

FISCAL YEAR 2025/2026

21 ELEMENTS ACCOMPLISHMENTS

Over the course of Fiscal Year 2025/2026 to date, 21 Elements developed a wide range of products and hosted over 20 meetings, events, and webinars. All jurisdictions (21 of 21) remained actively engaged, attending meetings and contributing annual dues.

We conduct regular evaluations to better understand how to best support jurisdiction staff. In our most recent evaluation (April 2026), **100% of respondents shared that they would recommend 21 Elements to a colleague.**

Respondents were also asked to evaluate the following statements on a scale of Strongly Agree to Strongly Disagree. The results are included below:

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
21 Elements saves me time	8	5	3	0	0
21 Elements saves my jurisdiction money	5	5	4	1	0
21 Elements helps improve housing policy in my jurisdiction	7	9	0	0	0
21 Elements provides useful products and services	8	6	1	0	0
If 21 Elements did not exist, it would negatively impact my job	8	8	0	0	0

Planning Commissioners Trainings

21 Elements hosted one training for Planning Commissioners, which was well-attended. We will host one to two more before the close of the Fiscal Year.

- Hosted **October 29th training with One Shoreline**, which focused on climate resilience and the San Mateo County Flood and Sea Level Rise Resiliency District. Training was attended by over 20 Planning Commissioners.
- Planned April 29th training on inclusionary housing.

New Laws

Meeting all the requirements of new state legislation continues to be a challenge for jurisdictions. In repeated evaluations, jurisdiction staff has indicated this is a priority area for technical assistance. In response, 21 Elements partnered with ABAG to produce resources and provide training opportunities.

- **Hosted an [Open Space Element work group](#)**, which featured presentations on in-house Open Space Element updates, tools available to jurisdictions (notably the Bay Area Greenprint), Foster City's General Plan Parks and Open Space Element and General Plan Conservation Element, and the SB 1425 Technical Advisory development process. The work group met three times from August 2025 to January 2026.
- **Hosted discussion of [SB 79](#)** on March 9th, which included an overview of relevant ABAG resources and presentations from four jurisdictions. The discussion was very well-attended with 75 participants from San Mateo County and Santa Clara County.
- **Developed [SB 79 implementation tracker](#)**, where jurisdiction staff can share where they are in their analysis and implementation and share relevant resources.
- **Hosted a discussion of Budget Trailer Bills [AB 130 and SB 131](#)** and updated website with relevant resources.
- **Hosted discussion on the [Housing Accountability Act & Streamlining Provisions](#)**, a topic of great interest for jurisdiction staff. Discussion was co-led by Goldfarb & Lipman in mid-February. 95 participants took part.
- **Hosted a follow-up discussion on the [Housing Accountability Act & Streamlining Provisions](#)** during a Community Development Directors meeting.

Anti-Displacement

21 Elements has developed robust anti-displacement technical assistance designed to support jurisdictions in better understanding displacement and its impacts, ensuring local alignment with state law, and developing tailored policies and programs that respond to the local context. By partnering with Santa Clara County and ABAG, San Mateo County only paid ¼ of the cost of this work.

- **Developed [community survey on displacement and its impacts](#)** in Spanish and English. We publicized English and Spanish community surveys on displacement and its impacts. Shared preliminary and [final results](#).

- **Launched v2 of the [Let's Talk Housing public-facing website](#)**, a community-centered, multi-jurisdiction engagement and education platform to help understand and prevent displacement in San Mateo County. Let's Talk Housing Staff-Facing Website
- **Updated [Let's Talk Housing staff-facing website](#)** with 100+ resources, including ordinances, RFPs, staff guidance, etc.
- **Adapted the existing 26 TOC profiles** for the staff-facing website.
- **Wrote case studies on anti-displacement efforts** in the cities of Alameda, SSF, and Redwood City.
- Began development of **jurisdiction-specific anti-displacement data reports**.

