

**Attachment A  
Preservation Work Plan**

#	STRATEGY	DEPT	# in A-D STRATEGY	TIMING	METRICS
R-1	<p><b>Monitor At-risk Affordable Units -</b></p> <ul style="list-style-type: none"> <li>• Proactively assess and monitor affordable units at risk of losing affordability by 2031 and reach out to property owners, tenants, and qualified entities to negotiate and assist in preserving existing affordable homes.</li> <li>• Enlist consulting assistance to create and update risk assessment reports regularly.</li> <li>• For properties at-risk, contact property owners within one year of the affordability expiration date to discuss the City’s desire to preserve the units.</li> <li>• Jointly explore funding sources and other options with property owners to preserve the affordability of the units with long-term covenants.</li> <li>• Coordinate with property owners to ensure notices to tenants are sent out at three years, 12 months, and six months, as required by state law.</li> <li>• Provide other technical assistance, as feasible, to assist in developing, financing, or supporting preservation efforts.</li> </ul>	Housing	N/A	Updated reports by 2024 and 2028; coordination and noticing as required	<p>2024, 2026, 2028, 2030: Creation of risk-based reports</p> <p>10 meetings held</p> <p>By 2031: 600 existing at-risk units preserved</p>
R-2	<p><b>Establish a Preservation NOFA -</b></p> <ul style="list-style-type: none"> <li>• Establish a regular housing Preservation program, including an annual funding allocation averaging at least \$5 million (dependent on funding availability), funding priorities, underwriting guidelines, NOFA scoring framework, NOFA issuances, and ongoing workplan.</li> <li>• Eligible Preservation activities should include acquisition and rehabilitation of existing market-rate housing, community land trusts’ rental housing acquisition, and other nonprofit-led alternative homeownership models.</li> <li>• Create a staffing plan for a Preservation team to underwrite, fund, and facilitate Preservation deals and request staffing through the city budget process when ongoing sources of funding are available for this work.</li> <li>• Establish priorities within Preservation NOFA for community-centered, community-led preservation efforts.</li> </ul>	Housing	3C, 6D	First NOFA 2024	<p>Jun 2024: Program guidelines completed</p> <p>By Dec 2024: First NOFA issued at least every other year (i.e., at least four NOFAs during the 6th Cycle compliance period)</p> <p>\$5M average available per year per NOFA</p> <p>By 2031: At least 110 units of newly-restricted affordable housing acquired by nonprofits and rehabilitated through City and external funding</p>

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R-3	<p><b>Diridon Preservation Pilot -</b></p> <ul style="list-style-type: none"> <li>• Create and fund the Diridon Preservation Pilot Program for the area around DSAP.</li> <li>• Issue NOFAs to enable developers to acquire, rehabilitate and make affordable market-rate properties appropriate to preserve as the station area develops.</li> <li>• Identify buildings’ desired physical profiles depending on location and development potential to help maintain buffer areas between dense station area developments and surrounding low-rise neighborhoods.</li> </ul>	Housing, PBCE, OEDCA	N/A	2026	<p>Jan 2025: Pilot creation</p> <p>City Council approval of pilot</p> <p>By Dec 2025: NOFAs issued</p> <p>By Aug 2026: City Council approval of funding commitments</p> <p>55 homes preserved through acq/rehab in defined area around DSAP</p>
R-5	<p><b>Acquisition Loan Fund -</b> Work with external funders to identify and/or establish sources of reliable acquisition financing that work together with City preservation NOFAs with the goal of preserving low-cost housing, creating more restricted affordable multifamily properties, and stabilizing low-income renters, who are disproportionately people of color.</p>	Housing	3B	2026	<p>RFPs issued for partner lender(s) if needed</p> <p>Loan product defined and rolled out</p> <p># units acquired with loan fund(s)</p>
R-6	<p><b>Mobilehome Park General Plan Designation for Remaining 56 Mobilehome Parks -</b> Apply the Mobilehome Park land use designation through City-initiated General Plan amendments to the remaining 56 mobilehome parks and rezone the sites to promote preservation, public input, and transparency on any future mobilehome park conversion proposals.</p>	PBCE	N/A	June 2024	<p>2024: City Council approval of General Plan amendments and rezonings; 13 mobilehome parks with new land use designation by Jan 2024; remainder by June 2024</p>
R-7	<p><b>Extension of Affordable Housing Restrictions -</b> Preserve existing deed-restricted affordable housing for properties in the middle of their affordability terms by routinely negotiating to extend the City’s affordability restrictions in return for the City’s amended loan terms or other actions on properties in its existing portfolio.</p>	Housing	N/A	Ongoing	<p>By 2031: preserve affordability for at least 900 units in the middle of their affordability terms (average of 112 units per year)</p>

