## C. IMPLEMENTATION PROGRAM

State law requires the Housing Element to include an implementation schedule that specifies responsible agencies, potential funding sources, timeframes, and anticipated results (quantified objectives).

Table 7-1 below provides an implementation schedule for each of the actions listed above under Goals and Policies. Agencies with the notation "CEDA" are divisions within the City's Community and Economic Development Agency. The three-part numbers (for example, 1.1.1) in Table 7-1 correspond to the numbered actions described above.

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding		
Goal 1:	Goal 1: Provide Adequate Sites Suitable for Housing for All Income Groups					
Policy 1.	1: Priority Development Areas - I	Housing Program				
1.1.1	Site Identification	Bureau of Planning	Keep updated inventory on the City's website	Permit Fees		
1.1.2	Expedited Review	Bureau of Planning & Bureau of Building Services	Ongoing, 2015-23	Permit Fees		
1.1.3	Sale of City-Owned Property for Housing	Office of Neighborhood Investment	Ongoing, 2015-23	???		
1.1.4	Streamline Environmental Review	Bureau of Planning	Ongoing, 2015-23	Permit Fees		
1.1.5	Housing Incentive Zoning	Bureau of Planning	Research policy development starting 2015	Permit Fees		
1.1.6	International Blvd Community Revitalization Without Displacement Incentive	Housing Assistance Center	Policy development starting 2014-15	CDBG, California Sustainable Communities Planning Grant, California Endowment		
Policy 1.	2: Availability of Land					
1.2.1	Land Inventory (Opportunity Sites)	Bureau of Planning	Post to City's website within 90 days of adoption and final certification (by Cal HCD) of Housing Element (see also Table C-9).	Permit Fees		
Policy 1.	Policy 1.3: Appropriate Locations and Densities for Housing					
1.3.1	Broadway Valdez Specific Plan (BVSP)	Bureau of Planning	Ongoing, 2015-23	Permit Fees		
1.3.2	Lake Merritt Station Area Plan (LMSAP)	Bureau of Planning	Ongoing, 2015-23	Permit Fees		

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding
1.3.3	West Oakland Specific Plan (WOSP)	Bureau of Planning	Ongoing, 2015-23	Permit Fees
1.3.4	Coliseum Area Specific Plan (CASP)	Bureau of Planning	Ongoing, 2015-23	Permit Fees
1.3.5	Central Estuary Area Plan (CEAP)	Bureau of Planning	Ongoing, 2015-23	Permit Fees
1.3.6	Promote new housing opportunities in the Estuary Area.	Bureau of Planning	Ongoing, 2015-23	Permit Fees
Policy 1.	4: Secondary Units			,
1.4.1	Secondary Unit- Parking Solutions	Bureau of Planning	Ongoing, 2015-23	Permit Fees
Policy 1.	5: Manufactured Housing			
1.5.1	Factory Built Housing	Bureau of Planning	Ongoing, 2015-23	Permit Fees
Policy 1.	.6: Adaptive Reuse			
1.6.1	Live/Work Conversions	Bureau of Planning	Ongoing, 2015-23	Permit Fees
Policy 1.	7: Regional Housing Needs			
1.7.1	Accommodate 14,765 New Housing Units	Bureau of Planning	Ongoing, 2015-23	General Plan Surcharge Fee; Permit Fees
Goal 2:	Promote the Development of Ade	quate Housing for Low- and	Moderate-Income Households	
Policy 2.1: Affordable Housing Development Programs				
2.1.1	New Construction and Substantial Rehabilitation Housing Development Program			HOME, HUD, CALHFA, County, misc. State/Federal housing programs, AHP private funds

