

# 7. IMPLEMENTATION PROGRAM

## Overview

The Implementation Program summarizes the actions identified in Chapter 6. The City department, agency, or other entity with primary responsibility for each action is noted in **bold**. The other departments and agencies that may participate in implementation also are listed. Where actions have funding requirements or fiscal impacts, appropriate funding sources are identified. The list of funding sources is not intended to be exclusive; other sources may also be explored as each action is implemented.

The Implementation Program also identifies the proposed timing of each action. An eight-year time horizon is used, beginning January 31, 2015 and ending on January 31, 2023. Most of the actions should be implemented within the next three years or should be implemented on an ongoing and continual basis.

The Implementation Program is consistent with the City of San Leandro's Consolidated Plan, the County of Alameda's Continuum of Care Plan, the City's Area Plans and Development Strategies, , and the other elements of the San Leandro General Plan. These documents should be consulted for supplemental information on local housing strategies and programs.

A summary of the quantified objectives for 2015-2023 is presented in Table 7-1 below.

**Table 7-1: Summary of Objectives for 2015-2023**

Income Category	New Construction	First Time Buyer Assistance	Rehabilitation	Conservation (rental only)	Homelessness Prevention/Rehousing
<b>Very Low Income/ Extremely Low Income</b>	504	N/A	100 units (apt rehab) 120 units (SF home/mobile home rehab) <sup>4</sup>	620 <sup>5</sup>	400 families/ 200-250 individuals <sup>7</sup>
<i>Committed Projects</i>	(200) <sup>1</sup>				
<i>Future Projects</i>	(304) <sup>2</sup>				
<b>Low Income</b>	270 <sup>2</sup>	10 per year <sup>3</sup>		805	
<b>Moderate Income</b>			N/A	11	
<i>Committed Projects</i>	(78)				
<i>Future Projects</i>	(274)				
<b>Above Moderate Income</b>	1,161	N/A	N/A	NA	
<b>Total</b>	<b>2,287</b>	<b>70</b>	<b>220</b>	<b>1,436<sup>6</sup></b>	

<sup>1</sup> Cornerstone Apartments (85 senior units, 115 family units, including 36 three-bedroom apartments)

<sup>2</sup> Of the 304 units for very low income, at least 152 units should be occupied by extremely low income households and at least 50 units should be senior housing. Of the 574 units for low and very low income, at least 60 should be three-bedroom apartments and at least 35 units should serve persons with disabilities.

<sup>3</sup> Assumes funding for program is re-established

<sup>4</sup> Including at least 15 extremely low income households

<sup>5</sup> Includes 14 extremely low income households

<sup>6</sup> See Table 3-17. These units include existing subsidized housing, non-profit operated units, tax credit units at Lakeside Apartments, and rental units created through the City's Inclusionary Housing Ordinance. Ownership units are not shown here.

<sup>7</sup> This target applies entirely to households with 30% or less of Area-wide Median Income

