



Planning & Development Services

Memorandum

To: Housing Element Working Group

From: Tim Wong, Senior Planner - Housing
Clare Campbell, Manager of Long Range Planning

Date: February 10, 2022

Re: Working Group Meeting #12

Purpose/Goal of Meeting

The purpose of the February 10, 2022 Housing Element Working Group (Working Group) meeting is to discuss the City's past programs, review past successful programs, and discuss new potential programs and program components based on updated legislation and the City's current housing needs. The specific goals of the meeting are:

1. Discuss previous housing programs in the City and review successful programs that could be continued into the 6th cycle Housing Element.
2. Discuss new housing programs and policies and new program expectations.

Recap from Previous Meeting

The previous Working Group meeting was held on January 13, 2022. The Working Group took the following actions:

1. Approve a teleconferencing resolution to continue virtual meetings for the month of January. All approved.
2. Formal Site Selection Recommendations. The Working Group completed formal recommendations to the Planning and Transportation Commission (PTC) regarding site selection strategies and their associated yields. Below is a summary of Working Group recommendations.
 - Formal approval on Strategy 9: City-owned Parking Lots of 168 units to be included in the site inventory. Motion failed (7/7/0).
 - Formal approval on GM sites with a yield of 596 units to be included in the site inventory. Vote passed (14/0/0).

- Formal approval on ROLM sites with a yield of 902 units to be included in the site inventory. Vote passed (14/0/0).
- Formal approval on Pasteur Drive with a yield of 425 units to be included in the site inventory. Vote passed (12/0/2 abstentions).
- Formal approval on 3128 El Camino Real with a yield of 144 units to be included in the site inventory. Vote passed (11/1/2 abstentions).
- Formal approval on 3300 El Camino Real with a yield of 92 units to be included in the site inventory. Vote passed (12/0/2 abstentions).
- Formal approval on Staff Suggested Sites with a yield of 116 units to be included in the site inventory. Vote passed (13/1/0).
- Introduction to housing legislation and housing programs, which included a review of recent housing laws and a discussion on the basic structure of housing goals, policies, programs, and program objectives.
- Introduction to Affirmatively Furthering Fair Housing (AFFH) including a brief history of housing laws in the United States and an overview on AB 686 (AFFH).

The tasks given to the Working Group in preparation for the next meeting included:

- Review HCD's Guidance on Program Development and Quantified Objectives, including sample analyses
- Review HCD's Guidance on Policy Best Practices
- Explore ABAG's Policy Directory and Toolkit
- Review HCD's AB 686 Guidance Memo

The January 13 Working Group packet can be found [HERE](#).

Discussion

On January 13, 2022, the Working Group received a brief introduction to recent housing legislation along with an introduction to Housing Element programs and policies. Staff and consultants provided the Working Group with a broad overview of what goals, policies, programs, and program objectives are, and familiarized the Working Group with HCD's criteria for a successful program. The Working Group will continue this discussion and provide feedback.

Role of the Working Group in Housing Element Program Preparation

The role of the Working Group in the preparation of programs is twofold:

1. Provide staff with direction for potential new programs.
Staff has provided the Working Group a number of existing programs that are proposed to be carried over for the new Housing Element or programs that are required per the State. In addition, staff is soliciting new ideas or issues the Working Group would like to address not covered by existing or required programs.

2. Approve program concepts.

The Working Group will be responsible for approving the program concept or theme. Following the Working Group's approval of the program concept, staff will prepare the implementation details. As detailed below, all programs now must be specific, measurable, and achievable to meet HCD requirements. To meet those requirements, each City program will have a funding source, responsible agency, and a timeframe, as outlined in the example program in Figure 1. These specific program details will be developed by City staff.

Relationship Between Housing Legislation and Programs

To help provide a broad framework and introduce the next phase of the Housing Element Update, the relationship between State law and programs are discussed below and provide a broad overview of what the programs and policies section will encompass.

Housing Legislation

California's housing element law acknowledges that for the private market to adequately address the housing needs and demand of Californians, local governments must adopt plans and regulatory systems that provide opportunities for (and do not unduly constrain), housing development. As a result, housing policy in California heavily relies on effective implementation of local general plans and in particular, local housing elements.

A jurisdiction must show ongoing compliance with housing legislation that has been passed since the adoption of the previous Housing Element. This is done through the development and implementation of various programs and objectives, along with an update in the City's Municipal Code in some cases. HCD plays the critical role of reviewing every local government's housing element to determine whether it complies with state law and then submits written findings back to each local government. HCD's approval is required before a local government can adopt its housing element as part of its overall General Plan.

Housing Programs

Per California Government Code Section 65583(c), the Housing Element shall contain a schedule of actions (also known as "programs") the local government is undertaking or intends to undertake to implement the stated policies and achieve the goals and objectives of the housing element. HCD has increased its scrutiny in reviewing proposed programs. Programs must include specific actions the locality will take to implement its policies and achieve its goals and objectives, and a specific timeframe for implementation. In addition, programs must identify the agencies or officials responsible for implementation, describe the jurisdiction's specific role in implementation, and (whenever possible) identify specific, measurable outcomes.

HCD has identified the following criteria as key components of an effective housing program:

1. Definite time frames for implementation (e.g., annually during the planning period).

2. Identification of agencies and officials responsible for implementation (e.g., planning department).
3. Description of the local government's specific role in program implementation (e.g. a description of how the city will promote ADU construction).
4. Description of the specific action steps to implement the program.
5. Proposed measurable outcomes (e.g., initiation of a rezone program).
6. Demonstration of a firm commitment to implement the program (e.g., Create a separate landing page on the city's website that provides information on ADUs and city requirements by April 2022).
7. Identification of specific funding sources, where appropriate (e.g., Community Development Block Grant funds).