Actions	1	Agency	Approximate Timeframe	Funding
2.1.2	Housing Predevelopment Loan and Grant Program	Department of Housing & Community Development (DHCD) – Housing Development Services		Housing Bond Funds
2.1.3	Utilize Public Housing Resources for New Development	Oakland Housing Authority	Ongoing, 2015-23	Section 8 Program
Policy 2	.2: Affordable Homeownership O	pportunities		
2.2.1	First Time Homebuyer Programs	Department of Housing & Community Development (DHCD) – Housing Development Services		Mortgage Credit Certificates, State Housing Funds (CALHFA, HCD), Private Lenders
2.2.2	Scattered-Site Single Family Acquisition and Rehabilitation Program			CDBG, Foreclosure Abatement Program Funds
2.2.3	Foreclosure Mitigation Pilot Loan Program	Department of Housing & Community Development (DHCD) – Housing Assistance Center		CDBG, Neighborhood Stabilization Program – Program Income
2.2.4	Community Buying Program	Department of Housing & Community Development (DHCD) – Housing Assistance Center		CDBG, Wells Fargo Bank National Fair Housing Alliance Settlement Agreement Funds
2.2.5	Home Preservation Loan Program	Department of Housing & Community Development (DHCD) – Housing Assistance Center		CDBG, Wells Fargo Bank National Fair Housing Alliance Settlement Agreement Funds

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding		
Policy 2.	Policy 2.3: Density Bonus Program					
2.3.1	Density Bonus Ordinance	Bureau of Planning	Ongoing, 2015-23	Permit Fees		
Policy 2.	4: Permanently Affordable Home	ownership				
2.4.1	Community Land Trust Program		Ongoing support and expansion of Land Trust as funds are available.	TBD		
2.4.2	Resale Controls	Department of Housing & Community Development (DHCD)	Ongoing, 2015-23	HOME, HUD, CALHFA, County, misc. State/Federal housing programs, AHP private funds		
Policy 2.	5: Seniors and Other Special Nee	eds				
2.5.1	Housing Development Program	Department of Housing & Community Development (DHCD) – Housing Development Services		HOME, CalHFA, State Supportive Housing Funds, HOME, HUD, Tax Credits, AHP		
2.5.2	Housing For Persons With HIV/AIDS	Department of Housing & Community Development (DHCD)  Community Housing Services (DHS)		HOME, Supportive Housing Program, Private Funds, HOPWA, State and Federal Tax Credits, State Housing Funds (CalHome Help Programs)		
2.5.3	Accessible Units in New Federally-Assisted Housing	Department of Housing & Community Development (DHCD) – Housing Development Services		НОМЕ		

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding
Policy 2.	6: Large Families			
2.6.1	Housing Development Program	Department of Housing & Community Development (DHCD) – Housing Development Services		HOME, HUD, CALHFA, County, misc. State/Federal housing programs, AHP private funds
Policy 2.	7: Expand Local Funding Source	es		
2.7.1	Jobs/Housing Impact Fee	Department of Housing & Community Development (DHCD)	Ongoing, 2015-23	Permit Fees
2.7.2	Consider Implementing An Affordable Housing Impact Fee	Department of Housing & Community Development (DHCD)	l *	Permit Fees
		Planning Bureau		
Policy 2.	8: Rental Assistance			
2.8.1	Expansion of Section 8 Vouchers	Housing Authority	Ongoing, 2015-23	Housing Authority Administrative Funds, Section 8 Program
2.8.2	City of Oakland Rental Assistance Program	Department of Housing & Community Development (DHCD) – Housing Assistance Center		Wells Fargo Bank National Fair Housing Alliance Settlement Agreement Funds

