

**Appendix B. Goals & Recommendations Matrix**

<b>IMPROVING DEPARTMENTAL OPERATIONS</b>			
<b>GOALS</b>	<b>RECOMMENDATION</b>	<b>IMPLEMENTATION</b>	<b>TIMELINE</b>
<b>Create a comprehensive housing plan for Houston</b>	Identify key City staff person, who directly reports to the Mayor, to lead the comprehensive housing planning initiative and coordinate planning efforts across departments.	Appointment by the Mayor	1 to 3 months
	Identify committee members include representatives from Public Works, Department of Neighborhoods, METRO, Department of Planning and local stakeholders (i.e. foundations, nonprofits, universities, and businesses).	Engage local and national experts to advise the newly appointed committee	1 to 3 months
	Prioritize within the plan aggressive initiatives to increase workforce housing units in neighborhoods across the City that improve residents' access to existing or emerging opportunities.	Directive from the Mayor	1 to 3 months
	Clearly identify the City's benchmarks for housing development across neighborhoods (i.e. density, affordability, public amenities, transit oriented; access of economic opportunities).	Directive from the Mayor	1 to 3 months

<b>Standardize and centralize housing data</b>	Produce an annual report for the Mayor and senior staff that includes mapping the available housing for rentals and homes for sale in individual neighborhoods at 30%, 50%, 80% and 120% AMI, as defined by zip codes.	Directive from the Mayor	1 to 3 months
	Create an annual work plan for the Mayor and senior staff specifying target numbers of housing units that will be financed, built, rehabilitated or acquired in the budget year by all housing departments and entities in individual neighborhoods, as defined by zip codes.	Directive from the Mayor	1 to 3 months
	Provide quarterly updates on the progress of the annual work plan for the Mayor and senior staff, as well as an end year of budget review that correlates proposed and achieved target numbers for housing units.	Directive from the Mayor	1 to 3 months
<b>Develop neighborhood planning functions and processes</b>	Create a classification system to designate all neighborhoods to be identified as a revitalization zone, an emerging opportunity zone or a high opportunity zone based on Houston's updated Market Value Analysis.	Directive from the Mayor	1 to 3 months
	Make staff and financial support available for small and mid-sized Community Development Corporations that have a track-record of providing housing in neighborhoods designated as target	Directive from the Mayor	1 to 3 months

	<p>revitalization zones and emerging opportunity zones to improve their internal capacity to: 1) serve as community leadership; 2) have effective governance and management; and 3) attract staff and funding.</p>		
	<p>Plan housing and associated development by neighborhoods with established goals that are created through the City's ongoing engagement with diverse groups of stakeholders to leverage neighborhood assets.</p>	Directive from the Mayor	1 to 3 months

INCREASING AND PRESERVING AFFORDABLE RENTAL HOUSING			
GOALS	RECOMMENDATION	IMPLEMENTATION	TIMELINE
Limit the Loss of Existing Subsidized Units	Build and maintain a preservation catalog of local subsidized housing units.	Extract information federally required to be collected in the Consolidated Plan, Public Housing Agency Plan, and the Qualified Allocation Plan to build and maintain a preservation catalog of local subsidized housing units.	1 to 3 months
	Develop and evaluate a list of factors that may affect multifamily property owners' decisions to retain or terminate affordability restrictions, as well as when properties may be loss due to neglect.		1 to 3 months

	Create intervention strategies and dedicate funding in annual budget to retaining vulnerable units.		
	Task the Houston Housing Authority and Houston Housing Finance Corporation with finding ways to utilize the undersubscribed 4% tax credit and bond program to develop new affordable housing.		
<b>Accelerate Annual Units Produced</b>	Reserve 25% of the funds from the sale of City properties to utilize for the development of affordable housing in emerging opportunity zones and high opportunity zones and replicate the \$15,000 per door incentive program for development on these properties.		
	Establish an “Accelerating and Rewarding Affordable Housing Initiative” in neighborhoods designated as emerging opportunity zones or high opportunity zones that annually prequalifies developers and builders, as well as create a single application to fast track permitting; eliminate/reduce permit fees; relax parking, setback, and detention requirements; and abates property taxes.		

