
3.01	SCC Behavioral Health Services Department Evans Lane Wellness and Recovery Center	Ongoing	Continuous	HG1-5, HG1(i) D, HG5-5, HG5(i) C, HG6-1, HG6(i) A, HG6(i) E
3.02	Substance Use Recovery Residences	Ongoing	Continuous	HG6-1, HG6(i) (B)
4. OFFICE OF COUNTY EXECUTIVE				
4.01	Dispute Resolution Program	Ongoing	Continuous	HG5-3, HG5-4, HG5(i) E
4.02	Agricultural Worker Housing Workplan (New)	December 2023	Continuous	HG8-1, HG8(i) B, HG8-4, HG8(i) C
4.03	Coordinated Annexation and RHNA Transfer (New)	Ongoing	Continuous	HG1-1, HG1(i) A

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’s) 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, a \$950M general obligation 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.

Collectively, Programs 1.01 – 1.31 provide a wholistic approach to addressing the housing and homelessness issues facing Santa Clara County communities. While some programs are new, continued programs have been modified to reaffirm the County's commitment to create an environment that brings stakeholders together to streamline housing producing, that address displacement and impediments to fair housing, and leverages limited resources to maximize the assistance that is provided to special needs populations across the county. Most importantly, these programs have been designed to address the disproportionate housing needs of households who are cost burdened, at highest risk of displacement, and housing insecure. At a time when over half of U.S. renters across the Country cannot afford to pay their rent, the County of Santa Clara through OSH has designed priorities, strategies, and actions to address these contributing factors.

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 (ELI) 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. ELI and very low-income (VLI) households are significantly more likely to be cost burdened in the county than other income groups. Unfortunately, the county's rental market has fallen short in meeting the affordability needs of these households. The most impactful tool for the County to address the disproportionate housing needs 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 has

provided 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 SHDF NOFA includes funding sources for the development of new, permanent affordable and supportive housing for the community’s most vulnerable populations. Special needs groups include but are not limited to unhoused individuals, seniors,

transition aged youth, agricultural workers, and people with a disabling condition. As a funder of affordable and supportive housing throughout the County, OSH works closely with the affordable housing development community and local jurisdictions to facilitate the development of housing from identifying properties through the entitlement process and financing stages to the lease up process for special needs units. This over-the-counter process will continue to consolidate all County-controlled housing production funds into one primary procurement method to accelerate housing development. Central to this work is the partnership and collaboration that OSH has with the affordable housing development community and the 15 incorporated cities in the county. Together we manage a countywide housing development pipeline. Since 2015, the County has funded the development of 7,183 housing units across the county of which 2,997 are set aside for homeless individuals or families that may also be seniors, transition aged youth, veterans, agricultural workers and/or those with a disabling condition.

Table 4.2: SHDF NOFA

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • Approve funding to support at least 18 new housing development sites resulting in 1,657 units of affordable and supportive housing for special needs populations by June 30, 2025. OSH will proactively meet with the cities in the County to facilitate the land use approval process with an emphasis on leveraging land use streamlining legislation like SB 35 and AB 2161, provide predevelopment and acquisition funding, as well as facilitate applications for funding through the State of California’s Housing and Community Development Super NOFA. Through these partnership meetings, OSH staff provides technical assistance to staff, makes connections to other cities facing similar challenges, and attends City Council meetings as requested. <ul style="list-style-type: none"> ○ On December 5, 2023, the Board approved funding for six entitled multifamily rental housing developments totaling 716 new apartments. ○ Concurrently, the Office of Supportive Housing is underwriting six additional multifamily rental housing developments that are working on seeking their entitlements. These recommendations are expected to be presented to the Board of Supervisors by September 2024. • Over the 2023-2031 period, OSH will meet monthly with the cities of Campbell, Cupertino, Los Gatos, Morgan Hill, Mountain View, Santa Clara, and San José to provide technical assistance, coordinate interest from the development community, and chart a land use and financing plan for properties that have been identified by the County in these cities that can be developed for extremely low income and special needs affordable
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	<p>housing. Collectively the intent is to develop a clear land use approval process and reduce the time it takes to get through the approval process, work together to identify funding opportunities and submit joint application as applicable, and engage collaboratively with the affordable housing development community to reduce costs and deliver housing more quickly. OSH expects the outcomes of these convenings to lead to the production of additional affordable housing by working together to develop a regional housing development pipeline. OSH will track the outcomes of these meetings to demonstrate the impact and benefit of working collaboratively to remove the governmental constraints associated with building affordable and supportive housing for special needs populations</p> <ul style="list-style-type: none"> • Over the 2023-2031 period, bi-annually convene affordable housing development partners to discuss financing opportunities and co-create a housing development pipeline, discuss land use streamlining opportunities, and work together to strategically position projects so that they are not competing with each other for scarce resources. OSH expects the outcomes of these convenings to give developers the opportunity to learn about the County’s priorities and processes, reduce uncertainty, and foster an environment that will yield more affordable housing units. We expect to have at least 20 different developers in attendance at each convening. <ul style="list-style-type: none"> ○ On November 30, 2023, the County in partnership with SV@Home convened a Developer Roundtable to discuss upcoming funding applications and opportunities. • Over the 2023-2031 period, annually seek approval for funding for at least six new development proposals for affordable and supportive housing to the Board of Supervisors. <ul style="list-style-type: none"> ○ By fall of every year, underwrite six housing development projects and schedule a 1:1 meeting with each developer to confirm funding assumptions and review all related due diligence items. ○ Draft staff analysis and deliver presentation to the OSH Director prior to presenting the list of projects for the Board’s approval. ○ Once the Board approves the funding, issue funding commitment letter, negotiate term sheet, and identify any pre-development funding that may be needed. • Annually review the SHDF Guidelines to ensure that the current underwriting criteria is consistent with State and Federal capital funding sources for housing development. Outreach to the development community for input and host at least one listening session to discuss possible changes. Seek approval from the Board of Supervisors to formalize changes.
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.

	<ul style="list-style-type: none"> • 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 an annual allocation of funds directly from HUD. Additional revenue is generated from loan repayments of outstanding loans and from interest earned on funds. • Permanent Local Housing Allocation (PLHA): Funds are used to for the development of new affordable housing for households earning up to 60% AMI.
<p>POLICIES AND IMPLEMENTATION:</p>	<ul style="list-style-type: none"> • HG1-3: Focus the County's limited housing production resources on special needs populations, farmworkers, and extremely low-income households. • HG1(i) B: Encourage public support of city efforts to create a balanced housing supply, which includes housing affordable to special needs, farmworkers, and extremely low-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. • HG6-1: Encourage the development of affordable housing that is suitable for a variety of special needs populations. • HG6(i) A: Advocate for the expansion of Federal and State programs and funding to assist local government in developing special needs housing not provided through the private market. • 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.
<p>CONTRIBUTING FACTORS</p>	<ul style="list-style-type: none"> • Availability of affordable units in a range of sizes • Lack of access to opportunity due to high housing costs • Location and type of affordable housing • Loss of affordable housing

Program 1.02 - Limited Equity Housing Cooperative Projects (LEHCs)

This program focuses 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. ELI households have substantially lower rates of homeownership than overall households and other

special needs households. 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. OSH intends to fund one project during the planning period to help determine the impact a program like this can have to directly address the high levels of displacement of low-income residents, who are disproportionately likely to be Black, Vietnamese, Latinx, or have disabilities.

Table 4.3: LEHCs

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By June 2024, identify at least one County-owned site to pilot a LEHC project. This process includes reviewing the County’s portfolio of properties to determine which is best suited for this pilot project without jeopardizing the overall housing production goals for any given site. • Launch the community engagement strategy in partnership with the City of San José’s Housing Department in Summer 2024. <ul style="list-style-type: none"> ○ Identify key stakeholders and hold three listening sessions with ELI households who are interested in developing a vision for the site and the pilot LEHC project. ○ Work with the Santa Clara County Housing Authority to apply by December 2026 for funding or vouchers to support the rental subsidy needed to make the LEHC project feasible. • Identify a development partner using the County Developer Qualified Pool and select a partner by Summer 2024. The following provides a timeline to help achieve this goal: <ul style="list-style-type: none"> ○ Circulated internal draft of Request for Offer in March 2024 ○ Issue Request for Offer by June 2024 ○ Evaluate proposals and select development partner by September 2024 ○ Receive Board approval by October 2024 ○ Initiate Community Engagement and design work by November 2024. • Receive entitlements from the City of San José by December 2025. • Seek financing in 2026 and start construction by 2027. • Complete project by 2029.
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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Displacement of residents due to economic pressures • Lack of access to opportunity due to high housing costs

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.”* **As noted above, lower income households are less likely to achieve homeownership.**

Table 4.4: Homeownership Projects

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • Complete construction of a total of 18 new for sale affordable housing units by December 2026. Implementing actions include providing financing to close the funding gap and working with the development planning staff. • Implement the approved \$1M funding for Habitat for Humanity Homeownership project consisting of 4 new homeownership units by December 2026. The project has secured all financing and is getting prepared for construction. • Implement the approved funding for Habitat for Humanity Easy Entry project consisting of 14 new for sale affordable townhomes by March 2026. Construction is expected to be completed by Spring 2026. 	GEOGRAPHIC SERVICE AREA	Countywide	
		LEAD AGENCY	Office of Supportive Housing	
		FUNDING SOURCE	2016 Measure A Affordable Housing Bond	
		POLICIES AND IMPLEMENTATION	<p>Construction is expected to be completed by Spring 2026 for lower-income households.</p> <p>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.</p>	

CONTRIBUTING
FACTORS

- Location and type of affordable housing
- Availability of affordable units in a range of sizes

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"> On June 27, 2023, the Board of Supervisors approved modifications to the program. OSH then worked closely with HTSV to make the necessary operational changes to the program. Approved program changes took place in October 2023 and this has yielded additional loans being issued. HTSV has been proactively reaching eligible households to make them aware of the changes to the program. The additional outreach is intended to increase the number of loans issued. Implementing actions include hosting 50 educational workshops or other similar events to educate homebuyers, realtors, lenders, and other interested parties about the program. OSH anticipates issuing 50 first-time homebuyer loans by 2027.
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. HG5-5: Identify and increase access to services and other opportunities for residents of historically disinvested low-income communities (R/ECAPs and Burdened Households) across unincorporated county. HG5(i) A: Facilitate access to Federal and State home rehabilitation loans or grants to qualifying persons of extremely low-income.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> Lack of access to opportunity due to high housing costs Location and type of affordable housing

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 2024, issue the remaining 10 MCCs. • Proactively promote the availability of the remaining MCCs in partnership with the County’s preferred lending pool and cities Below Market Rate housing programs. • The County will prioritize its remaining MCCs for agricultural workers and other lower income households with incomes at 50% AMI or below. These MCCs will help lower income homebuyers afford homes that would otherwise need to be sold to households with higher incomes. Specifically, MCCs will allow a lower income buyer to be able to devote more of their annual income towards qualifying for a first mortgage, because this can be offset by the buyer’s tax savings. This allows potential buyers with lower incomes to afford a sales price that they would not otherwise be able to afford without the benefit of the MCC. • 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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Access to financial services

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. Eligible homes under the Program include single-family homes, townhomes, condominiums, manufactured homes, mobile homes, and ADUs or JADUs located within the county.

Table 4.7: Below Market Partnership Program

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By January 2031, issue 100 deferred subordinate loans to eligible low-income households. To achieve this goal, OSH will coordinate with the other cities in the county who administer Below Market Rate programs. • On June 27, 2023, received approval from the Board of Supervisors for version 2 of the Below Market Rate Partnership Program policies and procedures. • In September 2023, the County started to administer the program and developed a workflow with Partner Agencies.
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	<ul style="list-style-type: none"> In December 2023, the County issued loans to the first two households under this new program in partnership with the City of Morgan Hill, for a total of \$185,000 in Housing Bond funds. Both homes were sold to low-income households. In 2024 OSH will continue to work with partner agencies to expand implementation of the program. This includes meeting with the cities in the county that have current BMR programs and who are interested in leveraging the County's newly established program that targets lower income households. Since this is a newer program OSH expects to see a steady increase in subordinate loans every year. In 2025 OSH will convene the cities in the county who administer BMR programs who have not engaged with the Below Market Partnership Program with the goal of establishing commitments from at least three cities.
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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> Availability of affordable units in a range of sizes Lack of access to opportunity due to high housing costs Location and type of affordable housing Loss of affordable housing

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. Because the majority of these sites are located in the incorporated urban areas of the county, the Office of Supportive Housing works closely with the housing and planning staff of each city to develop a land use path for each site that is owned or controlled by the County before it is released through a solicitation process. This predevelopment work establishes early partnerships with the host city, their elected officials and the immediate community to shape the future design and target

population for the property. The intent of this strategy is to accelerate the construction of affordable and supportive housing by removing governmental constraints that are often impediments to housing.

Streamlined Solicitation Process

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 Educator Workforce Housing – 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 Place – 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.

Building on this moment, 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. Specifically, the County will be focusing its efforts in the cities of Cupertino, San José and Gilroy for the first half of the 6th Cycle Planning Period to position 3 County-controlled sites for development into affordable, workforce and supportive housing. Examples of this partnership include working closely with the City of Cupertino to ensure the county-controlled site is listed as a housing opportunity site in Cupertino 6th Cycle Housing Element. The sites are summarized below:

Wolfe Road – Cupertino: The County is in control of a 5-acre site in the City of Cupertino to explore the development of affordable, supportive and workforce housing.

Senter Road – San José: The County acquired a 6.2-acre site in the City of San José to explore the development of affordable, supportive and homeownership housing.

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.