Action	s <sup>1</sup>	Agency	Approximate Timeframe	Funding
Policy	2.9: PATH Strategy for the Homele	ss		
2.9.1	Provide outreach programs to those who are homeless or in danger of becoming homeless		Ongoing, 2015-23	General Fund, HCD/ESG, HUD/CDBG
2.9.2	Support programs that help prevent renters from becoming homeless.	Department of Housing & Community Development (DHCDDHCD)  Community Housing Services (DHS)		General Fund, HCD/ESG, HUD/CDBG
2.9.3		Community Housing Services (DHS)	Ongoing, 2015-23	General Fund, HCD/ESG, HUD/CDBG
2.9.4	Provide transitional housing programs to those who are ready to transition to independent living	Community Housing Services (DHS)	Ongoing, 2015-23	General Fund, HUD/CDBG, HUD Supportive Housing, Alameda County Funds
2.9.5	Support development of permanent housing affordable to extremely low income households	Department of Housing & Community Development (DHCD)	Ongoing, 2015-23	HUD/HOME, Section 8
2.9.6	Coordinate actions and policies that affect the extremely low income population of Alameda County	Department of Housing & Community Development (DHCD)	Ongoing, 2015-23	General Fund, HUD/ESG, HUD/CDBG, HUD/Supportive Housing
		Community Housing Services (DHS)		

Table 7-1 Implementation Program

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding	
2.9.7	Advocate for policies beneficial to the extremely low income and homeless populations of Oakland			General Fund, HUD/ESG, HUD/CDBG, HUD/Supportive Housing, Section 8 and HUD Moving to Work funds	
2.9.8	Sponsor-based Housing Assistance Program	Oakland Housing Authority	Ongoing, 2015-23	Housing Authority Administrative Funds, Section 8 Program	
Policy 2.	10: Promote an Equitable Distrib	ution of Affordable Housing	throughout the Community		
2.10.1	Provide Incentives for Location of City-Assisted Developments in Areas of Low Concentration of Poverty			HOME, HUD, CALHFA, County, misc. State/Federal housing programs, AHP private funds	
Policy 2.	11: Affordable Housing Preference	ce for Oakland Residents ar	nd Workers		
2.11.1		Department of Housing & Community Development (DHCD)	Ongoing enforcement, 2015-23	City staff time	
Goal 3:	Remove Constraints to the Availa	bility and Affordability of H	ousing for All Income Groups		
Policy 3.	Policy 3.1: Expedite and Simplify Permit Processes				
3.1.1	Allow Multifamily Housing	Bureau of Planning	Ongoing, 2015-23	Permit Fees	
3.1.2	Special Needs Housing	Bureau of Planning	Ongoing, 2015-23	Permit Fees	
3.1.3	Discretionary Permits	Bureau of Planning	Ongoing, 2015-23	Permit Fees	

Actions <sup>1</sup>	1	Agency	Approximate Timeframe	Funding	
3.1.4	"One-Stop" Permit Process	Bureau of Planning	Ongoing, 2015-23	Permit Fees	
3.1.5	Assign Priority to Affordable Housing	Bureau of Planning	Ongoing, 2015-23	Permit Fees	
3.1.6	Expedite Environmental Review	Bureau of Planning	Ongoing, 2015-23	Permit Fees	
3.1.7	Secondary Units	Bureau of Planning	See Action 1.4.1	Permit Fees	
Policy 3	.2: Flexible Zoning Standards				
3.2.1	Alternative Building Code Standards	Bureau of Planning	Ongoing, 2015-23	Permit Fees	
3.2.2	Planned Unit Development Zoning	Bureau of Planning	Ongoing, 2015-23	Permit Fees	
3.2.3	Flexible Parking Standards	Bureau of Planning	Ongoing, 2015-23	Permit Fees	
Policy 3	.3: Development Fees and Site Im	provement Requirements			
3.3.1	Project Review Process and Development Agreements	Bureau of Planning	Ongoing, 2015-23	Permit Fees	
3.3.2	Development Fees	Bureau of Planning	Ongoing, 2015-23	Permit Fees	
Policy 3	.4: Intergovernmental Coordination	on			
3.4.1	Multiple Agency Reviews	Bureau of Planning	Ongoing, 2015-23	Permit Fees	
3.4.2	Allocation of Project-based Section 8 Units	Oakland Housing Authority	Ongoing, 2015-23	Section 8 Program	
Policy 3	Policy 3.5: Financing Costs				
3.5.1	Access to Low-Cost Financing for Development	Department of Housing & Community Development (DHCD) – Housing Development Services		See Housing Programs Under Goal 2	