AFFORDABLE HOUSING		
H3	GOAL	MEET UNDERSERVED HOUSING NEEDS, AND PROVIDE COMMUNITY RESOURCES TO SUPPORT OUR NEIGHBORHOODS
H3.1	POLICY	<i>Encourage, foster, and preserve diverse housing opportunities for very low-, low-, and moderate income households.</i>
H3.1.1	PROGRAM	<p>Amend the City's BMR ordinance to lower the BMR requirement threshold from projects of five or more units to three or more units, and to modify the BMR rental section to be consistent with case law related to inclusionary rental housing.</p> <p>Eight-Year Objective: Provide opportunities for four additional BMR units.</p> <p>Funding Source: City funds</p> <p>Responsible Agency: Planning & Community Environment</p> <p>Time Frame: Amend BMR Ordinance within three years of Housing Element adoption.</p>

Figure 1: Example of a Goal, Policy, and Program from the Existing Housing Element

Goals, Policies, and Programs

There is a general structure and hierarchy of steps for effective housing implementation. In general, a jurisdiction will set forth a set of goals for the community to overall strive for. For each goal, a set of policies are identified to help achieve the overarching goal. Under each policy are a set of programs that assist with implementation of each policy. Housing Element programs contain specific actions and quantifiable targets that help ensure equitable, effective, and timely implementation. The general order of effective housing implementation is as follows:

- Goals: Housing goals are articulated as general “end condition statements,” which describe a desired outcome or end state. Goals describe ideal future conditions for a topic and tend to be general and broad in nature.

- Policies: Policies are statements on the position the city takes to implement a goal. Policies contained in the Housing Element are important statements as they provide a clear and unambiguous statement that guides a specific course of action for decision-makers to achieve a desired goal.
- Programs: Housing programs define the specific actions the city will undertake to achieve the stated goals and policies.
- Program Objectives: The program objectives are specific action items that help implement the overall program. Objectives must be specific, measurable, and attainable. *Please note that HCD pays special attention to the program objectives in order to ensure the highest level of implementation for each program that is possible.*

Review of Existing Successful Programs

The City currently has 72 programs within the City's Housing Element to help advance the City's overall housing goals and policies. Of the City's 72 to programs, 34 programs are ongoing, 22 programs have been completed, 11 programs are underway, and 5 programs have not been completed. To see the status of each program, please see Attachment A.

Subsequent to the adoption of the previous Housing Element, HCD's expectations for housing plans have evolved. As such, many of the 72 programs are not consistent with HCD's criteria (see list above). For example, Program H5.1.6 states: *Provide financial subsidies, recognition, or other incentives to new and existing homeowners and developers to achieve performance or efficiency levels beyond minimum requirements.* This program lacks specific measurable objectives and will be revised for clarity. Programs identified to be carried over will be reformatted and consolidated by the City to ensure that they are specific, measurable, and achievable to meet HCD requirements.

The City has identified five programs as examples that illustrate a successful and impactful program. The City will continue to implement these programs but intends to clarify, update, consolidate, and refine them to ensure that implementation is measurable and would result in meaningful outcomes.

1. *Program H2.1.1¹ and Program H2.1.2²*

Both programs speak of increasing residential densities. The City has implemented some programs to increase densities throughout the City. The City has implemented the following zoning programs:

- Housing Implementation Program (HIP): The HIP includes discretionary review and waiver process that allows housing projects in commercial zones to allocate

¹ H2.2.2: To allow for higher density residential development, consider amending the Zoning Code to permit high-density residential in mixed use or single use projects in commercial areas within one-half a mile of fixed rail stations and to allow limited exceptions to the 50-foot height limit for Housing Element Sites within one-quarter mile of fixed rail stations.

² H2.1.2: Allow increased residential densities and mixed use development only where adequate urban services and amenities, including roadway capacity, are available.

developable commercial floor area to housing to increase the housing floor area (see code language: [18.16.060\(k\)](#)). It is considered an alternative to the State Density Bonus law. This program was enacted in 2020, leading to a 102 unit, mixed income development. The ordinance language is clear and concise, leading to greater developer certainty.

- Planned Housing Zone (PHZ): The PHZ is more of a custom zoning designation. Previously known as the Planned Community (PC), this zone has relatively few standards therefore allows maximum flexibility in project development. However, since there are minimal standards, which leads to greater discretion and interpretation which could lead to less developer certainty.

2. *Program H1.1.2³ – Consider modifying development standards for second units. Accessory Dwelling Units (ADUs)*

The City has been modifying its ADU regulations since the State initially established new provisions in 2017. The recent ADU Ordinance passed in November 2020 not only meet latest State requirements but provided additional incentives beyond State requirements. The purpose is to incentivize the development of ADUs thus increasing the City's housing supply. Prior to 2017, the City was averaging four ADUs per year. With the changes in requirements, the City is now averaging 64 units per year, a 1600 percent increase.

3. *Program H3.1.1⁴ – Amend the City's BMR ordinance.*

The City's BMR program requires developers to provide a certain percentage of affordable housing in every new residential development. The most recent revision to the program lowered the unit threshold for the applicability of the requirement from a project of five (5) or more units down to three (3) or more units. Enacted in the early 1970's, the program has created 600 affordable units, including over 240 BMR ownership units. As housing prices continue to increase, the demand for affordable housing will also continue to increase. The BMR program guarantees affordable units in each new residential development. Currently, it requires 15% of ownership units to be affordable. Rental developments are required to pay a fee, which is then used to develop 100% affordable housing.

Program 3.3.1⁵ – Require all City Departments to expedite processes and allow waivers of development fees.

³ H1.1.2: Consider modifying development standards for second units, where consistent with maintaining the character of existing neighborhoods. The modifications should encourage the production of second units affordable to very low-, low-, or moderate-income households.

⁴ H3.1.1: Amend the City's BMR ordinance to lower the BMR requirement threshold from projects of five or more units to three or more units, and to modify the BMR rental section to be consistent with case law related to inclusionary rental housing.

⁵ H3.3.1: When appropriate and feasible, require all City department to expedite process and allow waivers of development fees as a means of promoting the development of affordable housing.

The City waives certain fees for 100% affordable housing developments. Work is also continuing on objective standards to provide greater developer certainty. The City will continue to waive certain development fees.

4. *Program H1.1.1⁶ – Rehab deteriorating or substandard residential properties.*

The City currently funds a minor rehabilitation program through its Community Development Block Grant (CDBG) program. The City will continue fund the rehabilitation program.

New Programs and Program Expectations

The City will also focus on crafting new programs to comply with various new state legislation to ensure ongoing compliance with new state law. Additionally, as per State requirements, the City’s next set of housing programs will place heavier emphasis on vulnerable groups and populations that have been identified in the City’s housing needs, along with identifying ways to reduce housing barriers that have been identified in the City’s Housing Constraints chapter. New programs that affirmatively further fair housing will be added to bridge disparities through meaningful actions that would result in desirable outcomes. The City has identified the following items as primary focus areas for 6th Cycle Housing Element programs and policies.