Table 4.8: County-Led Housing Development

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • Complete construction of 240 affordable, workforce and supportive housing units for special needs populations by January 2026 through the Grant Avenue Educator Workforce Housing Development, Mitchell Park Place and the Hub Housing Development. <ul style="list-style-type: none"> ○ Construction for the Grant Avenue Educator Workforce Housing started July 2023 ○ Construction for the Mitchell Park Place started February 2024 ○ Construction for the Hub Housing Development started November 2023 • Complete construction on the Distel Circle project in Los Altos by December 2026 which will result in 90 units of affordable and supportive housing in a high opportunity area of the county. OSH is proactively tracking funding opportunities to help the developer fill financing gaps. Most recently on May 21, 2024, the Board approved allocation additional funding that will allow the project to apply for tax credits in August 2024. • Complete construction on the East Santa Clara site in San Jose by 2031 that will result in a three phased development totaling 214 units. The County, through OSH, has selected Eden and the Core Companies to serve as co-developers. OSH worked closely with the development partners and the City of San José to submit an SB 35 streamlining Land Use application for the project. Entitlements are expected to be received through a ministerial process by December 2024. OSH will then return to the Board of Supervisors to pursue approval of any remaining financing commitments needed by the County for the project. • By September 2024, initiate the community engagement process for the County-owned sites in Cupertino, San José, and Gilroy, in partnership with city partners that could yield a minimum of 617 new housing units that would be completed by 2031. <ul style="list-style-type: none"> ○ On February 6, 2024, the Board approved the selection of Eden Housing as the developer for the Cupertino site. One-on-one stakeholder engagement has started, and entitlements are expected to be obtained by January 2025. The Cupertino site is located in a high resources area and may include educator workforce housing, special needs housing, and housing for families. The final target population will be determined by January 2025 when the project is expected to received final land use approvals. OSH worked proactively with the City of Cupertino to list the property on the City’s opportunity sites as part of their 6th cycle housing element update. ○ By June 2024, issue a Request for Offer to select an affordable housing development team for the Senter Road site in San José and the 8th and Alexander site in Gilroy. The Gilroy site will focus on affordable workforce housing for ag workers and homeless families. With all County-led sites, OSH can ensure that the County is addressing the disproportionate housing needs of lower income households of color. • By October 2024, select a development partner for the Gilroy and San José sites. Implementing actions include the issuance of the Request for Offer by June 2024 and convening a panel to review the proposals submitted by August 2024. Negotiate terms with the developer by September 2024. • By March 2025, execute Development and Disposition Agreements with the future selected development partners. • By June 2025, present recommendations to the Board of Supervisors for financing opportunities for the Cupertino, Gilroy, and San José sites.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD 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. • 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) B: Continue to use 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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Availability of affordable units in a range of sizes • Lack of access to opportunity due to high housing costs • Location and type of affordable housing • Land use and zoning laws

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 Regional Open Space District. 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	<ul style="list-style-type: none"> • By December 2024, wrap up conversations with Palo Alto, Campbell, Cupertino, and/or San José about the possibility of developing housing production strategies that can be memorialized in an MOU. Implementing actions include quarterly check-in meetings to discuss the benefits and possible terms of the MOU. Most importantly, the conversations will be guided by each jurisdiction’s 6th Cycle Housing Element Update. OSH will then pursue approval by each City Council and the Board of Supervisors. Assuming that an MOU is negotiated, OSH would then leverage the work captured under Program 1.01- Supportive Housing Development Fund Notice of Funding Availability to approve funding for the identified sites and projects. • By December 2024, conclude conversation with the Valley Transportation Authority about the possibility of amending the existing cost sharing agreement to add the Housing Sites at Hostetter Station as the fifth partnership site. To achieve this program objective, OSH will identify a potential funding source that can be leveraged in partnership with the VTA and pursue approval by the Board of Supervisors to execute an amendment to the MOU by June 2025. Once the MOU is amended OSH will work with VTA to take the following actions: <ul style="list-style-type: none"> ○ By January 2026, issue a Request for Offer to select a development partner. ○ By March 2026, kick off the community engagement process to solicit input from the community that will inform the design of the affordable and supportive housing project. ○ By December 2026, seek approval from the VTA Board for the final housing development project. ○ By June 2027, seek approval from the Board of Supervisors for additional project financing. ○ By February 2028, submit applications for funding including but not limited to federal and/or state tax credits. ○ By November 2028, start construction.
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	<ul style="list-style-type: none"> ○ By November 2030, complete the project and start operations.
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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Availability of affordable units in a range of sizes • Lack of access to opportunity due to high housing costs • Lack of affordable, accessible housing in a range of unit sizes • Lack of affordable, integrated housing for individuals who need supportive services • Lack of local or regional cooperation • Land use and zoning laws; Location of accessible housing • Location and type of affordable housing

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"> • On June 27, 2023, the Board approved an amended contract with Housing Trust to continue supportive the County in administering Empower Homebuyer program. This agreement is connected with Program 1.04 - Empower Homebuyers SCC. Together these two programs help the County make homeownership for households who need downpayments assistance. Most recently after receiving feedback from the community and with the increase in interest rates, OSH worked with HTSV to modify program guidelines to remove barriers to entry into the program.
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	<ul style="list-style-type: none"> • By June 2026, amend existing agreement related to the Supportive Housing Fund to continue to offer below rate predevelopment and/or acquisition loans. <ul style="list-style-type: none"> ○ Schedule meeting with HTSV after June 30, 2025, to evaluate the status of the county’s revolving funds and how much of the funding is obligated in a loan agreement versus how much of the funding has been expended to cover administrative costs. ○ By June 30, 2026, develop recommendations relating to the future of the fund and how to continue leveraging the funding to support the construction of new affordable and supportive housing. ○ By December 2026, OSH will pursue approval from the Board of Supervisors to extend the existing agreement.
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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Availability of affordable units in a range of sizes • Lack of access to opportunity due to high housing costs • Location and type of affordable housing • Loss of affordable housing

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.

Historically these convenings have afforded collaboration, support and technical assistance to help expand inclusionary housing and commercial linkage fee policies, coordinating efforts around tenant protection ordinances (i.e., source of income), emergency shelter crisis and joint funding applications. During the 6th cycle Housing Element planning period, the County anticipates a regional approach to implementing goals that various cities have included in their

respective Housing Element update. For instance, the County is currently working with the City San Jose to provide input and feedback on two tenant protection ordinances related to anti-displacement and tenant preferences.

Table 4.11: Santa Clara County CDBG and Housing Coordinators Convenings

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> Over the 2023-2031 period, host monthly meetings and introduce new topics intended to partner and provide technical assistance to the 15 incorporated cities within the county address housing and homelessness concerns. The objective of these convenings is intended to increase regional collaboration and to create a space where local jurisdictions can learn from each other. OSH’s goal is to build a network of city staff that can work collaboratively to achieve a common goal of addressing the needs of the county’s most vulnerable populations and find ways to support each other’s efforts. OSH’s role in these convenings is to provide technical assistance, share funding opportunities, serve as the lead application for new funding opportunities, and increase coordination amongst the cities in the county. Ensured that every eligible city in Santa Clara County (San José, Palo Alto, Mountain View, Sunnyvale, and Milpitas) accesses the Permanent Local Housing Allocation in December 2023. An implementing action includes to continue to serve as the PLHA consortium lead. Currently the County is the consortium lead for the cities of Cupertino, Gilroy, and Santa Clara. To facilitate this partnership, OSH has developed a menu of services consistent with the Santa Clara County PLHA plan priorities. OSH will provide technical assistance to cities interested in pursuing joint funding application. The remaining cities participate directly through the County. Coordinate discussion related to nexus studies, inclusionary housing, and tenant protections. One potential outcome of these conversations may include sharing costs of these studies at the regional level. Work with the Town of Los Gatos and the City of Saratoga to identify at least one affordable housing development in their jurisdiction by December 2025 and/or efforts to address the growing housing insecurity amongst older adults. Work together to develop a robust housing production and preservation strategy. OSH will achieve this objective by meeting with each city to discuss potential sites that are prime for the development of affordable and supportive housing. In addition, OSH will work closely with the cities of Mountain View and San Jose to develop an engagement plan related to the creation of a county-wide preservation strategy by December 2025.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD 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) A: Maintain intergovernmental agreements to address countywide housing objectives and to ensure an adequate supply of affordable housing countywide. HG2(i) B: Establish and expand intergovernmental processes to more effectively define and achieve local and regional housing objectives. HG4-1: The County should continually review its land use and development procedures for opportunities to remove unnecessary constraints to, and provide new opportunities to fund, the construction of affordable housing.

	<ul style="list-style-type: none"> • HG4(i) A: Identify and utilize a forum for sharing of best practices for removing constraints to housing development.
<p>CONTRIBUTING FACTORS</p>	<ul style="list-style-type: none"> • Lack of access to opportunity due to high housing costs • Lack of local or regional cooperation • Land use and zoning laws • Location and type of affordable housing • Location of employers • Availability of affordable units in a range of sizes • Lack of affordable, accessible housing in a range of unit sizes • Lack of affordable, integrated housing for individuals who need supportive services • Location of accessible housing • Displacement of residents due to economic pressures; • Loss of affordable housing; Private discrimination

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"> • Serve 1,000 justice involved people annually receiving housing assistance services through a partnership with the Office of Diversion and Reentry Services at the Reentry Resource Center. These programs include the Rapid Rehousing Exceptions Program and the Emergency Assistance Program. The County has an agreement with HomeFirst Services. In calendar year 2023, the program served 342 reentry clients with Emergency Financial Assistance. • Serve 250 households annually through the Wellness and Housing Stabilization Program in partnership with the Behavioral Health Services Department. This program is intended to serve households receiving specialty mental health services who are at imminent risk of becoming homeless. <ul style="list-style-type: none"> ○ On August 15, 2023, the Board approved a contract with Abode Services relating to providing homelessness prevention services for 235 individuals and families who are at risk of homelessness and currently enrolled in specialty mental health services. OSH will seek approval of the continuation of this program on an annual basis as part of the County's budget process.
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	<ul style="list-style-type: none"> • Over the 2023-2031 period, attend monthly meetings with various County Departments to coordinate the programming of new housing funds and services. The purpose of these meetings is to continue to establish shared goals that are consistent with the Board’s priorities to address the disproportionate housing needs of ELI and VLI households of color. Annually report to the Board of Supervisors on the progress of these efforts. • Identify primary points of contacts for each program. Given staff turnover, OSH will update contact information for each program on an annual basis to ensure continuity of the program without any disruption. This again is intended to remove governmental constraints that can limit access to housing and critical safety net services. • 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. through implementation of the CalAIM ECM and Community Supports By August 2024, negotiate amendments with the Managed Care Plans for Round 2 of one time Housing and Homelessness Incentive Program funds.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD 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. • HG6-1: Encourage the development of affordable housing that is suitable for a variety of special needs populations. • HG6(i) D: Maintain existing programs to provide housing suitable for families with children in need. • 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 aid 2,500 households annually.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Lack of assistance for transitioning from institutional settings to integrated housing • Lack of affordable, integrated housing for individuals who need supportive services • Inaccessible government facilities or services

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. • Seek endorsement of the BAHFA Regional Housing Bond by the Board of Supervisors by September 2024 and develop an expenditure plan by February 2025. <ul style="list-style-type: none"> ○ Convene at least one community engagement meeting in each supervisorial district in partnership with the cities within the district. ○ Leverage Program 1.10 - Santa Clara County CDBG and Housing Coordinators Convenings to prioritize projects that serve ELI and VLI households who are severely cost burdened and at risk of displacement due to gentrification. • 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. • HG6-1: Encourage the development of affordable housing that is suitable for a variety of special needs populations. • 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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Access to financial services • Loss of affordable housing

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"> • In March 2023, provided Destination: Home with a list of eligible housing sites they will consider for funding. The housing sites are consistent with Program 1.01- Supportive Housing Development Fund Notice of Funding Availability (SHDF NOFA). • In September 2023, identified new funding applications for housing sites identified in partnership with Destination Home. Continue to provide housing development pipeline information and early input to developers seeking funding through the Supportive Housing and Innovation Fund on a quarterly basis. • Work with Destination: Home to raise \$25M in private philanthropy funding by 2026. <ul style="list-style-type: none"> ○ Destination Home will meet with at least four private philanthropic partners to raise private funding to supplemental local government funding. OSH will provide data and information about the Countywide housing development pipeline to demonstrate the use of the funds to support the construction of affordable and supportive housing.
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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Availability of affordable units in a range of sizes • Lack of access to opportunity due to high housing costs • Location and type of affordable housing • Loss of affordable housing

Program 1.14 - Fair Housing Assistance Program

Community input received through the planning process for, identified priority needs, and five-year goals established in the 2020-2025 Urban County Consolidated Plan drive how the County will allocate its federal CDBG public service funding. Community engagement through this planning process made it clear that fair housing is a priority need in the Urban County (i.e., Campbell, Los Altos, Los Altos Hills, Los Gatos, Monte Sereno, Morgan Hill, Saratoga, and the unincorporated areas of the County, including those in San José). As such, the County prioritizes fair housing education and services to help lower-income families and individuals in the Urban County to obtain and keep their housing and redress fair housing claims.

The County will utilize its CDBG public service funding to enable a community-based organization to provide tenant-landlord and fair housing services to Urban County residents. These services will include three key types of programs: education for community members and service providers; investigation of fair housing violation claims; and advocacy on behalf of lower-income, special needs, and disabled community members so they may obtain disability-related accommodations, preserve their housing subsidies, and/or resolve disputes to obtain new or keep their existing housing. The Fair Housing Assistance Program will also provide a forum for local governments and community-based organizations to share information about new and proposed tenant protections and programs that further fair housing.

