

ATTACHMENT A
Updated Work Plans for Top Three Highest Priority
Anti-Displacement Recommendations

1. COVID-19 Recovery Eviction Relief and Mitigation Measures for Renters and Homeowners Work Plan		
Task	Description	Timeline
Advocacy	Support active federal and state legislation and budget proposals to repay and subsidize back rent and mortgages, to help mitigate the economic impact of COVID-19 on housing providers and prevent displacement of residents	Completed and ongoing
	Express City support for legislation on eviction and foreclosure prevention and housing recovery from COVID-19 on the 2021 citywide legislative priorities	
Program Development and Research	Plug into coordinated response across City departments for COVID-19 relief and recovery	Completed and ongoing
	Seek advice and assistance from universities and think tanks on tracking outcomes	
	Survey existing anti-displacement housing programs to identify impediments to eligibility for immigrant households most at risk of homelessness and displacement	Completed
	Assist Bloomberg/Harvard to survey San José small property owners	Completed
	Research COVID-19 housing recovery strategies of other large cities and recovery metrics they are tracking	
	Work with the Urban Institute and the City of Los Angeles on the COVID-19 response study	
	Pinpoint possible administrative program changes to remove barriers for immigrant households	Completed
	Develop a plan to track data on the success of repayment plans to avoid resident displacement from their homes and from the City, and on the financial condition of small property owners	Ongoing
	Release Request for Proposals to study estimated cost of Right to Counsel for Santa Clara County per City Council direction. <i>Program design to continue as part of ongoing eviction diversion and anti-displacement support (i.e., no longer part of an emergency COVID response)</i>	<i>Q3-Q4 2023</i>
Community Outreach	Interview community-based organizations (CBOs) serving COVID-19-impacted residents to determine needs	Completed
	Participate in existing working groups driving COVID-19 response and recovery to align efforts and eliminate duplication	
	Interview community leaders in highly COVID-19 impacted neighborhoods with renters at risk of displacement in zip codes 95233, 95127, 95116, and 95148	Completed

**Note: Italicized items indicate updates to the work plan*

1. COVID-19 Recovery Eviction Relief and Mitigation Measures for Renters and Homeowners Work Plan

(continued from previous page)

Task	Description	Timeline
Community Outreach	Before the end of the eviction moratorium, hold or attend COVID-19 housing and displacement meetings led by elected leaders convening civic and private sector leaders, residents, and CBOs to: <ol style="list-style-type: none"> Hear the experiences of stakeholders, re: housing needs and COVID-19 and identify urgent housing problems that must be addressed Develop equitable short- and long-term housing recovery strategies 	<i>Deleted/Part of Recovery Task Force</i>
	Analyze feedback and community-led recommendations to inform future housing funding priorities and develop recommendations on policy changes for City Council consideration	Ongoing
Funding	Design system and administer emergency rent assistance for extremely-low-income and undocumented local residents and coordinate CBOs together with the County	Completed
	Identify available and possible new sources of ongoing funding for legal services to prevent eviction, housing collaborative court positions, and housing mediation services if county resources are insufficient	Completed / Ongoing
	Identify available funding sources, including philanthropic and private grants, for emergency planning and preparedness activities for communities most vulnerable to disaster and/or highly impacted by COVID-19	<i>Deleted/Not included in Recovery Task Force</i>

2. Tenant Preferences to Prevent Displacement Work Plan

Phase	Description	Timeline
Program Development and Research	Meet with state HCD to clarify policy parameters and necessary fair housing analysis	Completed
	Receive additional guidance from HCD on its revised fair housing analysis framework	
	Work with HCD to identify a timeline for its issuance of final guidance on tenant preferences	Ongoing
	Perform disparate impact analysis and do other HCD-required analysis	
	Determine how to prioritize and administer different preferences and finalize the determination on which production programs will incorporate preferences	
	Update rent roll online systems programming to incorporate demographic data for existing affordable housing residents	Completed
Legislation	Work with City Attorney's office to create draft legislation	Completed
	Support the bill through meetings with potential authors, stakeholders, HCD, assembly, and senate policy committee staff	Completed
	Apply for FUSE Fellow to support advocacy, analysis, and outreach	<i>Completed</i>
	Work with City Attorney's office to create legal findings in support of legislation and ordinance and approve proposed parameters	<i>Q4 2022 – Q3 2023</i>