# Implementation Program

**Table 7-2: Housing Action Plan**

Action	Responsible Depts./Agencies (*)	Funding Sources	Timing	Comments
Action 53.01-A: Downtown TOD Strategy Implementation	<b>Community Devt. (Planning)</b> , City Manager, Office of Business Development, City Council	General Fund, CIP, private investment, grants	Ongoing	TOD Strategy adopted 2007. Implementing actions are already in progress, and several projects have been approved or funded.
Action 53.01-B: Bayfair BART TOD Strategy and Rezoning	<b>Community Devt. (Planning)</b> , City Manager, Planning Commission, City Council, Other (BART)	MTC PDA Planning Grant	Start in 2015	City received MTC grant and has issued RFP. Completion expected in 2016-2017. New zoning will be in place by 2018.
Action 53.01-C: Upper Washington Corridor/ MacArthur Rezoning	<b>Community Devt. (Planning)</b> , Planning Commission	General Fund (Staff time)	2017	Action already anticipated by General Plan Land Use Element and Map. To be completed by 2017, within one year after General Plan Update.
Action 53.01-D: Shoreline Area Housing Opportunities	<b>Community Devt (Planning)</b> , Planning Commission, City Council	General Fund (Staff time)	Spring 2015	Plan and EIR likely to be considered in early 2015, rezoning by 2016.
Action 53.03-A: Applications for Grant Funding	<b>Community Devt. (Housing and Planning Divisions)</b> , City Manager, Office of Business Development, other	CDBG, HOME, State HCD	Ongoing	Regular function of Housing Division. Some funds are allocated or pursued on an annual basis (e.g., CDBG, HOME) and others are pursued as opportunities arise.
Action 53.03-B: Support for Non-Profit and For-Profit Affordable Housing Developers	<b>Community Devt. (Housing Division)</b> , Planning Division, Building Division, City Manager	CDBG, HOME, General Fund	Ongoing	Regular function of Housing Division. The City provides continuous technical support to non-profit and for-profit developers and regularly seeks developer input in its housing and land use policies.
Action 53.03-C: Affordable Housing Trust Fund	<b>Community Devt. (Housing Division)</b> , City Manager, Finance Dept.	In-lieu fees, condo conversion fees	Ongoing	Regular function of Housing Division
Action 53.03-D: Affordable Housing Bonds	<b>Community Devt. (Housing Division)</b> , City Council, Alameda County HCD	State, County	Ongoing	Regular function of Housing Division
Action 53.04-A: Housing Nexus Study	<b>Community Devt. (Housing and Planning Divisions)</b> , City Manager, Office of Business Development, other	General Fund	2015-2016	May be done in collaboration with one or more other jurisdictions. Study to be completed by early 2017. Action to be taken within one year after study, as appropriate.
Action 53.04-B: Revisions to Inclusionary Zoning Ordinance	<b>Community Devt. (Housing Division)</b> , Planning Division, City Manager's Office, City Attorney, City Council	General Fund (Staff time)	2017	Ordinance revisions to be studied, with recommendations eventually made to Council. This should follow completion of Action 53.04-A. May repeat if needed prior to 2023.

\* Department with "lead" responsibility shown in **bold** print.

Table 7-1, continued

Action	Responsible Depts./Agencies (*)	Funding Sources	Timing	Comments
Action 53.05-A: Marketing of Housing Development Opportunities	<b>Community Devt. (Housing Division)</b> , Office of Business Development, City Manager, Community Devt (Planning), Private	General Fund (Staff time), grants, private	Ongoing	Regular function of Housing Division and Business Development Office
Action 53.05-B: Downtown Housing Sites	<b>Office of Business Development</b> , City Manager, Community Devt (Planning), Private	Private sector, General Fund	Ongoing	Primarily includes redevelopment of Town Hall Square and CVS East 14 <sup>th</sup> at Davis Street site. Includes a combination of City-owned and private parcels; City will work with private owners to facilitate lot consolidation.
Action 53.06-A: Cornerstone Apartments	<b>Community Devt. (Planning, Housing, and Building Divisions)</b> , City Manager	Non-profit, federal tax credit, State	2015-2016	Bridge Housing project anticipates groundbreaking before end of 2014
Action 53.06-B: Encouraging Market-Rate Rentals	<b>Office of Business Development</b> , City Manager, Community Devt (Housing)	None required	Ongoing	
Action 53.09-A: Additional Allowances for Mobile Home Parks	<b>Community Devt. (Planning)</b> , Planning Commission, City Council	General Fund (Staff time)	2017	Zoning Code Change will require Council approval
Action 53.10-A: Market-Rate Development Focus Groups	<b>Community Devt. (Housing Division)</b> , Office of Business Development, City Manager, Community Devt (Planning), Private	General Fund (Staff time)	2015-2016	Additional focus groups may be convened, based on success of the first group(s)
Action 54.01-A: Housing Annual Report	<b>Community Devt. (Housing Division)</b> , Planning Division	General Fund (Staff time)	Ongoing/ Annual	Regular function of Housing and Planning Divisions
Action 54.01-B: Monitoring Housing Production	<b>Community Devt. (Housing Division)</b> , Planning Division	General Fund (Staff time)	Annual	Include in Annual Report
Action 54.04-A: Changes to Long-Term Affordability Requirements	<b>Community Devt. (Housing Division)</b> , City Manager, City Attorney, City Council	General Fund (Staff time)	2016	Would be addressed with the "at-risk unit" strategy and/or the Apartment Rehabilitation Program
Action 54.05-A: Monitoring Data to Demonstrate Local Needs & Benefits	<b>Community Devt. (Housing)</b> , Planning Division, non-profits	CDBG/ HOME funds, General Fund (Staff time)	Ongoing	Continuation of existing work being done by Davis Street, Building Futures, April Showers, EveryOne Home, and San Leandro Housing Division
Action 54.06-A: Boomerang Funds	<b>Community Devt. (Housing)</b> , Planning Division, City Council	Former Redevelopment Housing Set-Aside Funds	2016	Task involves preparation of a report on the use of boomerang funds for local housing programs, and action to dedicate such funds for this purpose, if deemed appropriate.