Table 4.15: Fair Housing Assistance Program

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • Annually pursue approval by the Board of Supervisors to allocate CDBG funding to service provider Project Sentinel to enable it to assist Urban County residents by providing the following: <ul style="list-style-type: none"> ○ Serve a minimum of 67 lower-income persons with fair housing complaint investigation, information and referral, and/or advocacy services and 50 community members through outreach and education. • Between the summer of 2024 and spring of 2025, engage community members and community-based organizations through the 2025-2030 Consolidated Planning process about priority needs; evaluate CDBG public service allocations; and incorporate modifications to this program as needed. • On an annual basis have a service agreement in place each July to enable the community-based organization to provide this program’s specified services. Action to achieve this goal include completion of a competitive procurement process by Fall 2024 for a new five-year agreement that would start July 1, 2025 (FY 2026). • Over the 2023-2031 period, meet on a quarterly basis with the community-based organization awarded the service agreement to review and, if necessary, collaborate to amend their community engagement and client services plans to help ensure that they achieve service agreement deliverables. • Over the 2023-2031 period, host meetings and meet on a quarterly basis with other local governments and community-based organizations, including non-profit legal services providers, to share information about fair housing and other tenant protections and programs that help lower-income tenants obtain and keep housing. •
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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. • HG5(i) C: Fair housing services provided shall be respectful of language, culture, and special needs. • HG5(i) D: Continue to support organizations active in ensuring the rights of all persons to obtain and retain housing.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Access to transportation for persons with disabilities • Availability, type, frequency, and reliability of public transportation • Lack of access to opportunity due to high housing costs • Displacement of residents due to economic pressures

Program 1.15 - Fair Housing Audit & Education Program

Fair Housing audits are conducted regularly by Project Sentinel, a long-standing fair housing organization serving Santa Clara County residents, to monitor the presence and prevalence of housing discrimination based upon protected classes under both Federal and State fair housing laws.

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 group 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 denied housing opportunities in contravention of fair housing and other tenant protection laws.

Audit results are then used to evaluate and/or address claims of fair housing and tenant protection violations, as well as 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.

This program, as well as the previous one (program 1.14, Fair Housing Assistance Program), serve many special needs populations, including people with disabilities, veterans, victims of domestic violence, immigrants, seniors, and those with criminal histories. This program’s outcomes compliments and informs Program 1.14 activities, including community engagement.

The County does not currently fund this Project Sentinel program. Through the Urban County’s 2025-2030 Consolidated Planning process, the County will engage community members and community-based organizations to learn if this program is a priority need and, if it is so identified, pursue monetary and non-monetary resources to support this program

Table 4.16: Fair Housing Audit & Education Program

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • Project Sentinel will train testers, conduct audits, design effective outreach campaigns, and educate residents, housing providers and property managers about fair housing protections. • Project Sentinel will represent, and/or coordinate experienced legal representation of, bona fide plaintiffs where investigation has produced evidence of a meritorious fair housing case. • During 2023-2031, this program will conduct 32 audits, work on 48 cases, provide education material to 450 people, and assist with or file 3 enforcement cases when warranted by evidence of discrimination. • During community engagement for the Urban County’s 2025-2030 Consolidated Plan, the County will engage with community members about whether the work under this program is a priority need in the Urban County.
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	<ul style="list-style-type: none"> • If identified as a priority need during the 2025-2030 Consolidated Planning process, the County will pursue state and federal funding and non-monetary resources to support this program. • .
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. • HG5(i) D: Continue to support organizations active in ensuring the rights of all persons to obtain and retain housing.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Private discrimination • Lending discrimination • Lack of local public fair housing enforcement • Lack of local private fair housing outreach and enforcement

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). Most recently the SCCHA has been focused on exploring a combination of placed based investments and mobility programs.

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

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • Over the 2023-2031 period, participate in monthly Section 8 coordination and operation meetings with SCCHA and the City of San José’s Housing Department to address barriers that voucher holders experience, streamline the lease up process, and explore policy changes that increase
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	<p>housing choice in high resources areas of the county. The purpose of these meetings is to ensure that households who are severely cost burdened are being connected to housing opportunities.</p> <ul style="list-style-type: none"> • In December 2023, developed a strategic spending plan for future rental subsidies and housing production pipeline consistent with the negotiated Memorandum of Understanding between the County and SCCHA. OSH and SCCHA in partnership with Destination Home and other key stakeholders will seek approval from the U.S. Department of Housing and Urban Development for a new 2025 – 2026 Move to Work Activity that will allow SCCHA to launch a new shallow subsidy program targeting ELI and VLI households who are cost burdened in existing affordable housing developments. The intent of the program is to ensure that households are not paying more than 30% of their income but that the development has enough funding to operate decent and stable housing. • Work with SCCHA on the development of a Mobility Program in alignment with HUD’s Mobility Demonstration Program that will be submitted to HUD in June 2024 with implementation beginning in January 2025. Because lower income households face greater instances of housing insecurity, this strategy is intended to better leverage rental subsidies to give families the opportunity to live in healthier communities with greater access to education and employment.
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"> • HG2-1: 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. • 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-, 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. • HG6(i) A: Advocate for the expansion of Federal and State programs and funding to assist local government in developing special needs housing not provided through the private market.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Access to publicly supported housing for persons with disabilities • Impediments to mobility • Lack of affordable, integrated housing for individuals who need supportive services • Lack of access to opportunity due to high housing costs • Lack of affordable, accessible housing in a range of unit sizes

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 June 2024, enter into an agreement with a rental subsidy provider to expand tenant based rental assistance programs to serve an additional 785 individuals or households. • OSH will work closely with the County Administration and the Behavioral Health Services Department to understand the implementing actions of Proposition 1 which combine SB 326 (changes to the Mental Health Services Act) and AB 532 (The Behavioral Health Infrastructure Bond Act of 2023). By gaining a better understanding of the changes, OSH will be better prepared to identify funding opportunities that will yield additional PSH units for persons with a serious mental illness and the critical services needed to remain housed.
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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • State or local laws, policies, or practices that discourage individuals with disabilities from living in apartments, family homes, supportive housing and other integrated settings • Lack of affordable, integrated housing for individuals who need supportive services • Access to publicly supported housing for persons with disabilities

Program 1.18 - Tenant/Landlord Dispute Resolution Services

Community engagement for the 2020-2025 Urban County Consolidated Plan identified vital legal services and homelessness prevention as priority needs in the Urban County. In light of this, the County prioritizes CDBG public services funding for programs, including the Tenant-Landlord Services program, that address these needs in the Urban County (i.e., Campbell, Los Altos, Los Altos Hills, Los Gatos, Monte Sereno, Morgan Hill, Saratoga, and the unincorporated areas of the County, including those in San José).

The County currently funds Project Sentinel to provide services to Urban County residents through the Tenant Landlord Dispute Resolution Services program. This program helps lower-income families and individuals by providing them with information and referral, housing-related education and counseling services, and dispute resolution services that seek to prevent tenant displacement and homelessness. Specific services to be provided 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 with housing industry groups to educate owners and managers on their obligations under fair housing and other tenant protection laws.

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 Resolution Services

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> Annually, through FY 2025, and consistent with Board of Supervisors’ direction, allocate CDBG public service funds to service provider Project Sentinel to enable it to assist Urban County residents by: serving at least 600 people through information and referral and 74 lower-income persons through tenant-landlord services cases/casework (e.g., education and counseling intervention and dispute resolution) to reduce displacement and homelessness. Between the summer of 2024 and spring of 2025, engage community members and community-based organizations through the Urban County’s 2025-2030 Consolidated Planning process about priority needs; evaluate CDBG public service allocations; and incorporate modifications to this program as needed. On an annual basis have a service agreement in place each July to enable the community-based organization to provide this program’s specified services. Over the 2023-2031 period, meet on a quarterly basis with the community-based organization awarded the service agreement to review and, if necessary, collaborate to amend their community engagement and client services plans to help ensure that they achieve service agreement deliverables. Over the 2023-2031 period, host meetings and meet on a quarterly basis with other local governments and community-based organizations, including non-profit legal services providers, to share information about fair housing and other tenant protections and programs that help lower-income tenants obtain and keep housing.
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(j) E: Maintain tenant/landlord dispute mediation services in all areas of the county.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> Displacement of residents due to economic pressures

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"> • In January 2023, launched program to support the disproportionate housing needs of households at greatest risk of housing insecurity. • In June 2023, provided assistance to 60 households and complete first phase of the program. • By June 2025, secure additional funding to initiate a continuation of the program to serve 50 households a year. Implementing actions include seeking funding as part of the County’s Fiscal Year 2025 – 2026 Budget process.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	Homeless Housing, Assistance and Prevention (HHAP)
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG5-4: Reduce displacement of low-income household tenants and increase tenant protections prior to evictions proceedings. • HG5(i) D: Continue to support organizations active in ensuring the rights of all persons to obtain and retain housing.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Displacement of residents due to economic pressures • Private discrimination

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 2024, convene a debriefing session with SARC and Alta Housing about the lease up process for Wilton Court in Palo Alto. • By July 2025, 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. • Construct approximately 55 dedicated affordable housing units for persons with an intellectual and development disability by 2029. <ul style="list-style-type: none"> ○ Over the 2023-2031 period, quarterly track progress of the projects approved by the Board of Supervisors as part of this partnership to ensure construction is completed.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG5-5: Identify and increase access to services and other opportunities for residents of historically disinvested low-income communities (R/ECAPs and Burdened Households) across unincorporated county. • HG5(i) C: Fair housing services provided shall be respectful of language, culture, and special needs. • 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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Access to publicly supported housing for persons with disabilities • Lack of affordable, integrated housing for individuals who need supportive services • Regulatory barriers to providing housing and supportive services for persons with disabilities • State or local laws, policies, or practices that discourage individuals with disabilities from living in apartments, family homes, supportive housing and other integrated settings

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"> • In March 2023, amended the existing contract to add additional funding to support more families in need. • In July 2023, increased system capacity to serve 1,700 households. It is estimated that a total of 13,600 households will be assisted during between 2023 and 2031. • Issued a Joint Request for Proposals in January 2024 to select a system administrator and network partners. • In May 2024, received approval from the Board of Supervisors to continue the program to serve households with housing insecurity who are at risk of becoming homeless. • By July 2024, launch new County-led Homelessness Prevention System with the capacity to serve 2,500 households by combining efforts into one overarching prevention strategy • Over the 2023-2031 period, annually work with Destination Home to host quarterly investor briefing sessions to secure additional resources for all homelessness prevention programs.
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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Displacement of residents due to economic pressures

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"> • In March 2023, amended existing contracts to increase funding and issue Request for Proposals as required by the County for contracts that exceed a 5-year term. • In June 2023, made recommendations to the Board of Supervisors. • In July 2023, launched new five-year contracts serving up to 1,840 households annually. • In June 2024, approved agreements with the EAN’s to serve households in Fiscal Year 2024-2025. While the funding to support these programs is ongoing, OSH will seek annual approval from the Board of Supervisors to formally approve annual agreements with the EANs.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD 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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Access to financial services • Displacement of residents due to economic pressures

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"> • In May 2023, presented cities with a menu of options of services they can fund. • By September 2023, finalized list of services for each housing intervention type. • By December 2023, received confirmation from interested cities. • In the first half of 2024, presented funding recommendations through the County's budget process. • By July 2024, begin to administer expanded programs. • Starting in July 2023, provide supportive services for 180 chronically homeless households from San José. Assuming funding continues annually through 2031, this Revenue Agreement with the City of San José would serve 1,620 chronically homeless households from San José. Implementing actions include seeking approval from the San José City Council as part of their annual budget approval process and subsequent approval from the County Board of Supervisors. These actions will continue annually through 2031. • Starting in July 2023, serve 400 homeless households from San José through a centralized hotline for individuals and families seeking shelter services or shelter diversion services. Assuming funding continues annually through 2031, this Revenue Agreement with the City of San José would serve 3,600 homeless households from San José. Implementing actions include seeking approval from the San José City Council as part of their annual budget approval process and subsequent approval from the County Board of Supervisors. These actions will continue annually through 2031. • Starting in July 2023, serve 20 households from the City of Santa Clara and 20 households from the City of Mountain View with permanent supportive housing services and rental assistance. Assuming funding continues annually through 2031, these Revenue Agreements with the cities of Santa Clara and Mountain View would serve 360 households. Implementing actions include seeking approval from the San José City Council as part of their annual budget approval process and subsequent approval from the County Board of Supervisors. These actions will continue annually through 2031. • Starting in July 2023, serve 133 vehicle dwellers from the City of Mountain View by providing homeless households a temporary, overnight, safe location to park, as well as case management support. Assuming funding continues annually through 2031, this Revenue Agreement with Mountain View would serve 1,197 vehicle dwellers. Implementing actions include seeking approval from the San José City Council as part of their annual budget approval process and subsequent approval from the County Board of Supervisors. These actions will continue annually through 2031.
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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Lack of affordable in-home or community-based supportive services

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.

Implementation of the strategies in the Community Plan to End Homelessness will raise the voices of people with lived experience and share power with our unhoused and recently-housed neighbors. We will focus on policies and programs that reduce racial inequity, in an effort to reverse the disproportionately high rates of people of color who are unhoused. The County through its administration of Homeless Housing, Assistance and Prevention (HHAP) Rounds 3 and 4 funding have set various goals related to *“Underserved Populations and Populations Disproportionately Impacted by Homelessness” that are connected to each of the HHAP goals.*

The focus of this program is to report outcomes for the implementing programs that help the County and overall community meet the goals of the 2020-2025 Community Plan to End Homelessness. For instance, one goal is to “expand the Homelessness Prevention System and other early interventions to

serve 2,500 households per year” and one of the implementing actions is Program 1.21 – Homelessness Prevention System.

With this program as a roadmap, it is intended to work together and through a series of interrelated programs in the Housing Element to

accomplish its goals. Such programs include 1.11, 1.17, 1.23, 1.26, 1.27, and 1.28, which should be considered alongside and in conjunction with 1.24.