New Program Focus Areas

Focus Area	Suggested Program Outline	Explicitly Required by State Law
Housing Choice Vouchers	Address the housing needs of extremely low-income households and special needs populations by partnering with and supporting the San Clara County Housing Authority to promote the Housing Choice Voucher program to landlords and tenants.	No
Development Standards	Amend the zoning ordinance to ensure compliance with state law and remove identified constraints. This may include reduced parking requirements, increasing height limits, and removing other barriers to development identified in the housing element update process.	Yes
Development Standards	Make all fees and standards made available on the City’s website.	Yes
Density Bonus	Evaluate current density bonus program and consider updating to meet or exceed current state law.	No
Mixed-Use Development	Amend the zoning ordinance to allow incentives for mixed-use development along transit corridors and other appropriate areas. This might include reduced parking requirements and/or shared parking, increased height limits, and reduced setbacks.	No
Maintenance and Monitoring of Sites Inventory	Monitor the City’s site inventory throughout the planning period to ensure that no net loss of residential capacity occurs, such that the City can accommodate the number of units remaining in the	Yes

⁶ H1.1.1: Continue the citywide property maintenance, inspection, and enforcement program.

	<p>City’s share of the regional housing need. Create a mechanism to ensure that if residential capacity on a particular site is decreased by approval of a zoning change or approval of a development application that results in fewer units than specified in the inventory, additional sites or capacity are identified elsewhere within 180 days of the approval.</p> <p>Information about sites available for housing should be made available on the City’s website and disseminated to affordable housing developers.</p>	
Provide for By-Right Housing	<p>Amend the zoning code to allow “by-right” approval of housing developments on sites identified in the City’s site inventory. By-right approvals mean that multifamily housing is allowed by a site’s land use and zoning designations, and no additional discretionary approval is required.</p>	Yes
Alternative Housing Program	<p>Modify the zoning code to allow and provide standards for alternative housing types and homeless service centers (i.e., group homes, supportive housing, transitional housing, residential care facilities, and low-barrier navigation centers), to comply with state law.</p>	Yes
Alternative Housing Program	<p>Make zoning code changes to facilitate reuse of commercial or industrial space for alternative housing.</p>	No
Conservation of At-Risk Housing Existing	<p>Modify existing programs to increase protections and assistance for tenants in developments with expiring affordability agreements and provide more technical assistance for property owners to apply for funds for rehabilitation and preservation of affordability.</p>	Yes
Affirmatively Furthering Fair Housing	<p>Programs should be designed to address the findings of the Affirmatively Furthering Fair Housing analysis in the Housing Element. Those programs will be designed to:</p> <ul style="list-style-type: none"> • Enhance mobility strategies and promoting inclusion for protected classes • Encourage development of new affordable housing in high-resource areas • Enhance community engagement and education, particularly for landlords and tenants around fair housing topics • Implement place-based strategies to encourage community revitalization, including preservation of existing affordable housing • Protect existing residents from displacement 	Yes

Guidelines for New Programs Consideration

When thinking about new Housing Element programs, below are some guidelines that should be taken into consideration:

1. Easily implementable
2. Not administratively burdensome

3. HCD defensible. What is meant by “HCD defensible” is any new program will need to address the following HCD goals:
 - Identify adequate sites, with appropriate zoning and development standards and services to accommodate the locality’s share of the regional housing needs for each income level
 - Assist in the development of adequate housing to meet the needs of extremely low-, very low-, low-, and moderate-income households.
 - Address and, where possible, remove governmental constraints to the maintenance, improvement, and development of housing, including housing for people at all income levels, as well as housing for people with disabilities.
 - Conserve and improve the condition of the existing affordable-housing stock.
 - Preserve assisted housing developments at-risk of conversion to market-rate.
 - Promote equal housing opportunities for all people, regardless of race, religion, sex, marital status, ancestry, national origin, color, familial status, or disability.
4. Addresses a community need.

Next Steps

The next Working Group meeting will be held on March 3, 2022. Topics to be discussed at that Working Group meeting include:

- Continue Discussion of Programs and Policies
- CEQA Update

Future Tasks

The following assignments for the March 3, 2022 Working Group meeting include:

- Think about and provide any additional feedback related to programs and policies that could enhance and strengthen the City’s programs following the parameters outlined in this report.

Please send any questions or comments to heupdate@cityofpaloalto.org.

**ATTACHMENT A
Program Implementation Status**

**Status of Housing Element Programs 2015-2023
December 2021**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H1 Goal	ENSURE THE PRESERVATION OF THE UNIQUE CHARACTER OF RESIDENTIAL NEIGHBORHOODS					
H1.1 Policy	<i>Promote the rehabilitation of deteriorating or substandard residential properties using sustainable and energy conserving approaches.</i>					
H1.1.1 Program	Continue the citywide property maintenance, inspection, and enforcement program.	Continue to provide services which promote rehabilitation of substandard housing.	City Funds	Planning and Development Services Department; Code Enforcement	Ongoing	Ongoing Program.
H1.1.2 Program	Consider modifying development standards for second units, where consistent with maintaining the character of existing neighborhoods. The modifications should encourage the production of second units affordable to very low-, low-, or moderate-income households.	Consider modifying the Zoning Code to provide for additional second units.	General Fund	Planning and Development Services Department	Conduct a study within three years of adoption of Housing Element to assess the potential for additional second units with modifications to the development standards.	Complete. The new Ordinance was adopted November 2020. Staff will return to PTC regarding establishing rules for Affordable units.
H1.1.3 Program	Provide incentives to developers such as reduced fees and flexible development standards	Preserve 10 rental cottages and duplexes.	City Housing funds	Planning and Development Services	Explore incentives within three years of	Partially Complete. ADU regulations were approved in

**TABLE D
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
	to encourage the preservation of existing rental cottages and duplexes currently located in the R-1 and R-2 residential areas.			Department	Housing Element adoption.	November 2020.
H1.2 Policy	<i>Support efforts to preserve multifamily housing units in existing neighborhoods.</i>					
H1.2.1 Program	When a loss of rental housing occurs due to subdivision or condominium conversion approvals, the project shall require 25 percent BMR units.	Provide 10 additional affordable housing units on sites where rental housing will be lost.	NA	Planning and Development Services Department	Ongoing	Partially Complete. There have not been any projects subject to this program to date.
H1.3 Policy	<i>Encourage community involvement in the maintenance and enhancement of public and private properties and adjacent rights-of-way in residential neighborhoods.</i>					
H1.3.1 Program	Create community volunteer days and park cleanups, plantings, or similar events that promote neighborhood enhancement and conduct City- sponsored cleanup campaigns for public and private properties.	Coordin. with the City's waste and disposal hauler to conduct a cleanup campaign once a year to promote neighborhood clean-up.	City Housing Funds	Public Works Department	Ongoing	Ongoing Program.
H1.4 Policy	<i>Ensure that new developments provide appropriate transitions from higher density</i>					

