

**Home For All San Mateo County Action Plan
September 2016**

Action Plan Priorities		Status
Overall Action Plan Goals	More housing is built at all income levels	Ongoing
	All 20 cities and the County meet or exceed their Regional Housing Needs Allocation (RHNA) requirements	Ongoing
	Jurisdictions utilize a variety of policy and funding tools to produce new housing	Under Development
	New sources of funding for affordable housing are identified and secured	Under Development
	Government, businesses, and communities view housing development as central to jurisdictions' economic development	Ongoing
	Community members are engaged in housing conversations on solutions	Ongoing
Building Partnerships and Community Support		
Goals	All sectors of the community are engaged in housing conversations and discussions on solutions	Ongoing
	Residents understand the impacts of the housing crisis, need for and benefits of more housing at all income levels, and the variety of tools and strategies available to increase housing	In Progress
	Proposed housing developments have vocal supporters within the community	Ongoing
	A cross section network of stakeholders works together to increase housing production and preservation throughout San Mateo County	Ongoing
	Strategic partnerships are formed to implement solutions in specific locations	Ongoing
Strides Toward Closing the Gap	Partner with all 20 Cities and the County to adopt a "Home for All" resolution that commits them to continuing to work on housing and implementing the Home for All Action Plan	In Progress
	Convene meetings of school districts and other public agencies, funders and foundations, businesses, environmental and other advocates, congregations, and other groups to educate them about the housing situation and provide tools to help them take action	In Progress
	Engage executives on the business impacts of the jobs/housing gap with targeted data, resources, and options to take action	In Progress
	Develop a "Home for All, San Mateo County" public relations campaign to educate county residents on the housing gap, the range of solutions, and how they can help solve the problem	Completed

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Implementation Strategies	Form strategic partnerships between private sector employers, developers, and public agencies to develop housing solutions for particular locations	Ongoing
	Form partnerships with service providers to deliver integrated housing, health, and supportive services to very low income and extremely low income households	Ongoing
	Engage community members through methods such as tabling and outreach at community events, leadership academies and trainings, open houses, information videos, online surveys, social media and text message campaigns, livestreaming/Periscope, video testimony from stakeholders who can't otherwise attend meetings, visualizations, maps, and renderings	Ongoing
	Develop profile stories of local workers/residents either struggling in this housing market and how it impacts them, residents of newer affordable housing projects who can speak to benefits of living there, and stories drawn from each community and age/demographic group	In Progress
	Continue to fund and support outreach services for homeowners and renters at risk of losing their homes, through legal assistance, landlord/tenant mediation outreach, and education	Ongoing
Action Items	Create a menu of actions to support housing, targeted and tailored to each key stakeholder group	Completed
	Create messaging platform and materials for Task Force members and key stakeholders	Completed
	Engage new stakeholders and audiences	Ongoing
	Develop/compile data and statistics and visuals to communicate aspects of the crisis, tailored to different cities in the County	Completed
	Develop messaging for key audiences based on common concerns	Completed
	Develop strategies by target audience and by mode (print, online, etc.)	Completed
	Develop campaign's brand recognition and distinct identity	Completed
	Support and expand Homeless Outreach Teams to engage with unsheltered homeless people and match them with permanent supportive housing and supportive services	Ongoing

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Supporting All Types of Housing Development		
Goals	Information on available sites for housing and their corresponding development capacity are identified, analyzed, and shared	Ongoing
	All 20 cities and the County use all available planning policies and enact additional policies to increase housing production	In Progress
Strides Toward Closing the Gap	Create a "Home for All" website for city and town staff and elected officials with access to experts, resources on all aspects of housing development, and information on concrete actions stakeholders and community members can take to get involved	Completed
	Establish a "Second Unit Center" within the Home for All website to provide technical assistance, design templates, referrals to city second unit "liaisons," and low-interest loans. Analyze second unit capacity countywide. Develop a targeted second unit marketing campaign based on land capacity analysis	In Progress
	Pilot a process for facilitated community meetings to address potential concerns and foster respectful and informed discussions with neighbors regarding proposed development projects	In Progress
Implementation Strategies	Find a local approach to meeting Article 34 requirements	Ongoing
	Adopt a "no net loss" policy for affordable units that establishes replacement requirements (at a one-for-one basis at minimum) for affordable units lost to new development	Ongoing
	Encourage local planning and land use changes to increase unit production, such as inclusionary housing, density bonuses, reduced parking requirements, and second units	Ongoing
	Explore the use of tiny houses (standalone homes usually 400 sf or less) and microunits (small studio apartments typically between 250 and 500 sf) to capitalize on small parcels not suitable for larger-scale development and/or maximizing units for higher density projects on larger parcels	Ongoing
	Expand home sharing through enhanced outreach and incentives to increase participation	In Progress
Action Items	Educate and promote knowledge-sharing among local policy makers about having the right tools in place to increase unit production	Ongoing
	Improve and expand homeless shelters in the County	Ongoing