**Note: Italicized items indicate updates to the Work Plan.*

2. Tenant Preferences to Prevent Displacement Work Plan <i>(continued from previous page)</i>		
Phase	Description	Timeline
Community Outreach and Feedback	Provide revised information, legal analysis, and disparate impact analysis to HCD for both proposed preferences	<i>Q2-Q3 2023</i>
	Update draft Ordinance; create program descriptions	
	Issue a survey to owners of properties with affordable apartments that would be subject to the program	
	Seek and incorporate HCD feedback on City's analysis and submissions	
	Obtain HCD approval of the City's methodology and analysis	<i>Q4 2023</i>
	Decide timing to seek HCD approval for second preference	<i>Q2</i>
	Stakeholder meetings on the draft program (e.g., community and neighborhood, property owners and managers, residents/advocates)	<i>Q2-Q3</i>
	Hold public meetings on the draft program to get input	
Program Finalization and Approvals	Hold next round of meetings with key stakeholders on drafts	<i>Q3-Q4 2023</i>
	Make final program revisions based on feedback	
	Post final draft program for public review	
	Present draft program to the Housing and Community Development Commission	
	Present draft program to CED Committee	
	City Council approves program and ordinance	
Program Implementation	Issue guidance for property owners and the public	<i>Q1 2024</i>
	Hold educational meetings for property owners/managers	
	Host public meetings to inform about new preferences	
	Conduct webinars for the public (multiple languages)	
	Conduct community outreach (e.g., neighborhood meetings, tabling, associations)	
	Fully implement renter online portal (to get applicant-protected class data, and screen applicants for preference eligibility)	<i>Q1-Q2 2024</i>
	Do analysis annually and submit for HCD reviews	<i>2025 and on</i>

3. Community Opportunity to Purchase Program Work Plan		
Phase	Description	Timeline
Program Development	Research COPA results and management in comparable cities	Completed
	Meet with counterparts in comparable cities and assess best practices and processes	
	Work with City Attorney's office to identify legal issues and approve proposed parameters	
	Compile data to determine program parameters (e.g., applicability, terms, process, timelines, qualification of purchasers, City staffing needs) and market research	Completed
	Hold Request for Proposal and hire community engagement consultant for Anti-Displacement Working Group; focus the technical team on COPA	
Community Outreach and Policy Feedback	Meet with specialized stakeholders (e.g., property owners, realtors, brokers, lenders, and other experts)	Completed
	Meet with qualified potential nonprofit developers	
	Prepare analysis of long-term funding needs and possible sources for financing acquisition and rehabilitation/permanent	
	Hold working group meetings – Technical Advisory Committee and broader Stakeholder Advisory Committee (ongoing)	
	Create the first draft of the program and supporting materials incorporating community feedback and study findings	
	Hold stakeholder public review period and feedback	
Program Finalization and Approvals	Make refinements based on the first public review feedback	Completed
	Hold meetings with key stakeholders on refinements	
	<i>Additional public meetings on the revised draft program</i>	
	Present to the Housing and Community Development Commission	
	Program revisions based on Housing and Community Development Commission comments	
	Consult with stakeholders and community	
	City Council approves program and directs staff to return with the ordinance	<i>N/A – Council did not approve the program</i>
	City Council approves ordinance	N/A
Program Implementation	Begin 12 months before implementation	N/A
	Create draft regulations and guidance – obtain public feedback	
	Conduct webinars for the public (multiple languages)	
	Hold co-hosted educational meetings for property owners	
	Issue a call for qualifications and approve qualified nonprofit developers to participate in the program	N/A
	Begin program implementation (later than 12 months after approval or qualified nonprofit partner approvals)	
	Info memorandum on progress to the City Council six months after the start	N/A
	Continue outreach and education to the community	N/A
	Assess program performance in a report to City Council after one year	N/A