<b>Improve Renting for Affordable Housing</b>	<p>Create Housing Resource Center to provide information and resources to renters on their rights to quality housing, assist property owners in understanding their responsibilities and to create a process to hear complaints and assist in resolving disputes between renters and property owners.</p>	<p>Develop a mediation process that landlords and tenants can use to resolve disputes in a cost effective and timely manner. Track these disputes over time for potential incentives/penalties for tenants, landlords and developers who are not good actors.</p> <p>Streamlining/ simplifying apartment application process.</p> <p>Developing minimum guidelines for when landlords should fix/replace appliances and other home fixture</p>	
	<p>Enact Minimum Livability Code to establish standards for all rental properties to strengthen renters' protection regarding public health, safety and welfare.</p>		

INCREASING AND PROTECTING HOMEOWNERSHIP			
GOALS	RECOMMENDATION	IMPLEMENTATION	TIMELINE
<b>Strengthen partnerships and improve collaborations</b>	Proactively engage community residents to provide information related to impending developments, available homeownership opportunities and homestead preservation to keep consumers properly informed	Direct City staff to coordinate efforts with community partners on the ground to carryout ongoing research and public education campaigns.	3 to 6 months
	Establish quarterly meetings with housing professionals to better support continuous collaboration that involves sharing information and quickly resolving new challenges	Identify experienced housing expert, who reports directly to Mayor, to convene quarterly forums to address and resolve existing concerns with housing community.	3 to 6 months
	Create a comprehensive program to work with Houston Community Development Corporations to increase their capacity to create quality housing opportunities in their respective communities.	Create a City led CDC Capacity Building Initiative and recognized certification program to provide ongoing capacity training for neighborhood-based organizations.	6 to 9 months
<b>Increase homeownership among working class families</b>	Create a local urban homesteading program with a self-help construction component using available LARA lots and down payment assistance funds	Replicate Dallas Urban Land Bank Demonstration Program.	9 to 12 months

	Adjust how assets are calculated and the amount of funds provided to buyers through the Down Payment Assistance Program based on current local housing markets in neighborhoods across the City that are designated as revitalizing zones and emergent opportunity zones through the updated Market Value Analysis	Establish a comprehensive program providing a pathway for affordable homeownership in neighborhoods all across the city through a homebuyer education, counseling and a revolving down payment assistance initiative. Replicate the \$15K/door incentive program for homeownership development.	9 to 12 months
	Provide additional funding for non-managerial city workers, teachers and paraprofessionals, nurses and Metro service employees purchasing homes in neighborhoods designated as revitalizing zones and emergent opportunity zones	Create a home buying incentive program for non-managerial employees of City and quasi-city agencies that offers a 5 year forgivable loan that can be used towards the purchase of a home within the Houston city limits.	9 to 12 months
<b>Protect homeownership for vulnerable residents</b>	Establish Homestead Preservation Districts, which are created to preserve homeownership in underserved neighborhoods and help minimize the effects of gentrifications	Expand state law authorizing homestead preservation districts and adopt the districts in selected historically underserved neighborhoods on the cusp of gentrification.	9 to 12 months
	Freeze or reduce ad valorem taxes for longtime residents in at-risk neighborhoods with the requirement that the increment savings will be realized upon sale of the property.	Establish a homeowner stabilization project coordinating and targeting public, private and voluntary assistance to elderly and disabled homeowners.	6 to 12 months

	Establish Community Land Trusts by holding land in a trust, building affordable housing and selling only the improvement to low/moderate income families in underserved communities.	Convene key community members, nonprofits, advocates, city staff, housing professionals & CLT experts to explore existing CLT tools to determine best model that suits Houston.	6 to 12 months
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INCREASE FUNDING AND FINANCING			
GOALS	RECOMMENDATION	IMPLEMENTATION	TIMELINE
<b>Institute deliberate coordination of housing resources in the City</b>	Setup standing meetings for all housing departments and entities to assure each entity is aware of what the other is doing, including Harris County Housing Authority.	Create a directive from the Mayor and coordinate the meetings through the City's Development Officer	1 to 3 months
	Create obligation to develop affordable units in market rate development that seek public funding.	Establish criteria for market units to create or fund 10% affordable units based upon the number of total units developed; affordable units must be verified prior to City release of certificates of occupancy for the market rate units	3 to 6 months
	Create fast track permitting.	Direct the establishment of criteria set by the Planning Department for single family houses that do not exceed 2000 sq. ft.	1 to 3 months
	Freeze taxes of persons in gentrifying neighborhoods who have lived in their home for more than 10 years.	Work with the Legislature to establish property tax policies to lessen the burden on low-income homeowners and to end the strong trend of tax delinquencies occurring in historically underserved neighborhoods in Houston.	9 to 12 months