Table 4.25: Community Plan to End Homelessness

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • House approximately 3,200 people annually through implementation of the Community Plan to End Homelessness. Assuming the current reduction rate and the number of people served annually, we project housing 25,600 people between 2023 – 2031. <ul style="list-style-type: none"> ○ On February 2024, published the 2023 Community Plan to End Homelessness Progress report. Since 2020, our progress is as follows: <ul style="list-style-type: none"> ▪ 13, 817 people have been connected to stable housing. ▪ 19,575 people were placed in temporary housing and shelter. ▪ 28,235 people received homelessness prevention assistance. • Annually convene the strategy leads to develop annual focused implementation plans. These plans cannot be set in advance because there are a lot of factors that are taken into consideration when developing priorities. The purpose of this plan is to shape and guide our work through a collective impact model. Seek approval from the Continuum of Care Executive Board on the priorities for annual workplans. This includes, but is not limited to, the supportive housing system improvement work, supporting the work of the Lived Experience Advisory Board to improve service delivery, and the coordinated entry redesign work. Collectively these efforts are intended to continuously improve how unhoused individuals and families are served through the Santa Clara County Supportive Housing System. • In March 2023, issued Annual Progress Report for Year 3. • In March 2023, received 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. • In August 2023, issued the Mid-Year Progress Report for Year 4. • In January 2024, received notification from the U.S Department of Housing and Urban Development on new grant applications that resulted in \$7.9M more in funding over the prior year. • In March 2024, issued Annual Progress Report for Year 4. See above for latest progress report outcomes. • By September 2024, issue the Mid-Year Progress Report for Year 5. • By March 2025, issue the Annual Progress Report for Year 5. • In 2025, initiate the process to update the Community Plan to End Homelessness. Seek approval from the Continuum of Care Board on the community outreach and stakeholder engagement plan. Once a draft is developed, seek endorsement from the Board of Supervisors, the 15 incorporated cities, the Santa Clara County Housing Authority, the Valley Transportation Authority, the Santa Clara Valley Water Board, the various School and College Districts and other governmental and non-governmental partners.
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	<ul style="list-style-type: none"> In 2026, once the new Community Plan to End Homelessness is in place, will seek approval from each city on the development of a local implementation plan. OSH will offer technical assistance and support to each city either directly or through a consultant.
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"> HG6-1: Encourage the development of affordable housing that is suitable for a variety of special needs populations. HG6(i) E: Support implementation of housing-related policies in the county. 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) 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 aid 2,500 households annually. 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. HG7(i) D: Coordinate with cities to construct service enriched emergency shelters consistent with the Community Plan to End Homelessness's goal to double the number of temporary shelter beds by 2025. HG7(i) F: Promote the County's Service Enriched Emergency Interim Housing Challenge Grant by partnering with cities to help achieve the goals contained in the Community Plan to End Homelessness to double the number of temporary shelter beds. HG7(i) G: Raise the voices of people with lived experience and share power with unhoused and recently housed neighbors by including them in the decision-making process when making decisions about homelessness-related policies.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> Admissions and occupancy policies and procedures, including preferences in publicly supported housing Quality of affordable housing information programs Inaccessible government facilities or services Lack of local or regional cooperation

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

Program 1.25 – Temporary Housing Programs

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	<ul style="list-style-type: none"> • By June 2024, the County will enter into new agreements to expand existing basic needs services and temporary housing programs. • Complete construction of the Palo Alto and San José Interim Housing sites that will result in a total of 308 new shelter units by 2027. <ul style="list-style-type: none"> ○ Construction of the Palo Alto Interim Housing site started in October 2023 ○ Construction of the San José Interim Housing site started in April 2023 • Given the recent budget reductions at the State level it does not appear that the County will receive funding for the Santa Clara Homekey project. The Office of Supportive Housing will need to identify a different funding source or find different opportunities to expand temporary housing options.
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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Displacement of residents due to economic pressures

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	<ul style="list-style-type: none"> • In January 2023, hosted community meetings across the County about the next round of Homekey funds. • Submitted two new projects Countywide for Homekey Round 3 in partnership with the cities of Santa Clara and San José. • Given the structural deficit at the State level, it is unlikely that the County or the City of San José will receive an award of Homekey Round 3. As such, our current focus is to ensure all Round 2 Homekey sites are delivered. <ul style="list-style-type: none"> ○ Construction of the San José Interim Housing site started in April 2023. ○ The Crestview hotel conversion began construction July 2023 and is expected to complete construction August 2024. ○ The Palo Alto Homekey Emergency Interim Housing began site work and construction in October 2023. ○ The Pacific Motor Inn Interim to Permanent Housing project began construction in January 2024.
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	<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) E: Continue to support community-based organizations that provide services to the unhoused population.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Displacement of residents due to economic pressures

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"> • Complete construction of the Palo Alto and San José Interim Housing sites that will result in a total of 308 new shelter units by December 2027. <ul style="list-style-type: none"> ◦ Construction of the Palo Alto Interim Housing site started in October 2023 ◦ Construction of the San José Interim Housing site started in April 2023 • In March 2023, identified at least three new sites for funding and develop pathway for project approvals and funding. • 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. Seek approval from the Board of Supervisors as part of the County’s Fiscal Year 2027-2028 budget cycle to secure new funding.
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
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Access to transportation for persons with disabilities • Impediments to mobility

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"> • In January 2023, kicked-off Supportive Housing System Improvement work including the work of LEAB. • By June 2024, develop a toolkit for the establishment of Tenant Association’s for every 100% Permanent Supportive Housing Development. • OSH will continue to work with the LEAB to make improvements to the supportive housing system. The County will continue its commitment of inviting LEAB members and others with lived expertise of homelessness to participate in funding decisions and policy changes.
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	<ul style="list-style-type: none"> Seek approval from the Board of Supervisors by June 30, 2024 to increase the County's support for the various participation stipends that are offered to LEAB.
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) C: Continue to support community-based organizations that provide services to the unhoused population. HG7(i) G: Raise the voices of people with lived experience and share power with our unhoused and recently housed neighbors.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> Lack of affordable in-home or community-based supportive services

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.

The Farmworker Affordable Homeownership component of the Program will first leverage funding from Program 1.06 – Below Market Partnership Program. Specifically, \$1 million in funding is set aside for mobile homes and manufactured housing. The County will work with the cities of Gilroy, Morgan Hill, and other stakeholders in South County to market the program to the farmworker community. The focus of this component of the program is primarily focused on individual households.

The Farmworker Housing Pilot component of the Program will focus on providing financing to help agricultural operators and landowners provide housing for “very low-income” farmworkers by creating new housing, rehabilitation or repairing existing housing, or replacing existing dilapidated mobile home units that have been used as farmworker housing at any time in the past. The focus of this component of the program is primarily focused on operators and landowners.

Together these two components are expected to meet an existing housing gap that cannot be achieved through high density multi-family housing development. In addition, on August 29, 2023, the Board of Supervisors directed the preparation of an Agricultural Worker Housing Workplan and, as a result of the Workplan,

additional agricultural worker housing programs may be launched by the County. The intent of this pilot program is to issue a total of 10 loans by 2031 and then determine the viability of scaling the program in future planning periods.

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 July 2024, develop program guidelines for the Farmworker Housing Pilot Program and share the draft with partners so that they can provide input and feedback. • By July 2024, soft launch of focused community engagement. Note that OSH will seek the list of stakeholders that are engaging in the countywide ag worker housing survey. OSH is participating in four community outreach events taking place in June 2024 with growers and seasonal and year-round ag workers. Through this effort OSH will be providing housing navigation services to ag workers to ensure they are provided with a safe and stable housing • By December 2024, circulate draft program guidelines for Farmworker Affordable Homeownership Program. Seek approval from the Board of Supervisors by April 2025. • By July 2025, soft launch of Farmworker Affordable Homeownership Program. • By December 2025, issue first loan and serve 10 households by 2031.
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 support 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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Lack of access to opportunity due to high housing costs • Land use and zoning laws • Location and type of affordable housing • Location of employers

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.

The County, as a leader in advancing affordable housing production and preservation will work collaboratively with the 15 incorporated cities in the county to centralize efforts to preserve affordable housing that is at risk of conversion to market rate housing. For instance, in 2016 the County worked closely with the City of Sunnyvale and the Santa Clara County Housing Authority to develop a relocation strategy for households at risk of displacement from a housing development site with an expired restrictive covenant. Through this partnership, the County was able to find alternative housing options for several households that were not able to afford the new market rate rents. Successful management of the County’s Loan Portfolio will result in additional financial resources through loan repayments that can potentially be used to preserve housing at risk of conversion through partnerships with other key regional stakeholders.

Table 4.31: Asset Management Portfolio Expansion

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • Selected a new vendor in June 2023 that will manage the data related to the County’s single-family and multifamily loan portfolio. • By June 2024, generate first draft of compliance reports and fund balance statements. • Conduct annual monitoring and site visits of at least 25% of the County’s property portfolio annually. • Service a total of 209 permanent deferred interest multifamily loans through 2031. • Over the 2023-2031 period, annually review the Subsidized Affordable Housing At Risk Report prepared by the California Housing Partnerships. • By June 2025, create a Housing Preservation Fund that can be funded through loan repayments the County anticipates receiving from residual receipt payments. Seek Board approval for new program by December 2025.
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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	<ul style="list-style-type: none"> • 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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Displacement of residents due to economic pressures; Loss of affordable housing

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	<ul style="list-style-type: none"> Over the 2023-2031 period, annually, by April, present funding recommendations to the Housing and Community Development Advisory Committee (HCDAC) to approve the continued funding of this program. Annually, by June, present funding recommendations to, and seek approval from, the Board of Supervisors. Annually, by July, begin offering services to the eligible households. Both the HCDAC and the Board of Supervisors approved OSH’s request for Fiscal Year 2024-2025 and the application has also been submitted to the U.S. Department of Housing and Urban Development. As in prior years, this program will begin offering services on July 1, 2024. Provide minor home repair and maintenance services to 45 households annually and approximately 400 between 2023 and 2031.
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"> HG6-2: An adequate supply of affordable housing suitable for individuals at all stages of life should be available in every community. HG6(i) C: Maintain existing programs to provide “Housing for All Ages,” including housing for multigenerational households. HG9-1: 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. 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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> Lack of assistance for housing accessibility modifications

Program 1.32 – Community Development Corporation Grant Program

CDCs have three distinguishing characteristics: (1) nonprofit status under section 501(c)(3) of the Internal Revenue Code; (2) involvement in community development projects, usually with an emphasis on affordable housing expansion; and (3) a governing board composed in significant part of community members.

CDCs devote themselves to revitalizing the areas in which they are located. In most cases, these areas are low-income neighborhoods that have experienced significant disinvestment. While all CDCs aim

to improve the quality of neighborhood life, they may do so in a variety of ways, including by producing housing, promoting commercial development, regenerating open spaces, and/or administering support programs (such as employment services). Experts in community development have explained that one of CDCs’ main advantages over entities with similar missions is their ability to play multiple roles, including that of community organizer and project developer, when leading community development initiatives.

The County of Santa Clara’s (County) Community Development Corporation Grant Program (Grant Program) helps community-based organizations play more substantial roles in acquiring, developing,

rehabilitating, and/or managing properties to increase affordable rental and/or ownership housing opportunities (collectively, “affordable housing development”). Grant recipients are 501(c)(3) nonprofit corporations whose missions are to revitalize, build community among, and/or enhance the quality of life of residents in specific communities, neighborhoods, or small cities. Selected organizations would also be committed to including residents in decision-making at program-/project-, strategic, and organizational

levels. All recipients must use grant funds to increase their ability to undertake affordable housing development activities; however, the organizations may also undertake development activities that would increase economic, cultural, health, or social service resources in their communities. The capacity building grants would expand the network of community-based organizations capable of affordable housing development while giving residents more opportunities to shape the future of their communities

Table 4.33: Community Development Corporations

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • Work closely with the three Round 1 CDC Grantees (SOMOS Mayfair, African American Cultural Center, and the South Bay Community Land Trust to implement. • By December 2025 assist the African American Cultural Center with securing all the necessary funding for their signature project located at 2001 the Alameda in San José. • By June 2024, complete workplan for SOMOS Mayfair to help them acquire their first property. • By July 2025 select Round 2 CDC grant recipients.
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	County General Fund
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • 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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Availability of Affordable Units in a Range of Sizes • Displacement of Residents Due to Economic Pressures • Loss of Affordable Housing

Program 1.33 – Expand Access to UPLIFT Program

The Universal Pass for Life Improvement From Transportation (UPLIFT) Program provides quarterly Valley Transportation Authority (VTA) transit passes for adults experiencing homelessness or who are at risk of losing their housing due to lack of transportation. The goal

of UPLIFT is to help people get housing or employment by improving access to public transit. The program, a partnership between and subsidized by the County of Santa Clara, VTA, and the City of San José, is operated at no cost to the clients or referring organizations. Since the inception of the UPLIFT Program in 2008, the program has

provided VTA transit passes for thousands of people experiencing homelessness or are at-risk of homelessness. These individuals

receive ongoing case management from partner agencies, including shelter providers, homeless services agencies, community re-integration programs, vocational services providers, behavioral healthcare providers, and others.

The UPLIFT Program has seen growth in demand throughout the years. The number of partner agencies has increased from 28 in 2008 to 44 in 2023.

In addition to providing the valuable service of transportation, the UPLIFT Program also provides service to connect people to the community’s Coordinated Assessment System by requiring partner agencies to refer Clients who are literally homeless to the community queue for permanent housing programs.

Table 4.34: Expand Access to UPLIFT Program

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • Serve 2,500 homeless individuals and families quarterly. • In July 2023, updated the UPLIFT User Guide to ensure partners agencies are able to train new staff on the County’s process for accessing passes for their respective organization. • By July 2028 renegotiate an agreement with VTA relating to continued expansion of the UPLIFT Program
GEOGRAPHIC SERVICE AREA	Countywide
LEAD AGENCY	Office of Supportive Housing
FUNDING SOURCE	County General Fund Revenue from the City of San José
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG7-6: Continue to support feedback mechanisms that provide those with lived experience the opportunity to inform and shape improvements to the Supportive Housing System and the delivery of service. • HG7(i) C: Continue to support community-based organizations that provide services to the unhoused population.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Access to transportation for persons with disabilities • Availability, type, frequency, and reliability of public transportation • Lack of access to opportunity due to high housing costs

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. The process for County-Led Housing Development is detailed in Program 1.07.