Actions	1	Agency	Approximate Timeframe	Funding	
3.5.2	Access to Low-Cost Financing For Home Purchase	Department of Housing & Community Development (DHCD) – Housing Development Services		See Action 2.2.1	
Policy 3	.6: Environmental Constraints				
3.6.1	Remediation of Soil Contamination	Housing & Community Development	Investigate potential funding sources		
Policy 3	.7: Community Outreach and Edu	cation			
3.7.1	Community Outreach Program	Bureau of Planning Housing & Community Development	Ongoing, 2015 – 23	Permit Fees	
Goal 4:	Conserve and Improve Older Hou	sing and Neighborhoods			
Policy 4	.1: Housing Rehabilitation Loan F	Programs			
4.1.1	Rehabilitation Loan Programs for Owner-Occupied Housing	Department of Housing & Community Development (DHCD) – Residential Lending Services		CDBG, HOME	
4.1.2	Rehabilitation Loans for Owner-Occupied Buildings With 2 To 4 Units			CDBG, HOME	
Policy 4	Policy 4.2: Blight Abatement				
4.2.1	Anti-Blight Programs	Bureau of Building Services	Ongoing, 2015 – 23	Permit Fees; fees/fines charged to property owners, state/federal grants	

Table 7-1 Implementation Program

Actions <sup>1</sup>	1	Agency	Approximate Timeframe	Funding
4.2.2	Housing Code Enforcement	Bureau of Building Services	Ongoing, 2015 – 23	Permit Fees; Property Liens, Fines
4.2.3	Problem Properties Program	Bureau of Building Services	Ongoing, 2015 – 23	Permit Fees
4.2.4	Foreclosed and Defaulted Residential Property Registration, Inspection and Maintenance Program			Permit Fees, Fines
4.2.5	Tax Default Foreclosure Sale Program	Bureau of Building Services	Ongoing, 2015 – 23	Permit Fees
4.2.6		Department of Housing and Community Development (DHCD) Housing Assistance Center		Permit Fees, Fines
Policy 4	.3: Housing Preservation and Ref	nabilitation		
4.3.1	Historic Residential Building Relocation	Bureau of Planning	Ongoing, 2015 – 23	Varies, depending on funds used for the specific project.
4.3.2	Housing Repairs for Seniors and People with Disabilities		Consider funding program in next Housing Element Program Round, Planning Bureau	CDBG
4.3.3	Senior Home Equity Conversion Counseling Programs		Consider funding program in next Housing Element Program Round, Planning Bureau	CDBG

Actions	31	Agency	Approximate Timeframe	Funding
4.3.4	Access Improvement Program	Department of Housing & Community Development (DHCD) – Residential Lending Services		CDBG
4.3.5				CDBG, Foreclosure Abatement Program Funds
4.3.6	Continuing Implementation of Mills Act Contracts	Bureau of Planning	Ongoing, 2015-23	Application and inspection fees; property tax reduction.
4.3.7	Rehabilitating Public Housing	Oakland Housing Authority	Ongoing, 2015-23	HUD Moving to Work funds
4.3.8	Proactive Rental Inspection Policy	Department of Housing and Community Development (DHCD) Housing Assistance Center		TBD (Permit Fees, Fines?)
Goal 5:	Preserve Affordable Rental Housi	ng		
Policy 5	5.1: Preservation of At-Risk Housin	ng		
5.1.1	Monitoring and Preservation	Department of Housing & Community Development (DHCD) – Policy and Programs	Annual, 2015-23 City will identify projects at highest-risk	НОМЕ
5.1.2	Contact With Owners of At-Risk Buildings	Department of Housing & Community Development (DHCD) – Policy and Programs	each year (that could convert within the next	

