



July 2025 - June 2026 Draft Work Plan

Overview

The following are work items for the 2025-2026 Fiscal Year:

1. **Meetings** - Continue coordinating and hosting a similar number of 21 Elements, 21 Directors, and Housing Managers meetings to previous years.
2. **Planning Commissioners Trainings** - Coordinate and host two or three trainings for Planning Commissioners.
3. **Grand Nexus and Feasibility Study** - Manage the Grand Nexus and Feasibility Study for eleven 21 Elements jurisdictions.
4. **Anti-Displacement** - Complete work begun this fiscal year, including development of trainings, public and staff-facing websites, and handouts.
5. **New Laws** - Scope to be developed based on ABAG's workplan.
6. **BMR Guidelines** - Assist in adopting and updating shared BMR Guidelines developed this fiscal year.
7. **Transit Oriented Communities** - Continue technical assistance to support jurisdictions in reaching TOC Compliance.
8. **Fair Housing** - Develop template for jurisdictions' Fair Housing webpages, lead staff trainings, lead outreach events for landlords, and support County outreach events for tenants.
9. **APR Work Group** - Convene an APR Work Group to share best practices and challenges.
10. **Missing Middle Work Group** - Continue to convene Work Group supporting jurisdictions looking to adopt policies, programs, and practices that promote missing middle housing outcomes.
11. **Language Access** - Complete Translation and Interpretation Guide, which will serve as a resource for conducting multilingual meetings and high-quality translation.
12. **Other Tasks as Assigned** - Develop additional technical assistance resources – outreach materials, guidance, trainings, etc. – as appropriate to respond flexibly to jurisdictions' needs.
13. **Admin/Coordination** - Participate in quarterly meetings with C/CAG, the Department of Housing, Home for All, and HEART; send out monthly invoices; meet internally to ensure projects are moving forward efficiently; update list serves, and other tasks.
14. **Website** - Update website regularly to ensure jurisdictions have a centralized place to find 21 Elements resources and information.

Process

21 Elements conducted a thorough, iterative process to develop this work plan. We began by soliciting ideas from jurisdiction staff of potential work items, as well as reviewing meeting notes for suggestions that had arisen previously. We also reviewed jurisdictions' commitments in their Housing Elements. Next, 21 Elements conducted individual and small group interviews and continued to solicit ideas at meetings to ensure all potential ideas were being considered. After compiling a list of potential items, 21 Elements staff researched and vetted the ideas, conducting more interviews and discussing potential items at various meetings. Jurisdiction staff were asked to comment on and rate all the potential viable ideas. Based on this information, 21 Elements developed this proposed workplan.

Workplan

1. Meetings

Plan and host meetings with city planners, Community Development Directors, and Housing Managers. Use meetings as an opportunity to educate jurisdiction staff about new resources, new rules and regulations, and funding opportunities, and as opportunities for peer problem-solving. These meetings are consistently rated as the most valuable service that 21 Elements provides.

- a) 21 Elements Meetings (5)
- b) Directors Meetings (5)
- c) Housing Managers/BMR Work Group Meetings (5)

2. Planning Commissioners Trainings

Coordinate and host two or three trainings for Planning Commissioners on topics of interest. Recent trainings have focused on new housing legislation and first/last mile transit and have convened 30+ Planning Commissioners and city staff. We will determine whether we will continue with the Planning Commissioners Trainings based on feedback from the 21 Elements Steering Committee. If we do not continue with the trainings, the funds will be reallocated to Other Tasks as Assigned.

3. Grand Nexus and Feasibility Study

Manage the Grand Nexus and Feasibility Study for eleven 21 Elements jurisdictions. The Study will provide guidance (and legal undergirding) for: residential affordable housing impact fees, commercial affordable housing linkage fee, inclusionary zoning, and impact fees. 21 Elements' time will be paid for by the Silicon Valley Community Foundation, but the work item is listed here for clarity.

4. Anti-Displacement

Continue and build on existing work. Anti-displacement technical assistance will include several trainings focused on supporting jurisdiction staff in developing a pro-housing anti-displacement strategy. Additionally, it will include the development of products, such as 30+ Anti-Displacement Policy and Program profiles and staff-facing and public-facing websites providing key information on displacement and relevant resources. Finally, it will include significant community outreach to better understand the challenges tenants are facing.