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Funding Affordable Housing		
Goals	The amount of funding needed to build the number of new units needed is estimated and used as a target for funding activities	Under Development
	Impact fees are widely adopted throughout the County and set at appropriate levels	In Progress
	Home for All partners work collaboratively to increase funding from variety of sources, including potential long-term revenue measures, to fund housing development and preservation	Ongoing
	The 21 jurisdictions achieve a balanced approach to funding housing development, combining local sources to leverage federal and state funding sources and private investment	Ongoing
	Promising projects supported through the County's Housing Innovation Fund are expanded to provide additional housing funding and financing options	Under Development
Strides Toward Closing the Gap	Pursue a revenue measure to provide additional funding for affordable housing or housing and transportation combined	Fall 2018 (ballot measure)
	Create a San Mateo County affordable housing and community land trust, which could be a redesigned HEART, funded through significant contributions from the County and all 20 cities, businesses, and foundations, and through impact fees, boomerang funds, and/or other sources	In Progress
	Pursue legislation that allows San Mateo County cities, on a pilot basis, to get credit for units constructed with funds they contribute to the countywide land and housing trust (coordinate with Legislative Director)	Under Development
	Establish an Affordable Rental Housing Preservation Program, seed with \$10 million in County money, and require local match to access funds	Completed
Implementation Strategies	Launch campaign to get impact fees passed in additional jurisdictions	In Progress
	Conduct education and advocacy around State legislation to provide affordable housing funding	Ongoing
	Explore potential options for funding preservation of subsidized or market-rate affordable housing	Ongoing
	Explore options for establishing a community land trust	In Progress
	Enhance coordination and planning to ensure jurisdictions are better positioned to compete for State Cap and Trade funds and Low-Income Housing Tax Credits	Ongoing

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Impl	Maintain a funding pool to assist residents needing short-term help with rent payments	Ongoing
	Identify next steps and resources needed to advance projects supported under the Housing Innovation Fund	Under Development
Securing Land and Strengthening Community Infrastructure		
Goals	Local governments use a variety of mechanisms to acquire and develop land for housing (e.g. land swaps, land trust, joint development, public-private partnerships, etc.)	Ongoing
	Local governments work with other public agencies and service providers to ensure adequate and resilient infrastructure to support growth	Ongoing
Strides Toward Closing the Gap	Encourage jurisdictions to ensure that future development incorporates water-efficient features and land use best practices and policies	Ongoing
	Review and analyze the development feasibility of available sites countywide, focusing on publicly-owned land in Priority Development Areas and transit corridors. Establish minimum affordability targets for housing development on public land.	Ongoing
	Pursue regional options to enhance public transportation within San Mateo County and improve East Bay-Peninsula connectivity	Ongoing
Implementation Strategies	Explore planning and site assembly for development of publicly-owned lands for housing	Ongoing
	Develop a strategy for pursuing land swaps with large property owners	Ongoing
Action Items	Explore partnerships with school districts and congregations with surplus land to build housing	Ongoing
	Analyze capacity and buildout potential of surplus public lands under various development types	Under Development
Legend	1) Completed – goal has been met/strategy has been implemented 2) Ongoing – continual work needed on a long term basis to achieve goal/implement strategy 3) In progress – work is currently under way to achieve goal/implement strategy 4) Under development – goal or strategy in the planning phase to be launched	

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