\* Department with "lead" responsibility shown in **bold** print.

Table 7-1, continued

Action	Responsible Depts./Agencies (*)	Funding Sources	Timing	Comments
Action 54.07-A: Web-based GIS Applications	<b>I.T. Department</b> , Community Devt. (Planning), Community Relations, City Manager	General Fund (Staff time)	2015 or as funds allow	Expansion of web-based GIS applications for residents
Action 55.02-A: First-Time Homebuyer Program	<b>Community Devt. (Housing Division)</b> , City Manager, City Council	General Fund, CBDG/HOME, other (TBD)	2016	Program was defunded upon loss of Redevelopment. Action would restore by 2016 as funding allows.
Action 55.02-B: Mortgage Credit Certificate Program	<b>Alameda County HCD</b> , Community Devt. (Housing Division)	Alameda County MCC program	Ongoing	Ongoing program run by Alameda County. City is a participant
Action 55.03-A: First Time Homebuyer Counseling	<b>Community Devt. (Housing Division)</b> , City Manager, City Council	General Fund (Staff Time), Other (TBD)	Ongoing	Administration outsourced to non-profit Bay Area Home Buyers Agency.
Action 55.03-B: Post-Purchase Seminar	<b>Community Devt. (Housing Division)</b> , City Manager, City Council	General Fund (Staff Time), Other (TBD)	Ongoing	Administration outsourced to non-profit Bay Area Home Buyers Agency.
Action 56.01-A: Home Repair Grants	<b>Community Devt. (Housing Division, Building Division)</b> , City Manager's Office	General Fund (Staff Time), Other (TBD)	Ongoing	Regular activity conducted under Owner-Occupied Housing Rehab Program
Action 56.01-B: Owner-Occupied Housing Rehabilitation Loan Program	<b>Community Devt. (Housing Division and Building Division)</b> , City Manager's Office	General Fund (Staff Time), Other (TBD)	2016	This action is to seek alternative funding sources for a loan program continued after the loss of Redevelopment
Action 56.02-A: Apartment Rehabilitation Program	<b>Community Devt. (Housing Division)</b> , City Manager's Office, private/nonprofit sector	CBDG/HOME, state and federal low income housing tax credits, private/nonprofit	Ongoing	Regular program; projects generally dependent on some external funding (private or non-profit investment)
Action 56.02-B: Soft-Story Retrofit Program	<b>Community Devt. (Building Division)</b> , City Manager, City Council	General Fund, grants, private sector	2017	Feasibility study by 2017. Potential funding sources may be identified sooner.
Action 56.06-A: Protection Strategy for At-Risk Units	<b>Community Devt. (Housing Division)</b> , Planning Division, City Manager, City Council	CBDG/ HOME, private/ non-profit, state and federal low income housing tax credits	Spring 2015	Focus on Golden Gate Apartments
Action 56.06-B: Renters in Foreclosed Properties	<b>Community Devt. (Housing Division)</b> , non-profits	General Fund (Staff time), grants	Ongoing	Would involve coordination with Davis Street, ECHO Housing, and other non-profits
Action 56.07-A: Rent Review Board	<b>Community Devt. (Housing Division)</b> , City Manager, City Council, other (ECHO Housing)	General Fund (Staff time), CDBG/HOME	Annual report to City Council	Action would promote greater awareness of RRB and continue annual reporting to Council.
Action 56.07-B: Ratio Utility Billing System	<b>Community Devt. (Housing Division)</b> , City Manager, City Council	General Fund (Staff time)	2015	Should be presented for Council consideration in 2015.
Action 56.07-C: Monitoring and Reducing Displacement	<b>Community Devt. (Housing Division)</b> , Other (ECHO Housing)	General Fund (Staff time)	2015	Ongoing activity, should begin monitoring in 2015