Table 4.35 Housing Suitability and Prioritization Tool for County-Owned Properties

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By April 2023, the AFHPA tool was introduced to the Facilities and Fleet (FAF) Department and Office of Supportive Housing (OSH). • By June 2023, training was completed to utilize the tool and housing sites were subsequently identified. • By September 2024, initiate the community engagement process for the County-owned sites in Cupertino, San José, and Gilroy, in partnership with city partners that could yield a minimum of 617 new housing units that would be completed by 2031. • On February 6, 2024, the Board approved the selection of Eden Housing as the developer for the Cupertino site. One-on-one stakeholder engagement is underway, and entitlements are expected to be obtained by January 2025. The Cupertino site is located in a high resources area and may include educator workforce housing, special needs housing, and housing for families. The final target population will be determined by January 2025 when the project is expected to received final land use approvals. OSH worked proactively with the City of Cupertino to list the property on the City’s opportunity sites as part of their 6th cycle housing element update that was recently certified by State HCD.
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	<ul style="list-style-type: none"> By June 2024, issue a Request for Offer to select an affordable housing development team for the Senter Road site in San José and the 8th and Alexander site in Gilroy. The Gilroy site will focus on affordable workforce housing for ag workers and homeless families. With all County-led sites, OSH can ensure that the County is addressing the disproportionate housing needs of lower income households of color. By October 2024, select a development partner for the Gilroy and San José sites. Implementing actions include the issuance of the Request for Offer by June 2024 and convening a panel to review the proposals submitted by August 2024. Negotiate terms with the developer by September 2024. By March 2025, execute Development and Disposition Agreements with the future selected development partners. By June 2025, present recommendations to the Board of Supervisors for financing opportunities for the Cupertino, Gilroy, and San José 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. HG3-2: The provision of permanent supportive housing for extremely low-income households shall be given high priority in housing assistance programs. 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
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> Availability of affordable units in a range of sizes Lack of access to opportunity due to high housing costs Location and type of affordable housing Land use and zoning laws

Program 2.02 - Planning for Housing Development in Unincorporated USAs and Stanford University Lands

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. The major exception to this is the Stanford University

academic campus, which the County, the City of Palo Alto, and Stanford University agreed in 1985 would remain unincorporated.

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 was required to amend the above-mentioned General Plan policies. As a result of the amendments, the General Plan no longer requires multi-family and mixed used development in the Housing Opportunity Sites combining district to be in conformance with the city's long-range land use planning for selected sites, and the County Zoning Ordinance has been updated to restrict development on the County's sites inventory (including Stanford University Lands) to multi-family residential and limited mixed uses. This rezoning program, completed in December 2023, conforms with the provisions of California Government Code Section

65583.2 subdivision (c) and removes constraints to the development of such parcels. Section 3.75.040 of the County Zoning Ordinance now provides housing opportunity sites with the option to pursue a streamlined project review and approval by way of a Planning Clearance, which conforms with the definition of "use by right" in California Government Code Section 65583.2 subdivision (i). Section 5.20.240 of the County Zoning Ordinance defines Planning Clearance as "a ministerial, nondiscretionary process for uses that require adherence to the Zoning Ordinance but for which no discretionary permit is required." To qualify for such processing, projects must meet objective eligibility criteria, including conditions and requirements for minimum levels of affordability.

As such, any future development on these sites would be required to comply with the combining district. If the developer proposes a specified number of affordable units, then they'll be required to obtain a streamlined, nondiscretionary permit, as required under California Housing law. If the application does not include the percentage of affordable units specified in the zoning ordinance to qualify for the streamlined, nondiscretionary permit, then a discretionary review of either Architecture and Site Approval (ASA) or a Use Permit is required, which can take 2 to 6 months. Although the discretionary review process is longer, it still allows for development to take place within the planning period.

Development on Stanford lands within the three locations identified in the Housing Sites Inventory follow the same process. Should Stanford wish to, it may apply for the streamlined, nondiscretionary Planning Clearance, provided the application conforms with the objective standards established in the County's updated Zoning Ordinance, as amended in December 2023. Stanford University may also pursue a discretionary review process through ASA (a separate Use Permit for structures on Stanford lands is not required because

the existing zoning and existing General Use Permit allow for a variety of housing types and other uses pertinent to a large academic institution across the majority of the academic campus). While academic building space on campus is limited based on a General Use Permit, the County does not place any limitations on the amount of housing units or square footage of housing that Stanford may construct, whether within the three housing inventory sites or elsewhere on the academic campus.

Stanford University will determine the timing of any application submittal based on an assessment of housing needs at that time; however, the Stanford Community Plan (updated in 2023) is clear in its requirements for Stanford to provide adequate housing to students, educators, staff, and other workers, commensurate with the University's plans for expansion. Streamlined, nondiscretionary permits could be issued in as few as 30 days after the application is submitted, while projects requiring an ASA could take up to 6 months for approval.

The County holds monthly meetings with representatives of Stanford University and will use these in part to discuss any constraints or barriers Stanford University encounters when developing housing on these three sites. If these constraints or barriers persist, the County will explore options to remove them as part of the midcycle review process.

If an applicant chooses to develop housing on one of the County's inventory sites (including Stanford) through the *discretionary approach*, the process will typically include the following steps:

1. Submittal of application materials.
2. Staff's review of submitted materials (typically within 30 days).
3. A review letter issued by staff either requesting more information or deeming the application complete.

4. When the application is deemed complete, the application is scheduled for a public hearing before either the County Zoning Administrator for ASA permits, or the Planning Commission for Use Permits.
5. Once the Zoning Administrator or Planning Commission approves the application, the developer must wait an additional 15 days until the appeal period is completed. If an appeal is received, the appeal will be heard by either the Planning Commission (ASA permits) or Board of Supervisors (Use Permits).
6. If no appeal is received, the developer may submit their building permits for construction.
7. County staff will then review each building permit and provide comment on deficient areas or issue the permits.
8. Following issuance of the permits, County staff will conduct applicable inspections throughout the construction until the development is formally completed and ready for occupancy.

If an applicant chooses to develop housing on one of the County's inventory sites (including Stanford) through the *streamlined approach*, the process would typically include the following steps:

1. Submittal of application materials.
2. Staff review of submitted materials (typically within 30 days).
3. A review letter issued by staff either requesting more information or deeming the application complete.
4. When the application is deemed complete, the developer may proceed directly to submit their building permits for construction.
5. County staff will then review each building permit and provide comment on deficient areas or issue the permits.

6. Following issuance of the permits, County staff will conduct applicable inspections throughout construction until the development is formally completed and ready for occupancy.

particular attention to Stanford’s development applications in the mid-cycle review. Should it become evident that Stanford will not produce the number of units that the County has projected before the end of the sixth cycle, the County will pursue additional strategies, which may include selecting additional sites and removing any additional barriers to housing development.

The County is committed to conducting a mid-cycle review of the Housing Element (refer to Program 2.31). Given that Stanford lands have been assigned a significant portion of the County’s projected development to meet its RHNA requirements, the County will pay

Table 4.36: Planning for Housing Development in Unincorporated USAs and Stanford University Lands

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • In December 2023, the County reviewed and amended: (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. • Throughout the planning period, the County will meet monthly with representatives of Stanford University and explore options to overcome constraints and barriers to housing development. • By January 2027, the County will adopt any necessary changes to policies or ordinances that remove unreasonable constraints or barriers to housing development on sites listed in the Housing Inventory for the sixth cycle.
GEOGRAPHIC SERVICE AREA	Unincorporated USAs in Santa Clara County
LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	General Fund
POLICIES AND IMPLEMENTATION	<p>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).</p> <p>HG1(i) E: Amend General Plan and Zoning Ordinance to Plan for Housing in Unincorporated USAs</p>
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Availability of affordable units in a range of sizes • Lack of access to opportunity due to high housing costs • Lack of affordable, accessible housing in a range of unit sizes • Land use and zoning laws • Location and type of affordable housing

- Location and type of affordable housing
- Loss of affordable housing

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 4.37: 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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Location and type of affordable housing • Land use and zoning laws • Lack of affordable, accessible housing in a range of unit sizes • Availability of affordable units in a range of sizes

Program 2.04 – 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 Zoning Ordinance amendments 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. Therefore, the County will 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 localized 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 by creating affordable housing options.

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 community 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.

This program will be closely coordinated with Programs 2.15 & 4.02, the latter of which is an Agricultural Worker Housing Workplan that the Board of Supervisors directed the preparation of at its meeting on August 29, 2023.

Lastly, on an annual basis, the County will identify new opportunities for facilitating the development of farmworker housing, for example in partnership with nonprofit developers.

Table 4.38: Assess Farmworker Housing Needs and Collaborate with Other Jurisdictions

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By December 2024, the County will work begin working annually 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	<ul style="list-style-type: none"> • HG8-1: Facilitate agricultural employee housing by improving the permitting process. • HG8(i) A: Convene other jurisdictions for capacity-building and conduct a farmworker housing needs assessment.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Location and type of affordable housing • Land use and zoning laws • Lack of access to opportunity due to high housing costs • Lack of local or regional cooperation • Location of employers

Program 2.05 – 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 4.39: 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 2.06 – Streamline 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. The County’s current ADU and JADU ordinance defers to Government Code Sections 65852.2 and 65852.22, as those laws may be amended from time to time. While the County may choose to further update the ADU provisions of the Zoning Ordinance, the County considers both sections to be compliant because they explicitly defer to the California Government Code if any provisions conflict with the local ordinance code.

Staff will also evaluate the use of pre-approved plans for ADU applications to streamline the development, and provide a menu of incentive options to the Board of Supervisors to consider adopting.

Table 4.40: Streamline ADU Processing

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> By December 2024, update and modify development standards in the County Zoning Ordinance for ADUs, JADUs, and subdivisions related to SB9, to ensure development standards are objective, aligned with current state law, and reported to the State Department of Housing and Community Development. By December 2025, provide the Board of Supervisors with options concerning how to incentivize ADU construction.
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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> Location and type of affordable housing Land use and zoning laws Availability of affordable units in a range of sizes

- Lack of access to opportunity due to high housing costs
- Loss of affordable housing

Program 2.07 – 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 4.41: Housing Adjacent to Transit

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • With an initial meeting by December 2024, meeting annually to coordinate with HCD and VTA in support of utilizing Senate Bill 791, to facilitate the development of surplus agency-owned land into housing. • With an initial meeting by December 2024, meeting annually to coordinate with cities and VTA to support streetscaping and similar policies. • December 2026, complete stakeholder mapping and coordination • August 2027, complete early community engagement • January 2028, complete developer selection • July 2029, complete entitlement, and financing • August 2031, complete construction and operation
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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Availability of affordable units in a range of sizes • Lack of access to opportunity due to high housing costs

	<ul style="list-style-type: none"> • Location and type of affordable housing • Land use and zoning laws • Lack of public investments in specific neighborhoods, including services or amenities
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Program 2.08 – 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 4.42: 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. • HG2(i) C: Continue to support cross-agency integration of housing services within the County Departments through internal agency agreements. • HG4-1: The County should continually review its land use and development procedures for opportunities to remove unnecessary constraints to, and provide new opportunities to fund, the construction of affordable housing. • HG4(i) A: Identify and utilize a forum for sharing of best practices for removing governmental and nongovernmental constraints to housing development

CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Displacement of residents due to economic pressures • Lending discrimination • Private discrimination • Source of income discrimination
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Program 2.09 – 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 4.43: Digital Tracking System for ADUs, JADUs & SB9 Units

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By June 2025, DPD will continue to work on refining the digital tracking system. • January 2026, 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 2.10 – 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 4.44: 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. • HG9-3: The inventory of land zoned and suitable for residential development shall be maintained. • HG9(i) B: Maintain existing County and cities' joint land use policies and agreements that direct urban development to areas within city USAs and preserve rural areas for rural development.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Lack of local or regional cooperation

Program 2.11 – 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 4.45: 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. • 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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Land use and zoning laws • Location of accessible housing • Regulatory barriers to providing housing and supportive services for persons with disabilities • State or local laws, policies, or practices that discourage individuals with disabilities from living in apartments, family homes, supportive housing and other integrated settings • Availability of affordable units in a range of sizes; Lack of access to opportunity due to high housing costs • Location and type of affordable housing; Loss of affordable housing

Program 2.14 – 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.¹

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 4.46: Monitor R/ECAP and Burdened Households Areas

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> By June 2024, the County collected necessary data to assess R/ECAP and burdened household areas and assess opportunities for improvement. On an annual basis, the County will continue to monitor R/ECAPs and burdened household areas and opportunities will be identified and available for the public and housing agencies to use, including through implementation of Program 2.29 – Place-Based Planning and Neighborhood Improvements.
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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> Lack of public investment in specific neighborhoods, including services or amenities

¹ City of Anderson, Fair Housing Assessment, <https://www.cityofanderson.com/DocumentCenter/View/3897/Section-C---RE--CAP-Area-Analysis>, accessed 12/3/2022.

Program 2.13 – 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 4.47: 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 2027, begin formulating options for universal design in new housing development and continue public review process. • By Winter 2027, 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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Lack of assistance for housing accessibility modifications • State or local laws, policies, or practices that discourage individuals with disabilities from living in apartments, family homes, supportive housing and other integrated settings

Program 2.14 – Expanded Streamlining of 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. On an annual basis, the County will identify new opportunities for facilitating the development of farmworker housing, for example in partnership with nonprofit developers.

The County’s current Agricultural Employee Housing provisions comply with Health and Safety Code sections 17021.5, 17021.6, and 17021.8.