5. New Laws

It is unclear how active a role ABAG will play in providing guidance for jurisdictions regarding new housing legislation in Fiscal Year 2025/2026. If ABAG does not play an active role, we will develop and lead staff trainings on new legislation, develop guidance for new legislation (including compiling sample ordinances), and continue updating existing guidance for new laws. If ABAG does play an active role, we will focus this part of our work plan on tailoring ABAG resources to the unique needs of San Mateo County.

6. BMR Guidelines

In Fiscal Year 2024/2025 21 Elements convened a 20+ member BMR Work Group to develop sample language BMR guidelines and links to resources. This coming year, we are supporting the appropriate adoption process for the BMR Guidelines, including which parts, if any, of the Guidelines will be adopted across jurisdictions. We also plan to conduct twice-annual updates to the Guidelines, in which we collect recommended changes from jurisdiction staff and integrate them into the master document.

7. Transit-Oriented Communities

Continue technical assistance to support jurisdictions in reaching TOC policy compliance. Technical assistance may include one-on-one sessions with jurisdiction staff to 1) identify which TOC requirements they are currently meeting and prioritize which policies they want to adopt and what zoning changes they want to make to reach TOC compliance and/or 2) support jurisdiction staff in implementing TOC policies. In addition to the one-on-one meetings, the technical assistance may include small group meetings. The goal of this work is to position cities to be eligible for ABAG planning/technical assistance grants (which can be used to adopt policies/make zoning changes) so they are eventually eligible for One Bay Area Grants.

8. Fair Housing

Develop a website template for jurisdictions that compiles Fair Housing resources, conduct staff trainings on Fair Housing, and conduct outreach to landlords regarding their Fair Housing

obligations. Additionally, we will support the County in conducting four outreach events for tenants. Develop and/or distribute informational resources to jurisdictions.

9. APR Work Group

Convene an APR Work Group to share best practices and challenges and keep up with changes to the APR form. This Work Group will support jurisdictions in improving APR data collection and reduce the administrative burden associated with completed APRs.

10. Missing Middle Work Group

Continue joint Work Group with Santa Clara County Planning Collaborative supporting jurisdictions looking to adopt policies, programs, and practices that promote missing middle housing outcomes. The Work Group will include five 90 minute workshops held every other month that include information sharing and peer learning, staff resources and templates, and on-call support for participants in between sessions.

11. Language Access

Complete Translation and Interpretation Guide, which will serve as a resource for conducting high-quality multilingual meetings and translations. The guide will include suggested translations of important words related to housing, AFFH and planning, information on how to translate proper nouns, advice on handling tricky situations, and a best practices guide for cities when they want to hire an interpreter.

12. Other Tasks as Assigned

Develop additional technical assistance resources – outreach materials, guidance, trainings, etc. – as appropriate to respond flexibly to jurisdictions’ needs. This includes responding to jurisdiction requests throughout the year.

13. Admin/Coordination

Participate in quarterly meetings with C/CAG, the Department of Housing, Home for All, and HEART; send out monthly invoices; meet internally to ensure projects are moving forward efficiently; update list serves, and other tasks.

14. Website

Update website regularly to ensure jurisdictions have a centralized place to find 21 Elements resources and information about past and upcoming meetings and events.

21 Elements 2024-2027 Proposed Budget

Funding Source	FY 24/25	FY 25/26	FY 26/27
C/CAG (\$175,000 per FY)	\$175,000.00	\$175,000.00	\$175,000.00
Measure K (\$162,893 per FY) ¹	\$0.00	\$158,089.50	\$330,589.50
Measure K ADU (\$50,000 - FY24/25 only)	\$50,000.00		
Cities (increase to \$67,200 starting FY 25/26)	\$46,250.00	\$67,200.00	\$67,200.00
ABAG/REAP II (\$690,000 for CY 24 & 25)	\$517,500.00	\$172,500.00	\$0.00
Total	\$788,750.00	\$572,789.50	\$572,789.50

¹ABAG requires the REAP funds be used within the first two years, so the County budget reflects its 3-yr Measure K funding commitment in FY 25/26 & FY 26/27