Fair Housing

Many, if not all, jurisdictions in San Mateo County have Fair Housing commitments in their Housing Elements. By coordinating multi-jurisdiction outreach to tenants, staff, and landlords, we sought to save jurisdictions time and money, and ensure tenants are informed of their housing rights.

- Collaborated with the Department of Housing, HEART, and Project Sentinel to schedule a series of **Fair Housing tenant outreach events** across the County, to be held in April, May, and June. These trainings will respond to the commitments that nearly all jurisdictions made in their Housing Elements to conduct outreach to tenants on their fair housing rights.
- **Coordinated [Fair Housing training for staff](#)** led by Art Tapia from Project Sentinel, which was held at the February 9th 21 Elements General Meeting. The presentation focused on what fair housing is, protected classes and categories, and reasonable accommodations and modifications, among other topics. Over 30 jurisdiction staff members were in attendance.

Grand Nexus & Feasibility Study

The 21 Elements San Mateo County Multi-City Inclusionary Zoning and Affordable Housing Study is a regional effort to conduct nexus and feasibility analyses for inclusionary housing policies, commercial linkage fees, and small-scale residential impact fee requirements. Eleven jurisdictions are participating: Belmont, Brisbane, Daly City, East Palo Alto, Half Moon Bay, Menlo Park, Pacifica, Redwood City, San Bruno, the City of San Mateo, and San Mateo County. The study is partially funded by a Transit-Oriented Communities (TOC) grant

awarded by the Association of Bay Area Governments and the Metropolitan Transportation Commission (ABAG/MTC).

- **Kicked off Grand Nexus and Feasibility Study with 11 participating jurisdictions** to confirm scope, methodology, and data needs, including collection of existing policies, fees, and development data.
- **Began initial stakeholder engagement** including a public virtual meeting and a developer roundtable to gather input on market conditions and policy considerations.

Missing Middle Work Group

Starting in Fiscal Year 2024-2025, 21 Elements has collaborated with Santa Clara County Planning Collaborative to facilitate the Missing Middle Work Group. The work group focuses on supporting jurisdictions looking to adopt policies, programs, and practices that promote missing middle housing outcomes—including housing that is affordable to middle income households as well as more diverse housing types (duplexes, triplexes, cottage homes, townhomes, small apartment buildings, etc.).

- **Hosted the two final work groups**, which included presentations from city staff in Berkeley and San José about building a local missing middle strategy and highlighted new [resources for developing a missing middle strategy](#).

Annual Progress Report

Annual Progress Reports can be a pain point for jurisdictions. 21 Elements sought to support jurisdictions with streamlining their APR processes.

- **Held [APR Learning Session](#)** on December 7th, which featured presentations from Derek Ouyang at City Systems on streamlining the City of East Palo Alto's data collection process and from City of Temecula staff on changes they have made to their APR process. Learning session was attended by over 80 participants.
- **Met with jurisdiction staff** to better understand which aspects of the APR prove the most challenging and how 21 Elements can be of assistance.
- **Analyzed 2025 APR data** to understand jurisdictions' progress towards their RHNA goals and presented findings at 21 Elements General meeting on April 6th.

Language Access

21 Elements, in collaboration with ABAG, supported language access efforts across the County, including two free day-long trainings.

- **Co-hosted How to Lead Effective Multilingual Meetings**, two free day-long trainings on leading effective multilingual meetings, the first of which was held in East Palo Alto. The trainings focused on leading effective multilingual meetings and meaningful language access using practical tools, case studies, and hands-on skill building.
- **Promoted the workshops**, including targeted emails to jurisdictions with language access commitments.

Redeveloping Public Lands

- **Coordinated the [Senior Housing Developer Panel](#)** (part of the September General 21 Elements meeting), which will help jurisdictions gauge senior housing needs and identify development standard revisions to engage these housing types.

TOC

21 Elements provided support to jurisdictions to adopt TOC policies and understand the changing policy landscape.

- **Hosted MTC-ABAG** at two 21 Elements meetings.
- **Distributed information** and responded to jurisdiction-specific TOC questions.
- **Provided feedback** to ABAG on TOC policy.