	Coordinate City resources to promote housing choice and mobility.	Pursue partnerships and/or financing to expand resources available at the HHA Opportunity Center which provides meaningful and extensive mobility counseling for its voucher program participants. This action will ensure that voucher participants understand opportunities for housing in areas outside of their neighborhood promoting desegregation and the de-concentration of poverty. Perform Market Value Analysis update. Performing a second analysis will help to identify areas that have had market value increases so that funding can be best utilized by maintaining affordability in areas with growing opportunity and increased market development.	9 to 12 months
<b>Leverage housing resources</b>	Set housing and development priorities for the City to help direct resources such as tax credits to the City.	Directive from the Mayor	1 to 3 months
	Identify and encourage the use of non-traditional funding sources.	Expand state law authorizing homestead preservation districts. Work with the Legislature to establish property tax policies to lessen the burden on low-income homeowners and to end the strong trend of tax delinquencies occurring in gentrifying communities. Authorize general obligation bonds to acquire, demolish, repurpose,	6 to 9 months

		restructure or rehabilitate existing blighted substandard apartment developments. Identify City incentives to develop affordable rental housing. Determine appropriate city incentives such as parking requirements, height limitations and density bonuses and develop a program that will extend concessions to these requirements to developers who provide housing affordable to households at or below 50% of the area median family income.	
	Create guidelines that require affordability to be maintained for any units that receive public funds.	Directive from the Mayor	1 to 3 months
	Assure that no more than 10% of TIRZ Affordable Housing funds are used for administrative purposes.	Directive from the Mayor	1 to 3 months
	Establish a LARA based downpayment assistance program.	Directive from the Mayor	1 to 3 months
<b>Establish Housing Trust Fund</b>	Negotiate property share agreements based on increasing returns on development project that were created through public-private partnerships to be placed in the housing fund.		9 to 12 months

Dedicate 20% of funds from the Tax Increment Reinvestment Zones and 380 Agreements to be placed in the housing fund.		9 to 12 months
Dedicate 10% of the sale price of any City-owned property sold in neighborhoods designated as emerging opportunity zones or high opportunity zones to the private sector.		9 to 12 months
Require a percentage payment or requirement of building affordable housing units from any commercial development requiring public funds or public relief such as tax abatements.		9 to 12 months

**ADDITIONAL DISCUSSED GOALS & RECOMMENDATIONS**

GOALS	RECOMMENDATIONS	IMPLEMENTATION	TIMELINE
<p><b>Target homeownership opportunities to populations earning 50% - 120% AMI</b></p>	<p>Work within compliance to achieve long and short term home ownership goals.</p>	<p>Encourage development of a diverse housing PILOT that would offer special tax incentives for all who participate</p>	
	<p>Provide opportunity for longtime residents to take ownership of their rental homes when record owners have died or abandoned the property.</p>	<p>Pass City ordinance allowing continuous occupant of a property to file “quiet title” court actions after 10 years of the record owner’s death or abandonment. Local taxing authority may exempt from real property taxes, the assessed valuation of improvements to deteriorated properties in designated neighborhoods. This exemption allows for graduated 10 year abatement or the ability the devise an abatement schedule over 10 years.</p>	
<p><b>Leverage existing resources to develop a comprehensive community led planning initiative to address specific housing and development needs</b></p>	<p>Identify existing resources and recommendations of other transition teams that support home ownership opportunities.</p>	<p>Create a RFP for CDC's to submit proposal for housing development on city owned property and LARA lots located within their area.</p>	

<p><b>Identify new solutions, assess and adjust current City programs and processes that support the creation of homeownership opportunities and protect vulnerable homeowners.</b></p>	<p>Proactively address code enforcement to decrease the presence of blight to physically improve communities.</p>	<p>Promote Anti-Blight Initiative that deliberately addresses occurrences of blight and lack of code enforcement in underserved communities.</p>	
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