Table 7-1 Implementation Program

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding
5.1.3	Financial Assistance for Preservation Projects	Department of Housing & Community Development (DHCD) – Housing Development Services		Federal Preservation Programs (HUD), State Programs, HOME, Redevelopment Housing Set-Aside Funds, Tax Credits
5.1.4	Project Based Section 8 Assistance	Department of Housing & Community Development (DHCD) – Housing Development Services and Oakland Housing Authority		Section 8 Program
5.1.5	Local Non-traditional Housing	Oakland Housing Authority	Ongoing, 2015-23	Section 8 Program
Policy 5.	2: Support for Assisted Projects	with Capital Needs		
5.2.1	Advocacy for State and Federal Financing	Department of Housing & Community Development (DHCD) – Policy and Programs		General Fund
5.2.2	Funding for Capital Needs Preservation and Rehabilitation Programs for Rental Housing (not owner-occupied, buildings)	Community Development		HOME, CDBG, State housing programs, Tax credits/equity, Private lenders and Foundations  See Action 5.1.3 for
				See Action 5.1.3 for additional funding options

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding		
Policy 5	Policy 5.3: Rent Adjustment Program					
5.3.1	Rent Adjustment Ordinance	Department of Housing & Community Development (DHCD) – Rent Adjustment Board		Registration Fees		
5.3.2	Just Cause for Eviction Ordinance	Department of Housing & Community Development (DHCD) – Rent Adjustment Board		Registration Fees		
5.3.3	Ellis Act Protections Ordinance	Department of Housing & Community Development (DHCD) – Rent Adjustment Board		Registration Fees		
5.3.4	Advocacy with other Jurisdictions on Statewide Rent Control Policies	Department of Housing and Community Development (DHCD) Housing Assistance Center		General Fund		
Policy 5	5.4: Preservation of Single Room C	Occupancy Hotels				
5.4.1	Residential Hotel Conversion/Demolition Protections	Bureau of Planning	Ongoing, 2015-23	General Fund, Permit Fees		
Policy 5.5: Limitations on Conversion of Residential Property to Non-Residential Use						
5.5.1	Residential Property Conversion Ordinance	Bureau of Planning	Ongoing, 2015-23	Permit Fees		
Policy 5.6: Limitations on Conversion of Rental Housing to Condominiums						
5.6.1	Condominium Conversion Ordinance	Bureau of Planning	Ongoing, 2015-23	Permit Fees		

Actions	1	Agency	Approximate Timeframe	Funding		
Policy 5	Policy 5.7: Preserve and Improve Existing Oakland Housing Authority-Owned Housing					
5.7.1	Rehabilitation of Public Housing Units	Oakland Housing Authority	Ongoing, 2015-23	HUD Moving to Work funds		
Goal 6:	Promote Equal Housing Opportur	nity	·			
Policy 6	5.1: Fair Housing Actions					
6.1.1	Funding for Fair Housing Organizations	Department of Housing and Community Development (DHCD) – CDBG Programs		CDBG		
6.1.2	Housing Search Assistance for People with Disabilities	Department of Housing and Community Development (DHCD) – CDBG Programs		CDBG		
6.1.3	Affirmative Fair Marketing	Department of Housing and Community Development (DHCD) – Policy and Programs		CDBG, HOME		
6.1.4	Housing Assistance Center	Department of Housing and Community Development (DHCD) Housing Assistance Center		CDBG		
Policy 6.2: Reasonable Accommodations						
6.2.1	Incorporate Reasonable Accommodations into City Programs and Policies	City Manager, Office of ADA Compliance	Ongoing, 2015-23	General Fund, CDBG		

Actions <sup>1</sup>	1	Agency	Approximate Timeframe	Funding
6.2.2	Publicize and Implement Reasonable Accommodations Policy and Procedures	_	Ongoing, 2015-23	Permit Fees
Policy 6	.3: Promote Regional Efforts to E	xpand Housing Choice		
6.3.1	Regional Housing Needs Allocation	Planning Bureau, Department of Housing and Community Development (DHCD) – Policy and Programs		Permit Fees
Policy 6	.4: Fair Lending			
6.4.1	Community Credit Needs Assessment	Department of Housing and Community Development (DHCD) – Policy and Programs Financial Services Agency, Treasury Division		<mark>????</mark>
6.4.2	Community Reinvestment Activities linked to Banking	Department of Housing and Community Development (DHCD) – Policy and Programs Financial Services Agency, Treasury Division		<mark>???</mark>
6.4.3	Predatory Lending Controls	Department of Housing and Community Development (DHCD) – Housing Assistance Center Financial Services Agency, Treasury Division		<mark>???</mark>