BMR Guidelines

During Fiscal Year 2024-2025, 21 Elements developed shared BMR Guidelines through a work group that met bimonthly for a year. This year, we built off of that work.

- **Updated shared BMR Guidelines.** The BMR Guidelines, hosted on the 21 Elements' website, are one of our most popular downloads.

[BMR Guidelines](#)

Other Projects

- **Explored expanding outreach through a County RFSQ** to develop a pre-qualified list of firms and individuals for community engagement. Met with County Department of Procurement and drafted a project scope.
- Met with a subset of Community Development Directors to explore what **effective engagement with legislators could look like**.
- **Coordinated and led kick-off of Residential Plan Check Streamlining TA Work Group** on March 30th, in conjunction with Santa Clara County Planning Collaborative. The work group will focus on speeding up residential and ADU plan check using AI, other tools, and process improvements. Forty-five participants attended the work group kick-off.

Collaborative Meetings

Meetings consistently see high attendance, and participants rate ongoing collaborative meetings highly. Nineteen jurisdictions have attended at least one meeting during FY 2025/2026, and fifteen jurisdictions have attended more than four meetings. On average, there are between 20 and 30 participants in each 21 Elements meeting. Attendance for virtual meetings has reached as high as 95 participants.

Jurisdiction staff consistently rank 21 Elements' meetings and products highly. They highlight collaboration opportunities, learning about new legislation, and products that make their lives easier, among other aspects of 21 Elements.

- **Facilitated four General Meetings** to date, which covered topics such as language access work, senior housing, new housing legislation, and fair housing. On average, 25 people attended General Meetings. **Facilitated four Community Development Directors meetings** to date, which covered topics such as APR challenges and best practices, Regional Shoreline Adaptation Plans (RSAP) requirements, SSF's Anti-Displacement Roadmap Progress, the County's Affordable Housing Fund, and HAA & Streamlining Provisions. On average, 20 people attended CDD meetings.
- **Facilitated four Housing Managers meetings**, which covered topics such as learnings from the Enterprise Preservation Cohort, SB 330 and Density Bonus projects, AHF 14, maximum assets for BMR units, and replacement requirements TA products. On average, 20 people attended Housing Managers meetings.
- **Led quarterly Steering Committee meetings**, providing a forum for a small group of Community Development Directors and others to provide initial feedback on 21 Elements products.
- **Hosted an End-of-Year Gathering** at Angelica's in Redwood City. Gathering was attended by over 20 people, representing many different 21E jurisdictions, and provided an opportunity to connect more casually with colleagues.

Website/Contact List/Listservs

The 21 Elements website provides a centralized database of resources and meeting materials, as well as information on current initiatives and upcoming meetings and events.

- **Ensured [website](#) content was up-to-date and easy to find.**
- **Developed topic-specific webpages** as needed.
- **Maintained contact list** for housing managers, CDDs, planners, used by DoH, ABAG, and jurisdictions themselves.
- **Maintained list servs up-to-date** for housing managers, CDDs, and planners.
- **Sent biweekly newsletters**, highlighting resources, trainings, and webinars.

FISCAL YEAR 2026/2027 WORK PLAN & BUDGET

While the fiscal year 2026/2027 work plan has not been finalized, we anticipate it will include the following:

- 1) Ongoing Meetings: General Meetings, Community Development Directors Meetings, and Housing Managers Meetings
- 2) Planning Commissioners Trainings
- 3) New Laws
- 4) Transit Oriented Communities Grants
- 5) Anti-Displacement
- 6) Fair Housing
- 7) Expanding Outreach
- 8) Legislative Engagement
- 9) Website
- 10) Organizational Development
- 11) Other Tasks as Assigned

We have already solicited feedback on the draft work plan from the 21 Elements Steering Committee and at a General Meeting and will integrate this feedback into the final work plan.

21 Elements total budget for FY 26/27 will be approximately \$605,146, \$175,000 of which comes from C/CAG.