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	<i>development to single-family and low-density residential districts to preserve neighborhood character.</i>					
H2 Goal	SUPPORT THE CONSTRUCTION OF HOUSING NEAR SCHOOLS, TRANSIT, PARKS, SHOPPING, EMPLOYMENT, AND CULTURAL INSTITUTIONS					
H2.1 Policy	<i>Identify and implement strategies to increase housing density and diversity, including mixed-use development and a range of unit styles, near community services. Emphasize and encourage the development of affordable and mixed-income housing to support the City's fair share of the regional housing needs and to ensure that the City's population remains economically diverse.</i>					
H2.1.1 Program	To allow for higher density residential development, consider amending the Zoning Code to permit high-density residential in mixed use or single use projects in commercial areas within one-half a mile of fixed rail stations and to allow limited exceptions to the 50-foot height limit for Housing Element Sites within one-quarter mile of fixed rail stations.	Provide opportunities for a diverse range of housing types near fixed rail stations.	City Funds	Planning and Development Services Department	Consider Zoning Code amendments within three years of Housing Element adoption.	Complete. Part of the Phase 1 Housing Element implementation plan for 2018. Completion in Feb. 2019
H2.1.2 Program	Allow increased residential densities and mixed-use development only where adequate urban services and amenities, including roadway	Make sure that adequate services are available when considering	City Funds	Planning and Development Services Department	Ongoing	Complete. Council did expand additional area of the Housing Improvement

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	capacity, are available.	increased residential densities.				Program Area in 2020.
H2.1.3 Program	Amend the zoning code to specify the minimum density of eight dwelling units per acre in all RM-15 districts. Consider amending the zoning code to specify minimum density for other multifamily zoning districts, consistent with the multi-family land use designation in the Comprehensive Plan.	To provide opportunities for up to 10 additional dwelling units on properties zoned RM-15	City Funds	Planning and Development Services Department	Within three years of Housing Element adoption.	Complete. Adopted Housing Incentive Ordinance in 2019.
H2.1.4 Program	Amend the Zoning Code to create zoning incentives that encourage the development of smaller, more affordable housing units, including units for seniors, such as reduced parking requirements for units less than 900 square feet and other flexible development standards.	Provide opportunities for 75 smaller, more affordable housing units.	City Funds	Planning and Development Services Department	Within three years of Housing Element adoption.	Partially Complete. The new ADU Ordinance was adopted November 2020. Staff to return to PTC regarding establishing rules for Affordable units.
H2.1.5 Program	Use sustainable neighborhood development criteria to enhance connectivity, walkability, and access to amenities, and to support housing diversity.	Increase connectivity and walkability in new development.	VTA and City Funds	Planning and Development Services Department	Ongoing	Partially Complete. North Ventura Community Action Plan underway.
H2.1.6 Program	Consider density bonuses and/or concessions including allowing greater concessions for 100% affordable housing developments.	Provide opportunities for 100% affordable housing	City Funds	Planning and Development Services Department	Ongoing	Complete.

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Program Implementation Status

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		developments.				
H2.1.7 Program	Explore developing a Transfer of Development Rights (TDR) program to encourage higher-density housing in appropriate locations.	Create opportunities for higher-density housing.	City Funds	Planning and Development Services Department	Consider program within two years of Housing Element adoption.	Partially Complete. Completed part of the Phase 1 Housing Element implementation plan for 2018, standards to be developed.
H2.1.8 Program	Promote redevelopment of underutilized sites by providing information about potential housing sites on the City's website, including the Housing Sites identified to meet the RHNA and information about financial resources available through City housing programs.	Provide information to developers about potential housing sites.	City funds	Planning and Development Services Department	Post information on website upon adoption of Housing Element.	Complete.

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H2.1.9 Program	Amend the Zoning Code to create zoning incentives that encourage the consolidation of smaller lots identified as Housing Inventory Sites and developed with 100% affordable housing projects. Incentives may include development review streamlining, reduction in required parking for smaller units, or graduated density when consolidated lots are over one-half acre. Adopt amendments as appropriate. Provide information regarding zoning incentives to developers.	Amend the Zoning Code to provide development incentives to meet the RHNA.	City funds	Planning and Development Services Department	Adopt amendments within two years of Housing Element adoption.	Complete.
H2.1.10 Program	As a part of planning for the future of El Camino Real, explore the identification of pedestrian nodes (i.e. “pearls on a string”) consistent with the South El Camino Design Guidelines, with greater densities in these nodes than in other areas.	Explore the identification of pedestrian nodes.	City Funds	Planning and Development Services Department	Ongoing in conjunction with the Comprehensive Plan update.	Partially Complete. Part of the Phase 1 Housing Element implementation plan; in 2018. Comp. Plan adopted.
H2.1.11 Program	Consider implementing the Pedestrian and Transit Oriented Development (PTOD) Overlay for the University Avenue downtown district to promote	Consider PTOD for University Avenue.	City Funds	Planning and Development Services Department	Within four years of Housing Element adoption, in conjunction with	Not Yet Complete. The City is exploring other options to PTOD.

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Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
	higher density multifamily housing development in that area.				the Comprehensive Plan update.	
H2.1.12 Program	Evaluate developing specific or precise plans for the downtown, California Avenue, and El Camino Real areas to implement in the updated Comprehensive Plan. Adopt plans for these areas, as appropriate.	Evaluate developing plans for downtown, California Avenue, and El Camino Real.	City Funds	Planning and Development Services Department	Ongoing in conjunction with the Comprehensive Plan update	Complete. Comprehensive Plan adopted the study of Coordinated Plans for Cal Ave and Downtown.
H2.2 Policy	<i>Continue to support redevelopment of suitable lands for mixed uses containing housing to encourage compact, infill development. Optimize the use of existing urban services and support transit.</i>					
H2.2.1 Program	Implement an incentive program within three years of Housing Element adoption for small properties identified as a Housing Element Site to encourage housing production on those sites. The incentive eliminates Site and Design Review if the project meets the following criteria: <ul style="list-style-type: none"> • The project has 9 residential units or fewer • A residential density of 20 dwelling units per acre or higher 	Streamline processing for identified Housing Element Sites	City Funds	Planning and Development Services Department	Adopt program within three years of Housing Element adoption	Complete.