This program will be closely coordinated with Programs 2.05 & 4.02, the latter of which is an Agricultural Worker Housing Workplan that the Board of Supervisors directed the preparation of at its meeting on August 29, 2023.

Table 4.48: Expanded Streamlining of Agricultural Employee Housing

PROGRAM OBJECTIVES:	<ul style="list-style-type: none"> By June 2025, solicit feedback from development application review agencies, the development community, the public, and the agricultural community on opportunities for improvement. By December 2026, feasible and appropriate amendments will be developed and presented to the Planning Commission and Board of Supervisors. On an annual basis, the County will identify new opportunities for facilitating the development of farmworker housing, for example in partnership with nonprofit developers.
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"> HG8-1: Facilitate agricultural employee housing by improving the permitting process. HG8(i) B: Identify and pursue additional opportunities to support the development of agricultural employee housing.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> Availability of affordable units in a range of sizes Location and type of affordable housing

- Land use and zoning laws
- Lack of access to opportunity due to high housing costs
- Loss of affordable housing

Program 2.15 - 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 4.49: 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.

Program 2.16 - 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,² 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 4.50: Expand Home Repair and Modifications to Include ADA Upgrades

PROGRAM OBJECTIVES:	<ul style="list-style-type: none"> • By October 2025, 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 December 2025, conduct public outreach on potential programs or policies. • By 2026, if feasible, introduce draft policy and/or ordinance for consideration. • By 2027, 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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • State or local laws, policies, or practices that discourage individuals with disabilities from living in apartments, family homes, supportive housing and other integrated settings

² 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 2.17 - 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 4.51: Training and Support to Homeowners Aging in Place

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> 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 2026. By 2027, begin to involve stakeholders with possible updates. By early 2028, adopt any applicable updates.
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"> HG6-3: 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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> State or local laws, policies, or practices that discourage individuals with disabilities from living in apartments, family homes, supportive housing and other integrated settings Displacement of residents due to economic pressures Lending discrimination Private discrimination Source of income discrimination

Program 2.18 – Facilitate State Permit Streamlining Laws

The State continues to adopt permit streamlining laws with the goal of increasing housing production, for example SB 35, SB 330, SB 9, and the State Density Bonus law. In order for applicants to clearly understand the requirements of each of these processes, the County

will prepare and publicly post checklists, standards, eligibility requirements, fees, and the review process for each type of streamlined application. This will allow applicants to proceed with confidence that if an application meets the requirements, they can expect it to be approved, and at what cost to them.

Table 4.52: Facilitate State Permit Streamlining Laws

PROGRAM OBJECTIVE	<ul style="list-style-type: none"> • By December 2025, technical analysis and policy document preparation. • By December 2025, publication of checklists and associated information.
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"> • HG1-8: 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). • HG1(i) E: Amend General Plan and Zoning Ordinance to Plan for Housing in Unincorporated USAs. • HG4-1: The County should continually review its land use and development procedures for opportunities to remove unnecessary constraints to, and provide new opportunities to fund, the construction of affordable housing. • 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, up to date with current State law, and reported to the State Department of Housing and Community Development annually.

Program 2.19 – Streamline Multi-Family Housing Development

Currently, the County requires multi-family housing, where it is allowed, to go through an Architecture & Site Approval (ASA) process, which includes discretionary reviews and a public hearing. While designed to provide maximum community input and allow decision-makers flexibility in deciding what development standards will apply to a particular project, in practice, these subjective and non-mandatory guidelines and standards create uncertainty, which in turn can deter applicants from seeking to develop multi-family housing, with or without affordable units, in the unincorporated county.

Currently, applications for an ASA require review by the County’s subject matter experts who provide recommendations and proposed conditions of approval to the Zoning Administrator, who makes an approval decision at a public hearing. The main basis for the decision is the County’s ASA guidelines, adopted by the County’s Planning Commission in 1981.

The ASA Guidelines include subjective requirements, such as “excellence of design,” a “pleasing sense of scale,” and colors, materials, and designs that blend with the surrounding area “or positive trends.” Plantings should “enhance the architectural quality of the proposed buildings.”

To support meeting the County’s Sixth Cycle RHNA requirements, the County will create a Housing Opportunity Sites zoning designation comprised of the parcels listed in the housing sites inventory. This new zoning designation will not require eligible multi-family development proposals to go through the ASA process. These applications will instead go through a ministerial Planning Clearance process which will focus only on adherence to established codes, such as the California Building Code, the County’s Water Efficiency Ordinance, and the County’s Inclusionary Housing Ordinance, and

other objective standards designed to incorporate desirable characteristics while providing minimal barriers to development.

By January 2027, the County will seek to replace the ASA process for multi-family housing with the Planning Clearance in all districts that allow multi-family housing. Expanding this approach to properties not listed on the housing sites inventory will take additional time to go through the public review and ordinance approval process.

The County is currently in the process of revising all checklists for development applications in order to provide additional clarity to applicants. As part of this process, the County will create written procedures and checklists for all multi-family and mixed-use residential development and post these procedures and requirements to the County’s website. This will include streamlined application types required by various state laws. While Senate Bill 35 does not currently apply to the County, it may in the future, therefore these procedures and checklists will include this application type, as well as Senate Bill 330 and other state-required streamlined permit applications.

Table 4.53: Streamline Multi-Family Housing Development

PROGRAM OBJECTIVE	<ul style="list-style-type: none"> By July 2024, post application procedures and checklists of required items on the County website. By January 2028, develop a ministerial application process for all multi-family housing.
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"> HG1-8: 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). HG1(i) E: Amend General Plan and Zoning Ordinance to Plan for Housing in Unincorporated USAs. HG4-1: The County should continually review its land use and development procedures for opportunities to remove unnecessary constraints to, and provide new opportunities to fund, the construction of affordable housing. 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, up to date with current State law, and reported to the State Department of Housing and Community Development annually. 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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> Land use and zoning laws

Program 2.20 – Tracking and Ongoing Compliance with State Housing Laws

The State continues to adopt legislation that promotes the development of a variety of housing types, including ADUs, transitional housing, group homes, and single room occupancy (SRO) units. It is the County’s intent to proactively track state housing laws and maintain County ordinance codes, policies, and other regulations to ensure ongoing compliance with state housing laws. Where any provisions of County regulations conflict with state law, then those provisions shall be void and state law shall apply, and moreover, the County will work to revise the implicated regulations as appropriate.

To ensure the County’s regulations are consistently in conformance with state law, the County will track and review state legislation and bring forward code amendments on an annual basis to address discrepancies or inconsistencies. Throughout this process, the County will collaborate with HCD to bring current codes into compliance, as needed.

The County is aware of recent legislation that will require the County to review and in some cases make amendments to the County Zoning Ordinance, particularly regarding the following topics:

- Transitional and supportive housing, to comply with Government Code Section 65583(c)(3);
- Permanent supportive housing, to comply with Government Code Section 65651;
- Low Barrier Navigation Centers, to comply with Government Code Sections 65660-65661;
- Single Room Occupancy (SRO) units;
- Group homes of seven or more; and
- Emergency Shelters, to comply with Government Code Section 65583(a)(4).

For example, the County will be amending its Zoning Ordinance and related development standards for SRO units, Group Homes for seven or more residents, and Emergency Shelters. Such amendments will:

- Encourage and facilitate SRO units in the appropriate zones where residential uses are allowed (e.g., multi-family, commercial, mixed-use, etc.) and consider allowing conversion of nonresidential development to SRO Units;
- Allow Group Homes for seven or more residents (referred to as Community Care–Expanded in the County Zoning Ordinance) in all zones that have similar residential uses, with objective standards and permit processes that are equivalent to similar residential uses;
- Revise the definition of Emergency Shelters in the Zoning Ordinance to include expansion for “interim interventions” (e.g., counseling, resources, etc.), and conduct an analysis to ensure there is a sufficient amount of area zoned to allow emergency shelters to meet the demand in the unincorporated county pursuant to Assembly Bill 2339 (2022);
- Permit large-scale Emergency Shelter projects without discretionary action in one or more zones that allow residential uses, with appropriate standards to encourage the development, ensuring access to transit and services, and with sufficient overall capacity for the assessed need; and
- Ensure County compliance with all other requirements emerging from State Housing Laws.

The County’s current Agricultural Employee Housing provisions comply with Health and Safety Code sections 17021.5, 17021.6, and 17021.8.

The County’s current Accessory Dwelling Unit (ADU) and Junior ADU ordinance provisions defer to Government Code Sections 65852.2

and 65852.22, and the County’s Urban Primary Unit (aka Senate Bill 9) ordinance defers to Government Code Sections 65852.2, 65852.21, and 65852.22, as those laws may be amended from time to time. While the County may choose to further update the ADU and Senate Bill 9 provisions of the Zoning Ordinance, the County considers both sections to be compliant because they explicitly defer to the California Government Code if any provisions conflict with the local ordinance code.

As noted in the table below, the County will review its current ordinance codes and determine what amendments are needed by December 2024, make such necessary amendments by December 2026, and review new legislation on an annual basis.

Table 4.54: Tracking and Ongoing Compliance with State Housing Laws

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By December 2024, the County will review its codes and regulations against recent state laws and identify areas that require updating. • By December 2025, the County will adopt revisions to County codes and regulations necessary to comply with recent state laws, including but not limited to Government Code sections 65583(a)(4), 65583(c)(3), 65651, 65660-65661, 65852.2, 65852.21, and 65852.22. • By the end of each year thereafter, the County will continue to track and review its codes and regulations and identify areas that may require updates.
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 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, up to date with current State law, and reported to the State Department of Housing and Community Development annually. • HG8-1: Facilitate agricultural employee housing by improving the permitting process. • HG8(i) B Identify and pursue additional opportunities to support the development of agricultural employee housing.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Land use and zoning laws

Program 2.21 – Streamlined Rehabilitation and Replacement

Due to the County’s policy for the past 50 years to encourage cities to annex unincorporated lands where multi-family development is proposed, there are currently a limited number of multi-family buildings of four or more units in the unincorporated county. The County has identified 97 such developments, of which only 12 have 10 or more units and only 2 have 20 or more units. These relatively larger developments are located on the Stanford University Campus, the rural unincorporated area of San Martin, and in the Cambrian Park, Fruitdale, Burbank, Parkmoor, and Alum Rock neighborhoods of San José. They were established between 1917 and 1998. Smaller multi-family buildings (less than 10 units) were primarily constructed in the 1950s, when the County experienced a housing and population boom following World War 2. Out of these 97 developments, 94 were constructed prior to 1970.

The County has identified 179 two- and three-unit residential buildings within the unincorporated county, not including ADUs. No such units have been constructed since 2016, and only two new buildings and one rehabilitated building have been constructed since 2000. Some 158 buildings are at least 50 years old, 73 are at least 75 years old, and 30 are at least 100 years old. Many of these units were built prior the County requiring building permits (1947), or prior to current zoning requirements, leaving many in a legal nonconforming status. This status provides a serious disincentive to any property owner seeking to renovate or rebuild these older units, as significant work may require compliance with the existing zoning standards.

The County additionally has two condominium developments in the unincorporated county; Fairway Gardens constructed in 1972, which consists of 20 duet homes and one single-family residence, and Holmes Estates constructed in 1982, which consists of 19 attached

and semi-detached homes. Both developments are located in the East Foothills of San José.

The overwhelming majority of units in the unincorporated area are single-family dwellings. None of these units are considered below market rate, although some have developed accessory dwelling units (ADUs) or Junior ADUs that could be rented out at differing levels of affordability. The County has identified 17,737 single-family homes and 52 duet homes in the unincorporated county. These residences range in age from the Victorian era to newly constructed. 12,301 of these single-family residences (69.1%) were constructed more than 50 years ago, with only 715 of such units undergoing a major rehabilitation.

In most cases, single-family residences can be rehabilitated or replaced through existing streamlined processes without any planning entitlements or other County-imposed requirements prior to building permit application. However, some sites are eligible for an administrative annexation into a neighboring city (when located in an urban service area and adjacent to or within 300 feet via a public right-of-way to a city). Other single-family residences require building site approval (BSA) to be replaced, or when rehabilitation is significant in scope and considered a “rebuild.” More about the BSA process is detailed in Chapter 2, section 2.06e.

Beginning in 2024, the County will review options to allow rehabilitation or replacement of aging multi-family units without compromising their legal nonconforming status. In 2025, the County will develop ordinance or policy updates to help streamline such rehabilitation and replacement of older multi-family units. The County will also consider opportunities to preserve the affordability of existing units, whether required or naturally occurring. This may include partnering with community development corporations to acquire, rehabilitate, and preserve the affordability of units.

The County works with Rebuilding Together Silicon Valley to promote critical home repairs in a successful program that has provided support to 430 property owners of very low-, low-, or moderate-income, from 2015 to 2022 (refer to Program 1.31). Such aid totals over \$1.4 million over this period. The County will continue this partnership and seek out opportunities to work with other community-based organizations to facilitate rehabilitation of existing units (refer to Program 1.32).

Lastly, the County will assess the housing stock and conditions of agricultural worker housing and explore related opportunities to streamline rehabilitation and replacement of such units, as appropriate (refer to Programs 2.05, 2.15, & 4.02).

Table 4.55: Streamlined Rehabilitation and Replacement

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> By December 2026, the County will review options to allow for the rehabilitation or replacement of older multi-family units without losing legal nonconforming status. By December 2027, the County will consider ordinance or policy amendments to streamline such rehabilitation or replacement. Ongoing: the County will seek out opportunities to work with community development corporations and other community-based organizations to rehabilitate and preserve existing housing.
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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> Land use and zoning laws Deteriorated and abandoned properties

Program 2.22 – Objective Standards for Multi-Family Housing

Currently, the County relies on subjective development standards when considering Use Permits, Architecture & Site Approvals, and Design Review. Therefore, it is currently difficult for a developer seeking to build multi-family housing to know what development and design criteria are necessary to include for their project to be approved. To increase certainty, the County will develop objective development standards for all multi-family housing.