\* Department with "lead" responsibility shown in bold print.

Table 7-1, continued

<b>Action</b>	<b>Responsible Depts./Agencies (*)</b>	<b>Funding Sources</b>	<b>Timing</b>	<b>Comments</b>
Action 56.08-A: Mobile Home Grant Program	<b>Community Devt. (Housing Division)</b>	General Fund (Staff time)	Ongoing	Regular activity conducted under Owner-Occupied Housing Rehab Program
Action 56.08-B: Mobile Home Rent Stabilization	<b>Community Devt. (Housing Division)</b> , City Manager, City Attorney, City Council	General Fund (Staff time)	2017	Would require Council action
Action 56.09-A: Condominium Conversion Ordinance Update	<b>Community Devt (Planning Division)</b> , Housing Division), City Attorney, City Council	General Fund (Staff time)	2016	Updating Article 24 of San Leandro Zoning Code. Requires Council action.
Action 56.10-A: Shared Housing Program	<b>Community Devt. (Housing Division)</b> , non-profit	General Fund (Staff Time)	2016	Consider participating in ECHO Shared Housing program
Action 57.01-A: Energy Efficiency Programs	<b>Community Devt. (Housing Division, Building Division)</b> , PG&E	None required (private sector)	Ongoing	Includes various PG&E and state programs, already underway
Action 57.01-B: Property Assessed Clean Energy Financing	<b>Community Devt (Planning Division)</b> , Building Division, Finance Dept., City Manager, City Council	General Fund (Staff time)	2015-2016	Several initiatives are in the formative stages of development. City will participate as appropriate.
Action 57.02-A: Build-it-Green Green Point-Rated Checklists and USGBC LEED Requirements	<b>Community Devt. (Planning and Building Divisions)</b>	None required	Ongoing	Ongoing requirement, to be continued.
Action 57.02-B: Cost Impacts of Green Building	<b>Community Devt. (Planning and Building)</b>	General Fund (Staff time)	2015-2023	
Action 57.02-C: Incentives for Green Building	<b>Community Devt. (Planning and Building Divisions)</b> , City Council	General Fund (Staff time)	Ongoing	Could cover solar panels, energy efficiency projects, etc.
Action 57.03-A: Climate Action Plan	<b>Community Devt. (Planning Division)</b> , City Manager, Engineering/ Transportation, City Council	General Fund (Staff time)	2015-2023	Continue implementation, and update periodically
Action 57.03-B: Plan Bay Area	<b>Community Devt. (Planning Division)</b>	General Fund (Staff time)	2015-2016	City action will likely be required in 2016
Action 57.04-A: Indoor Air Quality	<b>Community Devt (Building Division)</b> , Environmental Services Division, Fire Department	General Fund (Staff time)	2015-2023	Includes ongoing programs to abate lead paint and asbestos hazards
Action 57.04-B: Healthy Homes Initiative	<b>Community Devt. (Planning and Building Divisions)</b> , Environmental Services Division, City Council	General Fund (Staff time)	2015	Begin collaboration with County Healthy Homes in 2015 to determine potential local actions
Action 58.01-A: Additional HUD Funding (secs 202 and 811)	<b>Community Devt. (Housing Division)</b> , City Manager, Finance Dept., Senior Commission, non-profits	CDBG, HOME, HUD Programs Sec 202 and 811, and EDI	Ongoing	Regular function of the Housing Division

\* Department with "lead" responsibility shown in bold print.