TABLE D
Program Implementation Status

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
	Maximum unit size of 900 square feet					
H2.2.2 Program	Work with Stanford University to identify sites suitable for housing that may be located in the Stanford Research Park and compatible with surrounding uses.	Identify sites suitable for housing to accommodate additional housing units.	City Funds	Planning and Development Services Department	Identify sites within three years of Housing Element adoption.	Partially Complete.
H2.2.3 Program	Use coordinated area plans and other tools to develop regulations that support the development of housing above and among commercial uses.	Explore additional opportunities to encourage housing in commercial areas.	VTA and City Funds	Planning and Development Services Department	Ongoing	Partially Complete: Underway. Part of the Phase 1 Housing Element implementation plan for 2018; development of the North Ventura Coordinated Area Plan in progress.
H2.2.4 Program	As detailed in the Resources chapter of the Housing Element, the City of Palo Alto has committed to providing financial assistance towards the conversion of 23 multi-family units to very low-income (30-50% AMI) units for a period of 55 years, and is seeking to apply credits towards the City's RHNA (refer to Appendix C - Adequate Sites Program Alternative Checklist). The Palo Alto Housing Corporation (PAHC) approached the City for assistance in	By the end of the second year of the housing element planning period, the City will enter into a legally enforceable agreement for \$200,000 in committed assistance to purchase affordability covenants on 23	City Housing funds	Planning and Development Services Department	Ongoing	Complete. January 2016.

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	converting a portion of the 60 units at the Colorado Park Apartments, to be reserved for very low-income households. The committed assistance will ensure affordability of the units for at least 55 years, as required by law.	units at the Colorado Park Apartments. The City will report to HCD on the status of purchasing affordability covenants no later than July 1, 2018, and to the extent an agreement is not in place, will amend the Housing Element as necessary to identify additional sites.				
H2.2.5 Program	The City will continue to identify more transit-rich housing sites including in the downtown and the California Avenue area after HCD certification as part of the Comprehensive Plan Update process and consider exchanging sites along San Antonio and sites along South El Camino that are outside of identified “pedestrian nodes” for the more transit-rich identified sites.	Explore additional appropriate housing sites.	City Funds	Planning and Development Services Department	Ongoing	Not Yet complete. Amended to include additional housing in San Antonio corridor in November 2019.
H2.2.6 Program	On parcels zoned for mixed use, consider allowing exclusively	Consider transfer of zoning	City Funds	Planning and Development	Within three years of Housing	Complete. Part of Housing

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	residential use on extremely small parcels through the transfer of zoning requirements between adjacent parcels to create horizontal mixed-use arrangements. If determined to be appropriate, adopt an ordinance to implement this program.	requirements to create horizontal mixed use.		Services Department	Element adoption	Program 2.1.9 above.
H2.2.7 Program	Explore requiring minimum residential densities to encourage more housing instead of office space when mixed-use sites develop and adopt standards as appropriate.	Explore requiring minimum densities in mixed use districts.	City Funds	Planning and Development Services Department	Ongoing in conjunction with the Comprehensive Plan update	Complete. Adoption new development standards CS18.16.060.
H2.2.8 Program	Assess the potential of removing maximum residential densities (i.e. dwelling units per acre) in mixed use zoning districts to encourage the creation of smaller housing units within the allowable Floor Area Ratio (FAR) and adopt standards as appropriate.	Assess removal of maximum densities in mixed use zoning districts.	City Funds	Planning and Development Services Department	Ongoing in conjunction with the Comprehensive Plan update	Complete. Feb. 2019.
H2.3 Policy	<i>Heighten community awareness and to receive community input regarding the social, economic and environmental values of maintaining economic diversity in the City by providing affordable and mixed income higher density housing along transit corridors and at other appropriate locations.</i>					

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Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H2.3.1 Program	Maintain an ongoing conversation with the community, using a variety of forms of media, regarding the need for affordable housing, the financial realities of acquiring land and building affordable housing, and the reasons that affordable housing projects need higher densities to be feasible developments.	Perform outreach on affordable housing.	City Funds	Planning and Development Services Department	Ongoing	Ongoing Program.
H3 Goal	MEET UNDERSERVED HOUSING NEEDS, AND PROVIDE COMMUNITY RESOURCES TO SUPPORT OUR NEIGHBORHOODS					
H3.1 Policy	<i>Encourage, foster, and preserve diverse housing opportunities for very low-, low-, and moderate income households.</i>					
H3.1.1 Program	Amend the City’s BMR ordinance to lower the BMR requirement threshold from projects of five or more units to three or more units, and to modify the BMR rental section to be consistent with case law related to inclusionary rental housing.	Provide opportunities for four additional BMR units.	City Funds	Planning and Development Services Department	Amend BMR Ordinance within three years of Housing Element adoption.	Complete. Ordinance adopted on April 17, 2017.
H3.1.2 Program	Implement the BMR ordinance to reflect the City’s policy of requiring: a) At least 15 percent of all housing units in projects must be provided at below market	Provide 10 affordable units through implementation of the City’s BMR program.	Developers	Planning and Development Services Department	Ongoing – implementation of existing program	Ongoing Program.

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	<p>rates to very low-, low-, and moderate-income households. Projects on sites of five acres or larger must set aside 20 percent of all units as BMR units. Projects that cause the loss of existing rental housing may need to provide a 25 percent component as detailed in Program H 1.2.1. BMR units must be comparable in quality, size, and mix to the other units in the development.</p> <p>b) Initial sales price for at least two-thirds of the BMR units must be affordable to a household making 80 to 100 percent of the Santa Clara County median income. The initial sales prices of the remaining BMR units may be set at higher levels affordable to households earning between 100 to 120 percent of the County's median income. For projects with a 25 percent BMR component, four-fifths of the BMR units must be affordable to households</p>					
H3.1.3 Program	Continue implementation of the Below Market Rate Program Emergency Fund to prevent the	Use the BMR Program Emergency Fund	BMR Emergency Fund	Planning and Development Services	On	Ongoing Program preserved one BMR unit in 2016; CDBG