The County is committed to removing barriers to multi-family and mixed-use residential development on the sites identified in the housing sites inventory in the short-term, and more broadly in the long-term.

The County is considering requirements for sites listed in the housing sites inventory, both on the Stanford University campus and within the San José urban service area, but the County will also pursue

extending objective standards to all other multi-family housing projects. This will include a review of parking standards for multi-family developments, including requirements for guest/short-term parking intended for drop-off/delivery and a sliding scale of parking requirements for varying unit types (i.e., different standards for studios, one-bedrooms, two-bedrooms, etc.).

Creating such standards will also better align the County with new state housing laws that require ministerial approval under certain circumstances, where only objective standards may be applied. These standards may be neighborhood-specific, tiered based on the number of units, or general enough to apply to all project types. The County intends to limit these standards to those that will not create prohibitive costs or other impediments to development of multi-family housing.

Table 4.56: Objective Standards for Multi-Family Housing

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By June 2024, the County will complete a study of potential objective standards for multi-family housing projects on the Stanford University campus. • By June 2025, the County will present objective standards for multi-family housing projects on the Stanford University campus to the Board of Supervisors for adoption. • By December 2025, the County will complete a study of potential objective standards for multi-family housing projects on housing opportunity sites in the San José urban service area and consider adoption of these standards. • By December 2025, the County will complete a study of potential objective standards for all multi-family housing projects and consider adoption of these standards. • By December 2026, the County will present Zoning Ordinance amendments to the Board of Supervisors to reduce governmental constraints in the development of multi-family housing.
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"> • HG1-8: 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).

	<ul style="list-style-type: none"> • HG1(i) E: Amend General Plan and Zoning Ordinance to Plan for Housing in Unincorporated USAs. • HG4-1: The County should continually review its land use and development procedures for opportunities to remove unnecessary constraints to, and provide new opportunities to fund, the construction of affordable housing. • 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, up to date with current State law, and reported to the State Department of Housing and Community Development annually.
<p>CONTRIBUTING FACTORS</p>	<ul style="list-style-type: none"> • Land use and zoning laws • Availability of affordable units in a range of sizes • Lack of access to opportunity due to high housing costs • Location and type of affordable housing • Loss of affordable housing

Program 2.23 – Tracking Housing Conditions

The County currently tracks building, grading, and zoning violations; however, the County’s database does not easily allow for identification of violation types beyond those three broad categories. In 2024, the County will add a subcategory that allows for violations related to housing conditions to be easily identified and tracked. This will allow greater clarity in reporting, and allow County staff to better connect those impacted by housing-related violations with the appropriate resources.

The County will add a housing-related subcategory to violation records in the County’s database by December 2024, track such violations during the following year, and by December 2025 create a webpage to connect those impacted by housing-related violations to the appropriate public resources, including the ability to report substandard housing conditions online and anonymously.

Following the Farmworker Housing Needs Assessment (refer to Program 2.05), and one year of tracking reports of housing-related violations, the County will assess the need for a broad housing conditions survey and seek partners and resources to conduct such a survey, as appropriate.

Table 4.57: Tracking Housing Conditions

<p>PROGRAM OBJECTIVES</p>	<ul style="list-style-type: none"> • By December 2025, the County will add a housing-related subcategory to violation records in the County’s database. • By December 2026, the County will create a webpage to connect those impacted by housing-related violations to the appropriate public resources, including the ability to report substandard housing conditions. • By December 2026, the County will assess the need for a broad housing conditions survey and seek partners and resources to conduct such a survey, as appropriate.
<p>GEOGRAPHIC SERVICE AREA</p>	<p>Unincorporated County, Countywide</p>

LEAD AGENCY	Department of Planning and Development
FUNDING SOURCE	N/A
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. • HG5-5: Identify and increase access to services and other opportunities for residents of historically disinvested low-income communities (R/ECAPs and Burdened Households) across unincorporated county. • HG5(i) F: Identify R/ECAP and communities with Burdened Households and identify areas of improvement that will increase access to amenities and resources such as (but not limited to) transit, parks, fresh groceries, and health improvement facilities.

Program 2.24 – Apply for Prohousing Designation

The State has created a Prohousing Designation Program that HCD can bestow on jurisdictions that meet certain criteria demonstrating an overall commitment to proactively helping the State meet its goal of building two million new housing units. Jurisdictions with such a designation will be eligible to receive funds to facilitate housing

production. Once the County adopts a certified Housing Element, it will begin work toward submitting an application to HCD for the Prohousing Designation. To qualify for the program, additional policy or ordinance changes may be required, and the County will consider implementing changes that will increase the likelihood of earning entry to the program.

Table 4.58: Apply for Prohousing Designation

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By December 2025, the County will review all existing policies in relation to the Prohousing Designation criteria. • By December 2026, the County will consider changes to existing polices and ordinances to better align with the program and submit an application.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide
LEAD AGENCY	Department of Planning and Development, Office of Supportive Housing
FUNDING SOURCE	N/A
POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> • HG2-3: Housing resources should be combined, and their use coordinated, among County Departments. • HG2(i) B: Establish and expand intergovernmental processes to more effectively define and achieve local and regional housing objectives. • HG2(i) C: Continue to support cross-agency integration of housing services within the County Departments through internal agency agreements.
CONTRIBUTING FACTOR	<ul style="list-style-type: none"> • Lack of access to opportunity due to high housing costs • Location and type of affordable housing

Program 2.25 – Incentivize Lot Consolidation

The unincorporated areas within the City of San José’s urban service area have a historic land use pattern of small parcels that are less than 0.5 acres in size. Within these urban pockets, approximately 96 percent of parcels are less than 0.5 acre and 87 percent are less than 0.3 acres in size. The average parcel size in these areas is 0.35 acres and the median parcel size is 0.18 acres. In built-out communities such as Burbank, Fruitdale, and Alum Rock, parcels that allow mixed-use zoning can be incentivized to develop lower-income housing. However, most vacant and nonvacant parcels within these neighborhoods are relatively small legal lots under 0.5 acres. The County is aware that multi-family housing, especially projects including affordability-restricted units, are less likely to be built on lots smaller than 0.5 acres. Therefore, the County will aim to facilitate the consolidation of these smaller lots when possible.

To facilitate lot consolidation, the County currently allows for neighboring lots to be consolidated through a voluntary merger of contiguous parcels for a nominal fee. The County will implement a technical assistance program to educate property owners and facilitate their voluntary lot merger. To further incentivize multi-family development, the County will adopt strategies to encourage the consolidation of smaller lots in areas suitable for such development. Lot consolidation strategies may include increased densities, additional process streamlining for projects that include affordable housing units, the reduction of development standards, and deferral or reduction of fees, both of which are already minimal in the unincorporated county. Once these new strategies have been implemented, the County will conduct annual outreach to owners of adjacent small lots to encourage that they take advantage of a voluntary lot merger.

The County has a history of completing lot consolidations, usually when property owners own multiple full or partial lots that are not large enough to develop a single-family residential project. Once adopted, the County will advertise lot consolidation incentives to existing property owners and prospective mixed-use and affordable housing developers.

Table 4.59: Incentivize Lot Consolidation

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By June 2025, the County will publish a technical assistance brochure on the County’s website. • By December 2025, the County will research policy and ordinance changes to encourage and streamline lot consolidation. • In 2026, the County will pursue the necessary code amendments to encourage and streamline lot consolidation, based on the outcome of the previous year’s research. • In 2027, and each year thereafter, the County will conduct property-owner outreach to facilitate small-lot consolidation.
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"> • HG1-8: 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).

	<ul style="list-style-type: none"> • HG1(i) E: Amend General Plan and Zoning Ordinance to Plan for Housing in Unincorporated USAs. • HG4-1: The County should continually review its land use and development procedures for opportunities to remove unnecessary constraints to, and provide new opportunities to fund, the construction of affordable housing. • 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>CONTRIBUTING FACTORS</p>	<ul style="list-style-type: none"> • Availability of affordable units in a range of sizes • Lack of access to opportunity due to high housing costs • Lack of affordable, accessible housing in a range of unit sizes • Land use and zoning laws • Location and type of affordable housing

Program 2.26 – Mid-Cycle Review

To ensure the County meets its sixth cycle RHNA obligations, the County will complete a mid-cycle review by December of 2026. This program will include a review of permits issued in unincorporated areas, units transferred as the result of annexation, and a forecast for the remainder of the sixth cycle. The mid-cycle review will determine whether the County is on track to meet the its RHNA obligations by the end of the cycle. Depending on the outcome of such review, the County will evaluate opportunities to expand the sites inventory and to incentivize additional housing development through County rezoning and other programs. This program will focus on additional ways to remove barriers to the production of housing at the affordability levels shown to be most needed. As the result of the

mid-cycle review, the County will take additional actions as needed to meet the County’s RHNA obligations by the end of the sixth cycle, which may include:

- Selection of additional sites in unincorporated areas appropriate for housing development affordable to households with a range of incomes.
- Selection of additional sites in unincorporated areas appropriate for County-led housing affordable development.
- Removal of barriers to the production of housing at the affordability levels shown to be most needed, for example, by rezoning, streamlining CEQA and permit processing, and removal or reduction of any remaining fees or subjective requirements.

Table 4.60: Mid-Cycle Review

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> By December 2026, complete review of permits issued in unincorporated areas, units transferred as the result of annexation, and a forecast for the remainder of the sixth cycle. Should the mid-cycle review indicate that the County is not on track to meet its RHNA obligations, additional actions will be taken by December 2027.
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"> HG1-1 through HG1-8, HG4-1, HG4-2, & HG4-3, HG4(i) A, HG4(i) D, HG1(i) D
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> Lack of local or regional cooperation Availability of affordable units in a range of sizes Lack of access to opportunity due to high housing costs Lack of affordable, accessible housing in a range of unit sizes Land use and zoning laws Location and type of affordable housing

Program 2.27 – Replacement Housing Policy

To prevent a reduction in housing units available in unincorporated areas, and to ensure compliance with the State Density Bonus Law, the County will establish a replacement housing policy consistent

with Gov. Code § 65583.2 (g)(3), by December 2026. In brief, such policy will require that the development of any sites that currently have residential uses, or within the past five years have had residential uses that have been vacated or demolished, include replacement units at the same or lower income level.

Table 4.61: Replacement Housing Policy

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> By December 2025, the County will establish a policy with replacement housing requirements in compliance with Gov. Code § 65583.2 (g)(3).
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"> • HG1-3: Focus the County’s limited housing production resources on special needs populations, farmworkers, and extremely low-income households. • HG1-6: Ensure housing development projects within unincorporated Urban Service Areas contain an equitable mix of housing typology and housing options for different household income levels. • HG1(i) B: Encourage public support of city efforts to create a balanced housing supply, which includes housing affordable to special needs, farmworkers, and extremely low-income households. • HG6(i) E: Support implementation of housing-related policies in the county. • HG9-1: The conservation and rehabilitation of the existing housing supply shall be encouraged and facilitated. • HG9-2: Publicly assisted housing rehabilitation efforts should not have the effect of reducing the available supply of housing for extremely low-income households. • 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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Availability of affordable units in a range of sizes • Lack of access to opportunity due to high housing costs • Location and type of affordable housing • Loss of affordable housing

Program 2.28 – Reasonable Accommodation Policy

To ensure the County is removing barriers that may prevent or make it more challenging for people with disabilities to develop housing, the Department of Planning and Development allows applicants to seek a reasonable accommodation, as determined by the County’s Zoning Administrator. The criteria and factors considered by the Zoning Administrator in processing a reasonable accommodation request are:

- Existing, applicable policies or regulations,
- Availability of solutions not requiring an exception or modification of standards,

- How the request directly relates to the needs of the owner/occupant with disabilities, and
- The exact nature of the exception or modification proposed.

Prior to December 2024, the County will review and amend the findings required to grant a reasonable accommodation such that only the following three questions are being considered:

- Is the request for a person with a disability?
- Does the request fundamentally alter or invert the zoning and land use?
- Is there a financial/administrative burden?

Table 4.62: Reasonable Accommodation Policy

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> By December 2026, the County will review and amend its policies and procedures for reasonable accommodations.
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 to, and provide new opportunities to fund, the construction of affordable housing. HG4(i) E: Ensure access for all by reviewing application requirements and design requirements, globally or through an accommodation process.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> Inaccessible government facilities or services

Program 2.29 – Place-Based Planning and Neighborhood Improvements

The County dissolved its Department of Public Works in 1974 and now relies on several different departments to conduct capital improvement projects, including the Department of Roads and Airports, Department of Parks and Recreation (County Parks), the Department of Facilities and Fleet, and the Office of Sustainability. Additionally, the County coordinates capital improvement projects with special districts such as the 2-3 Sanitary District, Burbank Sanitary District, and the Santa Clara Valley Transit Authority.

Through the implementation of this program, the Department of Planning and Development will serve as a facilitator and liaison, meeting annually with internal and external stakeholders to track and explore further opportunities for place-based planning and neighborhood improvements in unincorporated areas of the county that have been historically underserved. In most cases, the County’s place-based investments are overseen by other entities and require outside approval; the Department of Planning and Development’s role is primarily to coordinate and facilitate such efforts.

The County will continue to invest in and implement place-based measures for community revitalization and equitable quality of life throughout the county, with a focus on unincorporated areas that have higher concentrations of affordable housing or lower income households. Such areas include: the unincorporated San José neighborhoods of Alum Rock, East Foothills, Burbank, Fruitdale, and Fairgrounds, Stanford University Campus, and the rural South County communities of San Martin and unincorporated Gilroy.

The County’s approach to place-based measures will generally consist of three components: Outreach, Planning, and Investment.