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R-8	<b>Work with BAHFA on Moderate-Income Financing Strategy</b> - Advocate for legislation and work regionally with partners to create and/or use a JPA-issued bonds product, or similar structure, that supports moderate-income housing and deeper affordability, controls escalation of rents, and delivers sufficient public benefit.	Housing, OEDCA, Finance	N/A	2027	2027: If product is defined and feasible, request City Council approval for structure  By 2031: Complete at least two transactions if feasible  # newly-affordable homes at each income level
R-9	<b>Creation of a Preservation Policy –</b> Create a community-informed preservation policy or set of polices for City Council consideration aimed at preserving existing affordable and low-cost housing and helping to prevent displacement. The following are examples of what could be included in preservation policies: <ul style="list-style-type: none"> <li>• To help organizations access state Foreclosure Intervention Housing Preservation Program (FIHPP) funds, establish criteria to help identify properties at-risk of foreclosure and properties where renters might be at risk of displacement.</li> <li>• Publish a list of affordable housing providers that could be eligible to receive City funding to acquire and rehabilitate existing residential rental properties and create homes that are restricted affordable in perpetuity.</li> <li>• Require as a condition of City funding that affordable housing providers intending to acquire and preserve a property must engage with tenants prior to purchase of the property.</li> <li>• Create voluntary system for property owners to notify eligible preservation organizations about the availability of properties for sale.</li> <li>• Require property owners to provide notification to tenants when owners intend to sell their properties.</li> <li>• Create incentives for private multifamily owners to sell properties to affordable housing nonprofits for purposes of preservation, such as a transfer tax rebate program.</li> </ul>	Housing	7B	By 2026	2024: Criteria for FIHPP established  2024: List of affordable housing providers published  By 2026: City Council approval of policy
R-11	<b>Owner-Occupied Home Preservation</b> - To physically preserve existing homes, continue to fund urgent home repairs for low-income homeowners, many of whom are seniors, through nonprofit partners as funds are available.	Housing	N/A	2023-31	1,600 low-income households assisted
R-12	<b>Revised Citywide Residential Anti-Displacement</b>	Housing	N/A	2024-29	2025: Best

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	<p><b>Strategy -</b> Update the current Anti-Displacement Strategy approved by the City Council in 2020 to integrate preservation activities and remove completed priorities. Evaluate effectiveness of existing tools, obtain ongoing best practices information from like-minded cities, obtain feedback on priorities from San José stakeholders, and seek City Council approval for revised anti-displacement and preservation policies or programs to pursue.</p>				<p>practices researched</p> <p>2025: Outreach conducted</p> <p>2026: Revised strategy drafted</p> <p>2026: City Council approval of revised strategy</p>
R-13	<p><b>Soft Story Program -</b> Develop a 'soft story' seismic mitigation ordinance for older multifamily buildings with weak and/or open frontlines, which have a higher likelihood of collapse during an earthquake and a high likelihood of being rent stabilized. Create an implementation process and incentive retrofit program that increases renters' safety and considers equity issues for lower income renters, minimizing their risk of displacement due to construction and rent increases.</p>	PBCE, Housing, OEM	6A	2024	<p>2023: Outreach conducted</p> <p>2024: Ordinance and program drafted</p> <p>2024: City Council approval of ordinance and program</p> <p>2024: Rebate program launched</p> <p># buildings receiving retrofits</p> <p>\$4M funded for rebates by 2031</p>
I-4	<p><b>Create a Housing Balance Report -</b> Create a bi-annual Housing Balance Report that tracks the net gain and loss of all types of affordable and low-cost housing, analyzes it spatially, and compares to demographics to determine the City's progress in maintaining and increasing the availability of appropriate housing opportunities for all residents (including those in protected classes) across the City. Geographic analysis should also identify displacement risk and segregation and analyze urban villages and neighborhoods or Council districts.</p>	Housing	7A	2025	<p>By Dec 2025: First report presented to City Council</p>
N-4	<p><b>Preservation and Community Development Capacity Building -</b></p> <ul style="list-style-type: none"> <li>Establish programs to provide capacity building and technical assistance to community-based nonprofit organizations to engage in grassroots community preservation, empowerment, and development activities partnered with nonprofit developers in order to stabilize neighborhoods.</li> <li>Pursue preservation activities that include acquisition and rehabilitation of existing low-cost housing, alternative community ownership models, and anti-displacement support for community-serving small businesses.</li> </ul>	Housing, OEDCA	3D	2023-27	<p>By Dec 2024: \$1M total in capacity-building grants awarded to three or four organizations</p>

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	<ul style="list-style-type: none"> <li>• Pursue empowerment activities that include resident and small business outreach and organizing around tenant association formation, cooperative formation, business district formation, community planning, and know-your-rights education.</li> <li>• Develop activities that include development of affordable housing, community facilities, and community-serving commercial space.</li> <li>• Continue to support formation and maturation of community land trusts and community development corporations, learning from models such as Los Angeles County's Community Land Trust Partnership Program.</li> <li>• Seek additional funding, partnerships and/or learning curricula to support nonprofit capacity building efforts.</li> </ul>				
(NEW)	<b>Entities for Preservation:</b> Explore vehicles such as Community Development Corporations, Economic Development Corporations, and other similar entities that can act as vehicles for investing in preserving naturally occurring affordable housing in impacted communities or otherwise preventing displacement of impacted communities.	Housing	N/A	2024	By Dec 2024: Research reported to City Council
(NEW)	<b>Exploration of Receivership:</b> Explore if receivership may be appropriate for properties that have become serious health and safety dangers to residents.	Housing, PBCE (Code)	6C	2026	By Dec 2026: Research reported to City Council