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Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
	loss of BMR units and to provide emergency loans for BMR unit owners to maintain and rehabilitate their units. Consider expansion of program funds to provide financial assistance for the maintenance and rehabilitation of older BMR units.	to prevent the loss of at least two affordable units and assist in maintenance and rehabilitation of at least four older BMR units		Department		funding for Safe and Sanitary maintenance of 5 units inFY2018-19.
H3.1.4 Program	Preserve affordable housing stock by monitoring compliance, providing tenant education, and seeking other sources of funds for affordable housing developments at risk of market rate conversions. The City will continue to renew existing funding sources supporting rehabilitation and maintenance activities.	Prevent conversion of affordable housing to market rate and renew funding sources for rehabilitation and maintenance of housing stock.	City, CDBG funds	Planning and Development Services Department	Ongoing. Continued implementation of existing program	Partially Complete. Underway, in discussions with property owners of projects at risk of conversion, including Lytton Gardens, Terman Apartments and Webster Wood Apartments.
H3.1.5 Program	Encourage the use of flexible development standards, including floor- area ratio limits, creative architectural solutions, and green building practices in the design of projects with a substantial BMR component.	Increase opportunities for BMR development through use of flexible development standards.	City Funds	Planning and Development Services Department	Ongoing. Continued implementation of existing program	Ongoing Program. The Planned Housing Zone was adopted in Sept. 2020 with more affordable housing options to provide greater flexibility.
H3.1.6 Program	Require developers of employment-generating commercial and industrial developments to contribute to the supply of low- and	Generate in-lieu fees to contribute toward the creation of low- and moderate-	City Housing Fund	Planning and Development Services Department	Ongoing. Continue to regularly update the commercial in-lieu fee.	Complete. The commercial in-lieu fee housing development fee-is regularly updated

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Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
	moderate-income housing through the payment of commercial in-lieu fees as set forth in a nexus impact fee study and implementing ordinances.	income housing.				with other city fees based on nexus impact fee studies.
H3.1.7 Program	Ensure that the Zoning Code permits innovative housing types such as co- housing and provides flexible development standards that will allow such housing to be built, provided the character of the neighborhoods in which such housing is proposed to be located is maintained.	Review the Zoning Code and determine appropriate amendments to allow innovative housing types with flexible development standards.	City Funds	Planning and Development Services Department	Consider changes to the Zoning Code within four years of Housing Element adoption.	Not Complete. Included in Housing Work Plan as Program 2.8.
H3.1.8 Program	Recognize the Buena Vista Mobile Home Park as providing low- and moderate income housing opportunities. Any redevelopment of the site must be consistent with the City's Mobile Home Park Conversion Ordinance adopted to preserve the existing units. To the extent feasible, the City will seek appropriate local, state and federal funding to assist in the preservation and maintenance of the existing units in the Buena Vista Mobile Home Park.	Preserve the 120 mobile home units in the Buena Vista Mobile Home Park as a low and moderate income housing resource.	City, State and Federal Funds	Planning and Development Services Department	Ongoing	Complete. Mobile home park was preserved in September 2017 with interagency cooperation.
H3.1.9 Program	Continue enforcing the Condominium Conversion Ordinance.	Maintain the rental housing stock.	City Funds	Planning and Development Services Department	Ongoing	Ongoing Program.

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Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H3.1.10 Program	Annually monitor the progress in the construction or conversion of housing for all income levels, including the effectiveness of housing production in mixed use developments.	Provide information to the City Council on the effectiveness of City programs.	City Funds	Planning and Development Services Department	Provide annual reports.	Ongoing Program.
H3.1.11 Program	When using Housing Development funds for residential projects, the City shall give a strong preference to those developments which serve extremely low-income (ELI), very low-income, and low-income households.	Provide funding opportunities for development of housing for Extremely Low Income households.	City Housing Development funds	Planning and Development Services Department	Ongoing	Ongoing Program. Housing funds provided as needed by housing projects.
H3.1.12 Program	Amend the Zoning Code to provide additional incentives to developers who provide extremely low-income (ELI), very low-income, and low-income housing units, above and beyond what is required by the Below Market Rate program, such as reduced parking requirements for smaller units, reduced landscaping requirements, and reduced fees.	Provide incentives for development of housing for Extremely Low Income households.	City Housing funds	Planning and Development Services Department	Within three years of Housing Element adoption.	Complete. Part of the Phase 1 Housing Element implementation plan for 2018. In, 2019 new development/parking standards were adopted in Housing Incentive Program, CS18.16.060

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Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H3.1.13 Program	For any affordable development deemed a high risk to convert to market rate prices within two years of the expiration of the affordability requirements, the City will contact the owner and explore the possibility of extending the affordability of the development.	To protect those affordable developments deemed a high risk to converting to market rate	City Housing funds	Planning and Development Services Department	Ongoing	Ongoing Program. Underway, in discussions with property owners of projects at risk of conversion, including Lytton Gardens, Terman Apartments and Webster Wood Apartments.
H3.1.14 Program	Encourage and support the regional establishment of a coordinated effort to provide shared housing arrangement facilitation, similar to the HIP Housing Home Sharing Program in San Mateo County. Advocate among regional and nonprofit groups to establish the necessary framework.	Meet with regional groups and work to establish a Santa Clara Home Sharing Program	City Housing funds	Planning and Development Services Department	Within two years of Housing Element adoption.	Partially Complete. Underway. On April 2018, the Santa Clara County's Board approved the Santa Clara Home Sharing Program with partnership with Catholic Charities of Santa Clara County.
H3.2 Policy	<i>Reduce the cost of housing by continuing to promote energy efficiency, resource management, and conservation for new and existing housing.</i>					
H3.2.1 Program	Continue to assist very low-income households in reducing their utility bills through the Utilities Residential Rate Assistance Program (RAP).	Provide assistance to with utility bills to 800 low-income households.	City Funds	Palo Alto Utilities Department	Ongoing	Ongoing Program.
H3.2.2 Program	Use existing agency programs such as Senior Home Repair to	Provide rehabilitation assistance to 600	CDBG and General Fund	Planning and Development Services	Ongoing	Ongoing Program. CDBG funds were