Outreach: The County will utilize a variety of methods to ensure transparency, access, and meaningful input from the most impacted segments of the community. Outreach will be used to frame and help direct the County’s place-based efforts and prioritize unincorporated community planning and investment.

Planning: The County will pursue planning activities in targeted unincorporated communities and coordinate with adjacent jurisdictions and relevant planning entities, as appropriate. Planning will be comprehensive and address a variety of elements, such as land use, circulation, safety (including evacuation routes),

environmental justice, community facilities and resources, and open space and recreation.

Investment: The County will continue to invest in and implement capital improvement projects that aim to revitalize unincorporated neighborhoods and communities in targeted areas. Investments include a variety of neighborhood improvements and community development based on outreach and planning, such as transit, community meeting facilities, recreation opportunities, parks, public art, community programming, streetscapes, accessibility, safe routes to school, and active transportation. Examples of currently planned public improvements and place-based strategies include:

- The County is working to facilitate the development of public recreation facilities at the Fairgrounds, which is adjacent to a residential area of incorporated San José with low-income households and qualifies as a R/ECAP.
- County Parks manages 28 regional parks encompassing over 52,000 acres of land, including Penitencia Creek (just over a mile from Alum Rock), Los Gatos Creek County Park (less than a mile from Fruitdale), Coyote Lake Harvey Bear Ranch County Park (less than a mile from San Martin), and Chitactac-Adams Heritage County Park (3 miles from Gilroy and San Martin). County Parks are free to enter on foot or by active transportation (e.g., bicycles, scooters, etc.). There is a \$6 daily or \$95 annual vehicle entry fee, with reductions for people with disabilities, senior citizens, low-income earners, and active military personnel and their dependents. The Parks Department is currently in design for renovation and expansion of the Valley View Campgrounds at Mount Madonna County Park west of Gilroy, with construction tentatively scheduled to start in 2025. Other approved projects at Mount Madonna County Park that are not in progress include design and construction of a new visitor center, children's adventure play area, and picnic areas near the existing visitor

center. A Master Plan Amendment process for Coyote Lake – Harvey Bear Ranch County Park Master Plan has been budgeted and is slated to begin in late 2024 or early 2025, depending on progress of other current projects. County Parks recently put out to bid a trail construction project for the Coyote Canyon property in unincorporated Morgan Hill/San Martin. Construction will start by mid-2024 and is scheduled to be completed by end of 2024. Once opened, the Coyote Canyon property will be incorporated into Coyote Lake – Harvey Bear Ranch County Park.

- The County Office of Sustainability is in the process of planting 3,000 trees in disadvantaged neighborhoods (as defined by Cal Fire) throughout the county.
- The County Department of Environmental Health has initiated a new Lead Safe Homes Program in 2024. The program will help identify and eliminate hazards posed by lead-based paint in private residential units throughout Santa Clara County. The program provides residents with no or low-cost lead paint inspections and abatement services. This program will aim to provide services equitably across the county, ensuring the highest risk and highest need groups are prioritized for services, including areas that have higher concentration of affordable housing and lower-income households. The program will accomplish this by working with community leaders and stakeholders throughout underserved areas of the county to ensure barriers to entry are minimized and community input is obtained throughout the planning, implementation, and evaluation process. The program is currently in the planning phase and will begin a pilot phase at a limited number of properties in early 2025, followed by countywide implementation during the second half of 2025.
- As a result of the recently adopted update to the Stanford Community Plan, Stanford University is required to plan for housing for all new students and employees related to additional

academic and research building development. Sites identified for housing in this Housing Element are already situated close to high-frequency transit stops, jobs on campus, and amenities on campus or in nearby neighborhoods. The County will continue to work with the University to eliminate barriers to housing and other community amenities for low-income students and employees of Stanford.

- With support from the County, the City of San José Libraries operate branches in Alum Rock and Fruitdale with community spaces and robust programming, which will continue.
- With support from the County, the Valley Transit Authority connects Alum Rock to job centers in the downtowns of San José and Mountain View, as well as office parks in northern San José, Milpitas, Santa Clara, and Sunnyvale, and event spaces such as Levi Stadium and SAP Center, through its light rail service since

2004, and through a bus rapid transit (BRT) line since 2017. The opening of the Milpitas BART station in 2020 (a VTA light rail transfer point) has further connected Alum Rock to locations throughout the Bay Area, and the BART extension into Santa Clara County continues to move forward.

In the first quarter of each calendar year, starting in 2025, the Department of Planning and Development will initiate coordinating meetings with internal and external stakeholders to track outreach, planning, and investment associated with County’s various place-based measures. Through these meetings, the County will explore further opportunities for place-based planning and neighborhood improvements in unincorporated areas of the county that have been historically underserved.

Table 4.63: Place-Based Planning and Neighborhood Improvements

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By March of 2025, and each year thereafter, the Department of Planning and Development will initiate annual coordinating meetings to prioritize capital improvement projects and planning in unincorporated areas of the county that have been historically underserved. • As the result of annual coordinating meetings, by July of 2025, and each year thereafter, the Department of Planning and Development will identify further opportunities for place-based planning and neighborhood improvements and present them to the County Board of Supervisors through the Housing, Land Use, Environment, and Transportation Committee. • On an annual basis, County offices which are eligible to receive regional, state, and federal funding will submit applications for funds to support capital improvements, sustainable development, active transportation, and affordable housing. • By July of 2029, the Department of Planning and Development will identify and facilitate at least eight place-based strategies that result in community investment and tangible neighborhood improvements in areas that have higher concentrations of affordable housing or lower-income households.
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"> • HG1-9: Ensure that place-based neighborhood improvements to infrastructure and services are focused on the areas which have been historically underserved. • HG1(i) F: Coordinate improvements and services with other County agencies and Departments.

	<ul style="list-style-type: none"> • 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.
<p>CONTRIBUTING FACTORS</p>	<ul style="list-style-type: none"> • Displacement of residents due to economic pressures • Availability of affordable units in a range of sizes • Lack of access to opportunity due to high housing costs • Location and type of affordable housing • Loss of affordable housing

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 Behavioral Health Services 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 center is overseen by the BHSD's Forensic, Diversion and Reintegration Division. 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 4.64: SCC Behavioral Health Services 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 Evan 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. • HG5-5: Identify and increase access to services and other opportunities for residents of historically disinvested low-income communities (R/ECAPs and Burdened Households) across unincorporated county. • HG5(i) C: Fair housing services provided shall be respectful of language, culture, and special needs. • HG6-1: Encourage the development of affordable housing which is suitable for a variety of special needs populations. • HG6(i) A: Advocate for the expansion of Federal and State programs and funding to assist local government in developing special needs housing not provided through the private market. • HG6(i) E: Support implementation of housing-related policies in the county.

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 4.65: 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 outcomes 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 4.66: Dispute Resolution Program

PROGRAM OBJECTIVES	The program will continue to expand outreach to high-risk and vulnerable populations.	POLICIES AND IMPLEMENTATION	<ul style="list-style-type: none"> HG5-3: The rights of tenants and landlords shall be recognized and protected. HG5-4: Reduce displacement of low-income household tenants and otherwise maintain the program. HG5(i) E: Maintain tenant/landlord dispute mediation services in all areas.
GEOGRAPHIC SERVICE AREA	Countywide		CONTRIBUTING FACTORS
LEAD AGENCY	Office of Mediation and Ombuds Services		
FUNDING SOURCE	General Fund		

- Private discrimination

Program 4.02 – Agricultural Worker Housing Workplan

In 2020, as an implementation measure of the Santa Clara Valley Agricultural Plan, the County adopted Zoning Ordinance amendments to streamline the land use entitlement approval process for agricultural employee housing based on objective development standards and requirements. During the first two years of implementation, only three new units of privately funded housing were developed.

The County Board of Supervisors directed County staff and County Counsel on August 29, 2023, to develop an Agricultural Worker Housing Workplan to be presented to the Board in 90 days, which may consist of the following components:

- *Process, Informational, and Funding Strategies* – Including further research into the housing conditions and needs of agricultural workers, engaging specialists, and establishing a stakeholder committee.

- *Permitting Process Improvements* – Including research and proposals to make the permitting process for agricultural worker housing more understandable and easier to undertake with more parcel-specific information to help developers make better informed business decisions.
- *Strategies Utilizing County Land* – Including exploration of partnerships to develop agricultural worker housing on County-owned land.
- *Legislative and Partnership Strategies* – Including work with the state, other jurisdictions, and agencies to explore funding and policy strategies for developing agricultural worker housing.

Once the workplan is complete, the County will begin its implementation.

This program will be closely coordinated with Programs 1.07, 2.01, 2.05 & 2.15.

Table 4.67: Agricultural Worker Housing Workplan

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> • By December of 2024, finalize a work plan to further promote agricultural worker housing and begin implementation, revising the workplan from time to time, as needed.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide
LEAD AGENCY	Office of County Executive
FUNDING SOURCE	General Fund
POLICIES AND IMPLEMENTATION	<p>HG8-1: Facilitate agricultural employee housing by improving the permitting process.</p> <p>HG8(i) B: Identify and pursue additional opportunities to support the development of agricultural employee housing.</p> <p>HG8-4: Seek new funding sources to support the construction of farmworker housing.</p>

	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.
CONTRIBUTING FACTORS	<ul style="list-style-type: none"> • Location and type of affordable housing • Lack of access to opportunity due to high housing costs

Program 4.03 – Coordinated Annexation and RHNA Transfer

For over 50 years, the County has worked cooperatively with cities and LAFCO to facilitate the annexation and efficient use of urban unincorporated islands. According to agreements reached in the early 1970s, all unincorporated territory within urban service areas that are planned for development should be annexed into the adjacent cities, and any land within city limits that is outside of the urban service areas and not planned for developed should be detached/de-annexed back to unincorporated areas.

Many unincorporated properties within the USAs of the county are eligible for streamlined annexation into cities pursuant to County Ordinance Code C1-52, LAFCO policies, and as provided under State law. When a new residential development is proposed to the County on properties that are within a USA and contiguous to a city (directly neighboring the city limits, separated from the city by a road, or within 300 feet of the city limits as measured along public rights of way), it is required that the applicable city already providing urban services complete a ministerial form, either approving the parcel for annexation or waiving the annexation, prior to the County processing the development application. This annexation referral applies to most of the San José sites selected in the Housing Sites Inventory.

The County supports the annexation of all parcels that are within urban service areas, whether they are eligible for the streamlined annexation or require further discretionary review and LAFCO approval. In annexation, the County’s role is limited to receiving

notification that an annexation has occurred, at which time the County Surveyor will update the official maps and the Department of Planning and Development’s Geographic Information Systems (GIS) team will update online maps and flag the parcels as no longer being in the County’s jurisdiction.

Under State law, when a parcel is annexed into a city and then the city subsequently issues permits for development on the parcel, any resulting RHNA credit for such development would accrue to the city. However, under the final RHNA methodology adopted by ABAG and approved by HCD, the development potential of parcels in unincorporated USAs was the basis to assign RHNA obligations to the County rather than to the cities into which the parcels are likely to be annexed.

As a result of the final RHNA methodology approved for the 2023-2031 planning period, the units assigned to the County increased by 1,028%, necessitating that the County plan for increased housing in unincorporated USAs, despite likely annexation and thereby RHNA credit apportioned to cities rather than the County. For the County to meet the RHNA obligations assigned to it, the County must pursue RHNA transfers with the applicable city when an annexation occurs. State law provides for such a process; pursuant to Government Code Section 65584.07(d), “within 90 days after the date of annexation, either the transfer [of RHNA units], by income category, agreed upon by the city and county, or a written request for a transfer, shall be

submitted to the council of governments, subregional entity, and to the department.”

Therefore, upon annexation of an unincorporated parcel, the County will coordinate with the applicable city and ABAG to effectuate a commensurate transfer of RHNA units to the jurisdiction annexing County lands within 90 days of annexation. The County anticipates that its RHNA will be reduced during the 2023-2031 planning period, as parcels are annexed into the cities and commensurate RHNA units are transferred between County and city.

Annexations can be difficult to predict; in the fifth housing cycle from 2015 to 2022, the City of San José completed 7 annexations from the unincorporated County for a total of 63.5 acres. The most recent large-scale annexations occurred in the fourth housing cycle, 274

acres at Communications Hill in 2014 and two 100-plus acre sites in East San José in 2010.

The County will monitor annexation applications, proactively communicate with LAFCO and the cities, and take any steps appropriate to support and coordinate with the cities and LAFCO for a smooth recordation of any annexations as they occur.

The County will conduct a mid-cycle review to determine if the combination of permits issued and units transferred via annexation are in line with projections to meet the County’s RHNA obligations by the end of the cycle. Should these numbers fall below projections in this Housing Element, the County will re-evaluate its sites inventory list and explore additional ways to incentivize and remove barriers to housing production, especially at the affordability levels highlighted through the mid-cycle review (refer to Program 2.31).

Table 4.68: Coordinated Annexation and RHNA Transfer

PROGRAM OBJECTIVES	<ul style="list-style-type: none"> Quarterly meetings with LAFCO and city staff to discuss and coordinate around prospective annexations. Upon annexation of an unincorporated parcel, the County will coordinate with the applicable city and ABAG to effectuate a commensurate transfer of RHNA units within 90 days.
GEOGRAPHIC SERVICE AREA	Unincorporated County, Countywide
LEAD AGENCY	Office of County Executive
FUNDING SOURCE	General Fund
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 of both current and projected employment, household income needs, and a variety of housing types. 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.

APPENDICES

Appendix A: County Sites 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

APPENDICES

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

Appendix I: ABAG Segregation Report

Appendix J: Public Comment Summary Table

Appendix K: Status of Programs from 2015 Housing Element Update

Appendix L: Assessment of Fair Housing

Appendix M: Affirmatively Furthering Fair Housing Sites Inventory Analysis

Appendix N: Assessment of Fair Housing Proposed Goals and Actions and
Corresponding Implementation Programs