Table 7-1, continued

Action	Responsible Depts./Agencies (*)	Funding Sources	Timing	Comments
Action 58.02-A: Allowing Senior Householders to "Age in Place"	<b>Community Devt. (Housing Division, Building Division)</b> , City Manager, Senior Commission	General Fund, CDBG/HOME	Ongoing	Regular function of the Housing Division
Action 58.05-A: Large Family Rentals	<b>Community Devt. (Planning)</b> , City Manager, Finance Dept City Council	General Fund (Staff Time)	2017	Possible amendment to fee schedule to incentivize 3-bedroom construction
Action 58.06-A: Reasonable Accommodations for Disabled Residents	<b>Community Devt. (Planning Division)</b> , City Manager, City Council, Human Services Commission	General Fund (Staff Time), CDBG	2015-2023	
Action 58.07-A: Section 8 Program	<b>Alameda County Housing Authority</b> , Community Devt. (Housing Division), City Manager's Office	HUD Section 8 Program	2015-2023	Existing program operated by Alameda County Housing Authority
58.07-B: Homelessness Prevention and Rapid Re-Housing	<b>Community Devt. (Housing)</b> , Other agencies (County, other cities), non-profits	General Fund, HCD Grants (possible), HEARTH (federal), other (TBD)	2015-2023	City will partner with "Building Futures with Women and Children" and other local non-profits to implement.
58.07-C: Program Funding for Extremely Low Income Households	<b>Community Devt (Housing Division)</b> , City Council	General Fund, CDBG/HOME,	Ongoing	
Action 58.08-A: Assistance to Homeless Service Providers	<b>Community Devt. (Housing Division)</b> , City Manager, Human Resources Commission	CDBG/HOME	Ongoing	Ongoing City program
Action 58.08-B: Rental Assistance Program	<b>Recreation and Human Services</b> , Community Devt. (Housing Division), Finance Dept., City Council	General Fund	2018	Program has been defunded. Strive to restore funding by 2018.
Action 58.08-C: Regulation of Emergency Shelter	<b>Community Devt. (Planning Division)</b> , Housing Division, Planning Commission, City Council	General Fund (Staff time)	2015	Add definitions of Supportive and Transitional Housing in 2015, and clarify that these uses are permitted in all zones where housing is permitted. Rest is ongoing.
Action 58.09-A: EveryOne Home	<b>Community Devt (Housing)</b> , City Council, Human Services Commission, Recreation and Human Services, Other (Alameda County EveryOne Home)	CDBG/HOME, General Fund	2015-2016	City has committed to develop a local implementation strategy
Action 58.09-B: Transitional / Permanent Supportive Housing	<b>Community Devt. (Housing)</b> , City Manager, City Council, Human Services Commission	Non-profit, HOME/CDBG	Ongoing	Efforts are ongoing
Action 58.09-C: Homeless Task Force	<b>Community Devt. (Housing)</b> , City Manager, City Council	General Fund (Staff time)	2015	Aim to produce report by end of 2015