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Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
	provide rehabilitation assistance to very low- and low-income households.	very low and low-income households.		Department		allocated for a pilot home repair program in FY18.
H3.3 Policy	<i>Support the reduction of governmental and regulatory constraints, and advocate for the production of affordable housing.</i>					
H3.3.1 Program	When appropriate and feasible, require all City departments to expedite processes and allow waivers of development fees as a means of promoting the development of affordable housing.	Continue to reduce processing time and costs for affordable housing projects.	City Funds	Planning and Development Services Department	Ongoing	Ongoing Program. Work continues on objective zoning standards.
H3.3.2 Program	Continue to exempt permanently affordable housing units from any infrastructure impact fees adopted by the City.	Reduce costs for affordable housing projects.	City Funds	Planning and Development Services Department	Ongoing	Ongoing Program.
H3.3.3 Program	Promote legislative changes and funding for programs that subsidize the acquisition, rehabilitation, and operation of rental housing by housing assistance organizations, nonprofit developers, and for-profit developers.	Continue as an active member of the Non- Profit Housing Association of Northern California to promote legislative changes and funding	City Funds	Planning and Development Services Department; City Manager	Ongoing	Ongoing Program. Active membership in the Non- Profit Housing Association.
H3.3.4 Program	Support the development and preservation of group homes and supported living facilities for persons with special housing	Regularly review existing development regulations and	City & CDBG Funds	Planning and Development Services Department	Amend Zoning Code within three years of Housing Element	Ongoing Program. As Housing Plan Work Program 2.4.7.

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Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
	needs by assisting local agencies and nonprofit organizations in the construction or rehabilitation of new facilities for this population.	amend the Zoning Code accordingly to reduce regulatory obstacles to this type of housing.			adoption.	
H3.3.5 Program	Review and consider revising development standards for second units to facilitate the development of this type of housing, including reduced minimum lot size and FAR requirements. Based on this analysis, consider modifications to the Zoning Code to better encourage development of second units.	Complete study on impact of revised standards, and consider Zoning Code Amendments	City Funds	Planning and Development Services Department, City Council	Ongoing	Complete. New Ordinance adopted November 2020. Staff to return to PTC regarding establishing rules for Affordable units.
H3.3.6 Program	Continue to participate with and support agencies addressing homelessness.	Continue City staff participation in prioritizing funding for County-wide programs.	City, CDBG & HOME funds	Planning and Development Services Department, City Council	Ongoing	Ongoing Program.
H3.3.7 Program	Prepare a local parking demand database to determine parking standards for different housing uses (i.e. market rate multifamily, multifamily affordable, senior affordable, emergency	Determine parking standards for different residential uses.	City Funds	Planning and Development Services Department	Within four years of Housing Element adoption.	Partially Complete. Underway, consultant has been retained to complete a parking study.

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Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
	shelters etc.) with proximity to services as a consideration. Adopt revisions to standards as appropriate.					
H3.4 Policy	<i>Pursue funding for the acquisition, construction, and rehabilitation of housing that is affordable to very low-, low-and moderate-income households.</i>					
H3.4.1 Program	Maintain a high priority for the acquisition of new housing sites near public transit and services, the acquisition and rehabilitation of existing housing, and the provision for housing-related services for affordable housing. Seek funding from all State and federal programs whenever they are available to support the development or rehabilitation of housing for very low-, low-, and moderate-income households.	Allocate CDBG funding to acquire and rehabilitate housing for very low-, low-, and moderate income households.	CDBG, State Local Housing Trust Fund	Planning and Development Services Department	Ongoing	Ongoing Program.
H3.4.2 Program	Support and expand local funding sources including the City's Housing Development Fund, Housing Trust of Santa Clara County, CDBG Program, County of Santa Clara's Mortgage Credit Certificate Program (MCC), or similar	Increase the supply of affordable housing stock.	City Housing Development Fund, Housing Trust of Santa Clara County, CDBG, Santa Clara County MCC	Planning and Development Services Department	Ongoing	Ongoing Program.

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Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
	program. Continue to explore other mechanisms to generate revenues to increase the supply of low- and moderate-income housing.					
H3.4.3 Program	Periodically review the housing nexus formula required under Chapter 16.47 of the Municipal Code to fully reflect the impact of new jobs on housing demand and cost.	Continue to evaluate the housing nexus formula and adjust the required impact fees to account for the housing demand from new development.	City Funds	Planning and Development Services Department	Ongoing	Complete. Housing nexus study updated in 2016. Development fees evaluated and updated annually.
H3.4.4 Program	The City will work with affordable housing developers to pursue opportunities to acquire, rehabilitate, and convert existing multi-family developments to long-term affordable housing units to contribute to the City's fair share of the region's housing needs.	Identify potential sites for acquisition and conversion and provide this information to developers.	City Funds	Planning and Development Services Department	Within three years of Housing Element adoption.	Ongoing Program.
H3.5 Policy	<i>Support the provision of emergency shelter, transitional housing, and ancillary services to address homelessness.</i>					

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Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H3.5.1 Program	Continue to participate in the Santa Clara County Homeless Collaborative as well as work with adjacent jurisdictions to develop additional shelter opportunities.	Continue City staff participation as members of the Collaborative’s CDBG and Home Program Coordinators Group.	City, CDBG & HOME funds	Planning and Development Services Department, City Council	Ongoing	Ongoing Program. Continued participation in regional CDBG/housing collaborative efforts.
H3.5.2 Program	Amend the Zoning Code to clarify distancing requirements for emergency shelters, stating that “no more than one emergency shelter shall be permitted within a radius of 300 feet.”	Amend the Zoning Code to clarify distancing requirements for emergency shelters.	City Funds	Planning and Development Services Department	Adopt amendments within one year of Housing Element adoption.	Complete.
H3.5.3 Program	Amend the Zoning Code to revise definitions of transitional and supportive housing to remove reference to multiple-family uses, and instead state that “transitional and supportive housing shall be considered a residential use of property and shall be subject only to those restrictions that apply to other residential dwellings of the same type in the same zone.”	Amend the Zoning Code to revise transitional and supportive housing definitions.	City Funds	Planning and Development Services Department	Adopt amendments within one year.	Complete.
H3.6 Policy	<i>Support the creation of workforce housing for City and school district employees as feasible.</i>					

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Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H3.6.1 Program	Conduct a nexus study to evaluate the creation of workforce housing for City and school district employees.	Create the opportunity for up to five units of workforce housing.	City of Palo Alto Commercial Housing Fund	Planning and Development Services Department	Conduct a study within four years of adoption of the Housing Element.	Complete. City adopted Workforce Housing Overlay.
H4 Goal	PROMOTE AN ENVIRONMENT FREE OF DISCRIMINATION AND THE BARRIERS THAT PREVENT CHOICE IN HOUSING.					
H4.1 Policy	<i>Support programs and agencies that seek to eliminate housing discrimination.</i>					
H4.1.1 Program	Work with appropriate State and federal agencies to ensure that fair housing laws are enforced, and continue to support groups that provide fair housing services, such as the Mid-Peninsula Citizens for Fair Housing	Continue to coordinate with State and federal agencies to support programs to eliminate housing discrimination and provide financial support for fair housing services.	City Funds	Planning and Development Services Department	Ongoing	Ongoing Program. The City contracts with Project Sentinel to provide fair housing services.
H4.1.2 Program	Continue the efforts of the Human Relations Commission to combat discrimination in rental housing, including mediation of problems between landlords and tenants.	Continue to provide mediation services for rental housing discrimination cases.	City Funds	Human Relations Commission, Planning & Community Environment	Ongoing	Ongoing Program. The City contracts with Project Sentinel to provide mediation services.
H4.1.3 Program	Continue implementation of	Implement	City Funds	Planning and	Ongoing	Ongoing Program.