Action	s <sup>1</sup>	Agency	Approximate Timeframe	Funding	
Goal 7:	Goal 7: Promote Sustainable Development and Sustainable Communities				
Policy	7.1: Sustainable Residential Devel	opment Programs			
7.1.1	Promote Green Building Design for Private Development	Bureau of Building Services	Ongoing, 2015-23	Permit Fees	
7.1.2	Green Building Standards	Bureau of Building Services	Ongoing, 2015-23	Permit Fees	
7.1.3	Require Green Building Design requirements for City-funded Development		Ongoing, 2015-23	Permit Fees	
Policy	7.2: Minimize Energy and Water Co	onsumption		·	
7.2.1	Energy-Efficiency and Weatherization Programs	Environmental Services (PWA), with input from all agencies	Ongoing, 2015-2023	Bay Area Air Quality Management District Grant and Williams Settlement	
7.2.2	Alternative Energy Production	Planning Bureau, Building Services, Environmental Services (PWA),	Ongoing, 2015-23	Permit Fees; Williams Settlement	
7.2.3	Technical Assistance	Bureau of Building Services	Ongoing, 2015-23	Permit Fees	
7.2.4	Promote Water Conservation and Efficiency	Planning Bureau, Building Services, Environmental Services (PWA),	Ongoing, 2015-23	Permit Fees	
Policy	Policy 7.3: Encourage Development that reduces Carbon Emissions				
7.3.1	Mixed Use Development Incentives	Bureau of Planning	Ongoing 2015-23	Permit Fees	
7.3.2	Transit-Oriented Development	Bureau of Planning	Ongoing 2015-23	Permit Fees	

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding	
7.3.3	Implement SB 375 provisions, direct new housing to be built in Priority Development Areas	Bureau of Planning	Ongoing 2015-23	Permit Fees	
7.3.4	Integrate Land Use and Transportation Planning in Major Residential Projects	Bureau of Planning	Ongoing 2015-23	Permit Fees	
7.3.5	Encourage New Housing at a Range of Prices	Bureau of Planning	Ongoing 2015-23	Permit Fees	
Policy 7	.4: Minimize Environmental Impa	cts from New Housing			
7.4.1	Compact Building Design	Bureau of Planning , Bureau of Building Services	Ongoing, 2015-23	Permit Fees	
7.4.2	Waste Reduction	Bureau of Planning , Bureau of Building Services	Ongoing 2015-23	Permit Fees	
7.4.3	Foster Healthy Indoor Air Quality	Bureau of Planning , Bureau of Building Services	Ongoing 2015-23	Permit Fees	
7.4.4	Recycled, Reclaimed or Renewable content of Building Materials	Bureau of Planning , Bureau of Building Services	Ongoing 2015-23	Permit Fees	
7.4.5	Re-Use and Rehabilitation of Historic Materials	Bureau of Planning , Bureau of Building Services	Ongoing, 2015-23	Permit Fees	
7.4.6	Encourage Food Production in Open Space Areas	Bureau of Planning	Ongoing, 2015-23	Permit Fees	
Policy 7	Policy 7.5: Climate Adaptation and Neighborhood Resiliency				
7.5.1	Climate Change and the Planning process	Bureau of Planning	Ongoing, 2015-23	Permit Fees	

Table 7-1 Implementation Program

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding
7.5.2	Climate Adaptation Strategies	Planning Bureau, Building Services, Environmental Services (PWA),	Ongoing, 2015-23	Permit Fees

<sup>&</sup>lt;sup>1</sup>For a complete description of each action, see the Goals and Policies section in Chapter 7.