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Table 7-1, continued

Action	Responsible Depts./Agencies (*)	Funding Sources	Timing	Comments
Action 58.10-A: Multi-lingual Staff Capacity	City Manager, Rec and Human Services, Human Resources, Human Services Commission	General Fund (Staff time)	Ongoing	
Action 58.12-A: Housing for Public Service Employees	City Manager, Community Devt. (Housing), City Council, School Boards	State grants	Ongoing	
Action 59.01-A: Amend the Minimum Lot Area Required for a Planned Development	Community Devt. (Planning), Planning Commission, City Council	General Fund (Staff time)	2016-2017	Amendment of Zoning Ordinance would require Council action
Action 59.01-B: Amend Zoning Code Provisions for Multi-Family Uses	Community Devt. (Planning), Planning Commission, City Council	General Fund (Staff time)	2016-2017	Amendment of Zoning Ordinance would require Council action
Action 59.01-C: Changes to the North Area (NA) Zoning Districts	Community Devt. (Planning), Planning Commission, City Council	General Fund (Staff time)	2016-2017	Amendment of Zoning Ordinance would require Council action
Action 59.01-D: Micro Units	Community Devt. (Planning), Planning Commission, City Council	General Fund (Staff time)	2016	Amendment of Zoning Ordinance would require Council action
Action 59.01-E: Monitoring the Effectiveness of Minimum Density Standards	Community Devt. (Planning), City Manager	General Fund (Staff time)	Ongoing	Requires periodic evaluation and consultation with real estate community and market experts
Action 59.01-F: Additional Density in Established Neighborhoods	Community Devt. (Planning), Planning Commission, City Council	General Fund (Staff time)	2017-2018	Would occur after General Plan is adopted
Action 59.02-A: Amendments to the Parking Requirements	Community Devt. (Planning), Planning Commission, City Council	General Fund (Staff time)	2016-2017	Amendment of Zoning Ordinance would require Council action
Action 59.03-A: Permit Streamlining	Community Devt. (Building)	General Fund (Staff time)	Ongoing	Regular City function
Action 59.04-A: Fee Reviews	Community Devt. (Building), Finance Dept., City Manager's Office, City Council	General Fund (Staff time)	Annual	Regular City function
Action 59.04-B: Fee Reductions for Affordable Housing—City	City Manager, Community Devt. (Planning and Housing Divisions), Finance Dept., City Council	General Fund (Staff Time)	Ongoing	Should be implemented on an ongoing basis
Action 59.04-C: Fee Reductions for Affordable Housing—Other Agencies	City Manager, Community Devt. (Planning and Housing Divisions), City Council, Other Agencies (EBMUD, PG&E)	General Fund (Staff Time)	Ongoing	Should be implemented on an ongoing basis

\* Department with "lead" responsibility shown in bold print.



Table 7-1, continued

<b>Action</b>	<b>Responsible Depts./Agencies (*)</b>	<b>Funding Sources</b>	<b>Timing</b>	<b>Comments</b>
Action 59.06-A: Multi-Family Design Guidelines	<b>Community Devt. (Planning)</b> , Planning Commission, City Council	General Fund (Staff Time)	2018	Additional guidelines would supplement those that already exist for TOD area and E.14 <sup>th</sup>
Action 59.07-A: Correction of Infrastructure Deficiencies	<b>City Manager</b> , Engineering/Transportation, Public Works, Community Devt. (Planning)	CDBG, General Fund, Bond Measures, state/federal grants	Ongoing	CIP function
Action 59.09-A: Remediation of Soil Contamination	<b>Community Devt. (Environmental Services Division)</b> , City Manager	State/federal grants, private sector	Ongoing	
Action 60.01-A: Contract with ECHO Housing (Fair Housing)	<b>Community Devt. (Housing Division)</b> , City Manager	CDBG	Ongoing	Ongoing City Program
Action 60.06-A: Fair Housing Training Sessions	<b>Community Devt. (Housing Division)</b> , non-profits	CDBG, General Fund (Staff Time)	Ongoing	Part of City's efforts to affirmatively promote fair housing practices
Action 60.06-B: Fair Housing Outreach	<b>Community Devt (Housing Division)</b> , City Manager, non-profits	CDBG, General Fund (Staff Time)	Ongoing	Part of City's efforts to affirmatively promote fair housing practices

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