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Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
	City's ordinances and State law prohibiting discrimination in renting or leasing housing based on age, parenthood, pregnancy, or the potential or actual presence of a minor child.	existing ordinances regarding discrimination		Development Services Department		
H4.1.4 Program	Continue the City's role in coordinating the actions of various support groups that seek to eliminate housing discrimination and in providing funding and other support for these groups to disseminate fair housing information in Palo Alto, including information on referrals to pertinent investigative or enforcement agencies in the case of fair housing complaints.	Continue to provide funding and other support for these groups to disseminate fair housing information in Palo Alto.	City Funds, Human Services Resource Allocation Process (HSRAP)	Community Services Department	Ongoing	Ongoing Program. The City contracts with Project Sentinel to provide fair housing services.
H4.1.5 Program	Heighten community awareness regarding and implement the Reasonable Accommodations procedure for the siting, funding, development, and use of housing for people with disabilities.	Continue to provide information to residents on reasonable accommodation procedures via public counters and on the City's website.	City Funds	Planning and Development Services Department	Ongoing	Ongoing Program.
H4.1.6 Program	Continue to implement the Action Plan of the City of Palo	Provide for increased use and	CDBG funds, General Fund	Planning and Development	Ongoing	Ongoing Program.

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Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
	Alto's Community Development Block Grant (CDBG) Consolidated Plan and the Analysis of Impediments to Fair Housing Choice.	support of tenant/landlord educational mediation opportunities as called for in the CDBG Action Plan and the Analysis of Impediments to Fair Housing Choice.		Services Department		
H4.2 Policy	<i>Support housing that incorporates facilities and services to meet the health care, transit, and social service needs of households with special needs, including seniors and persons with disabilities.</i>					
H4.2.1 Program	Ensure that the Zoning Code facilitates the construction of housing that provides services for special needs households and provides flexible development standards for special service housing that will allow such housing to be built with access to transit and community services while preserving the character of the neighborhoods in which they are proposed to be located.	Evaluate the Zoning Code and develop flexible standards for special service housing.	City Funds	Planning and Development Services Department	Evaluate the Zoning Code within three years of adoption of the Housing Element.	Not yet complete. Implemented pilot Safe Parking Program for homeless. Included as Housing Work Plan Program 2.4.7.

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Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H4.2.2 Program	Work with the San Andreas Regional Center to implement an outreach program that informs families in Palo Alto about housing and services available for persons with developmental disabilities. The program could include the development of an informational brochure, including information on services on the City's website, and providing housing-related training for individuals/families through workshops.	Provide information regarding housing to families of persons with developmental disabilities.	General Fund	Planning and Development Services Department	Develop outreach program within three years of adoption of the Housing Element.	Partially Complete.
H5 Goal	REDUCE THE ENVIRONMENTAL IMPACT OF NEW AND EXISTING HOUSING.					
H5.1 Policy	<i>Reduce long-term energy costs and improve the efficiency and environmental performance of new and existing homes.</i>					
H5.1.1 Program	Periodically report on the status and progress of implementing the City's Green Building Ordinance and assess the environmental performance and efficiency of homes in the following areas: - Greenhouse gas emissions - Energy use - Water use (indoor and outdoor) - Material efficiency - Storm water runoff	Prepare reports evaluating the progress of implementing the City's Green Building Ordinance.	City funds, Development fees	Planning and Development Services Department, Building Division	Ongoing	Ongoing Program.

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Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
	- Alternative transportation					
H5.1.2 Program	Continue providing support to staff and the public (including architects, owners, developers and contractors) through training and technical assistance in the areas listed under Program H5.1.1.	Provide educational information regarding the City's Green Building Ordinance.	City funds, Development fees	Planning and Development Services Department, Building Division	Ongoing	Ongoing Program.
H5.1.3 Program	Participate in regional planning efforts to ensure that the Regional Housing Needs Allocation targets areas that support sustainability by reducing congestion and greenhouse gas emissions.	Provide a regional framework for sustainability in creating new housing opportunities through the City's Regional Housing Mandate Committee.	City Funds	Planning and Development Services Department	Ongoing	Ongoing Program.
H5.1.4 Program	Review federal, State, and regional programs encouraging the improvement of environmental performance and efficiency in construction of buildings, and incorporate appropriate programs into Palo Alto's policies, programs and outreach efforts.	Continue to update regulations for environmental sustainability.	City Funds	Planning and Development Services Department, Building Division; Public Works & Utilities	Ongoing	Ongoing Program.
H5.1.5 Program	Enhance and support a proactive public outreach program to encourage Palo Alto residents to conserve resources and to share ideas about conservation.	Provide up-to-date information for residents regarding conservation through educational brochures	City Funds	Planning and Development Services Department, Public Works & Utilities	Ongoing	Ongoing Program.

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Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
		available at City Hall and posted on the City's website.				
H5.1.6 Program	Provide financial subsidies, recognition, or other incentives to new and existing homeowners and developers to achieve performance or efficiency levels beyond minimum requirements.	Continue to recognize homeowners and developers who incorporate sustainable features beyond what is required by the Green Building Ordinance.	City Funds	Planning and Development Services Department	Ongoing	Ongoing Program.
H5.1.7 Program	In accordance with Government Code Section 65589.7, immediately following City Council adoption, the City will deliver to all public agencies or private entities that provide water or sewer services to properties within Palo Alto a copy of the 2015-2023 Housing Element.	Immediately following adoption, deliver the 2015-2023 Palo Alto Housing Element to all providers of sewer and water services within the City.	City Funds	Planning and Development Services Department	Within one month of adoption of the Housing Element.	Complete.