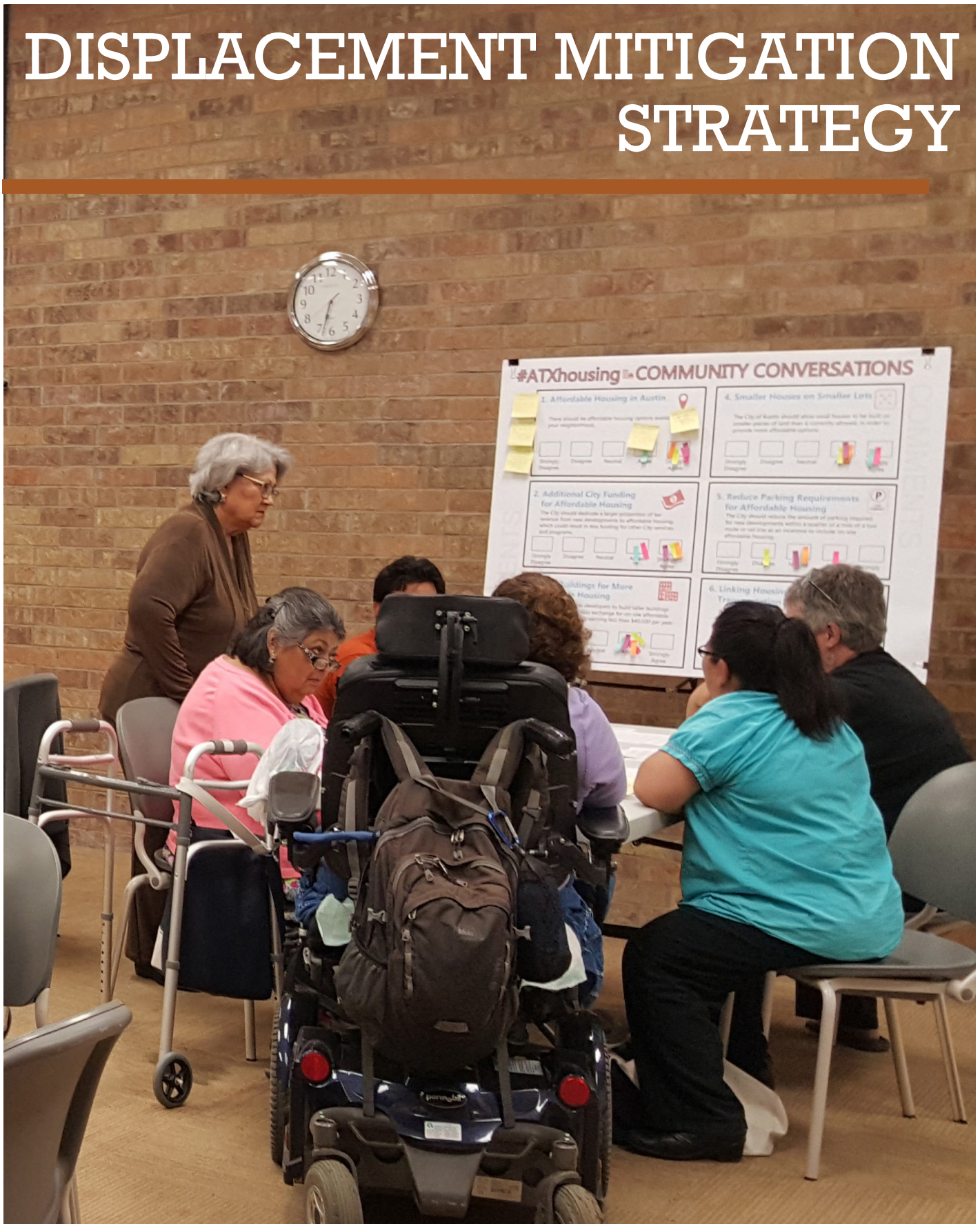


# DISPLACEMENT MITIGATION STRATEGY



# DISPLACEMENT MITIGATION STRATEGY

## BACKGROUND

Low-income and minority Austin residents continue to face an increasing risk of residential displacement. According to *Uprooted*, there are three types of displacement:

1. **Direct displacement** occurs when (1) residents can no longer afford to remain in their residence due to rising housing bills (rents or property taxes), or (2) residents are forced out due to causes such as eminent domain, lease non-renewals, and evictions to make way for new development, or physical conditions that render their residence uninhabitable.
2. **Indirect displacement** refers to changes in who is moving into the neighborhood as low-income residents move out. While there is often a lot of movement in and out of rental housing in low-income neighborhoods, indirect displacement occurs when units being vacated by low-income residents are no longer affordable to other low-income households. This is also called exclusionary displacement since future low-income residents are excluded from moving into the neighborhood. This process is also sometimes referred to as a process of residential succession, whereby current low-income residents move out of a neighborhood—even if not due to direct displacement as a result of increased housing prices, eviction, or housing conditions—and are replaced with higher-income residents over time. Such changes can also occur due to discrimination against low-income residents (for example, those using vouchers) or changes in land use or zoning that foster a change in the character of residential development.

3. **Cultural displacement** occurs through changes in the aspects of a neighborhood that have provided long-time residents with a sense of belonging and allowed residents to live their lives in familiar ways. As the scale of residential change advances, and shops and services shift to focus on new residents, remaining residents may feel a sense of dislocation despite physically remaining in the neighborhood. This may also reflect the changing racial or ethnic character of the neighborhood—not just its class composition.

As a result of Austin's continuing challenge with displacement, over 300 recommendations for mitigating displacement have been offered through community studies, reports, and assessments. These include:

- [\*Uprooted: Residential Displacement in Austin's Gentrifying Neighborhoods, and What Can Be Done About It\*](#) (56 recommendations)
- [People's Plan](#) (19 recommendations)
- [Anti-Displacement Taskforce Report](#) (107 recommendations)
- [Mayor's Task Force on Institutional Racism and Systemic Inequities Report](#) (40 housing recommendations)
- [Fair Housing Action Plan](#) (2015) (32 recommendations)
- [Austin's Plan to End Homelessness](#) (10+ housing-related recommendations)



Each of the reports offers a unique perspective. *Uprooted* is intended to provide policy-makers with a range of options grounded in research about underlying causes that lead to displacement. This report acknowledges its lack of lived experience perspective on gentrification pressure and displacement. In contrast, the People's Plan, Anti-Displacement Task Force report, and Task Force on Institutional Racism and Systemic Inequities report provide a call to action in the voice of expertise and experience of the Austin community. The *Blueprint*, endorsed by City Council, includes recommendations generally related to affordable housing, with one of the main community values being the prevent households from being priced out of Austin.

To address immediate community needs, NHCD worked with the City's Innovation Office to develop a one to two year displacement mitigation plan that incorporates recommendations from these community reports. To develop an actionable plan and ensure short-term impact, the Innovation Office facilitated a process to synthesize the reports and prioritize recommendations based on impact and effort (resources required). Subsequently, 15 recommendations rose to the top that cover a wide range of displacement concerns that have been voiced by the community, including strategies that help households who are facing imminent risk of displacement and longer term strategies that address the citywide affordable housing stock. The Displacement Mitigation Strategy is incorporated into objectives and actions in the Blueprint Implementation Resource Document.

## PROCESS FOR PRIORITIZING RECOMMENDATIONS

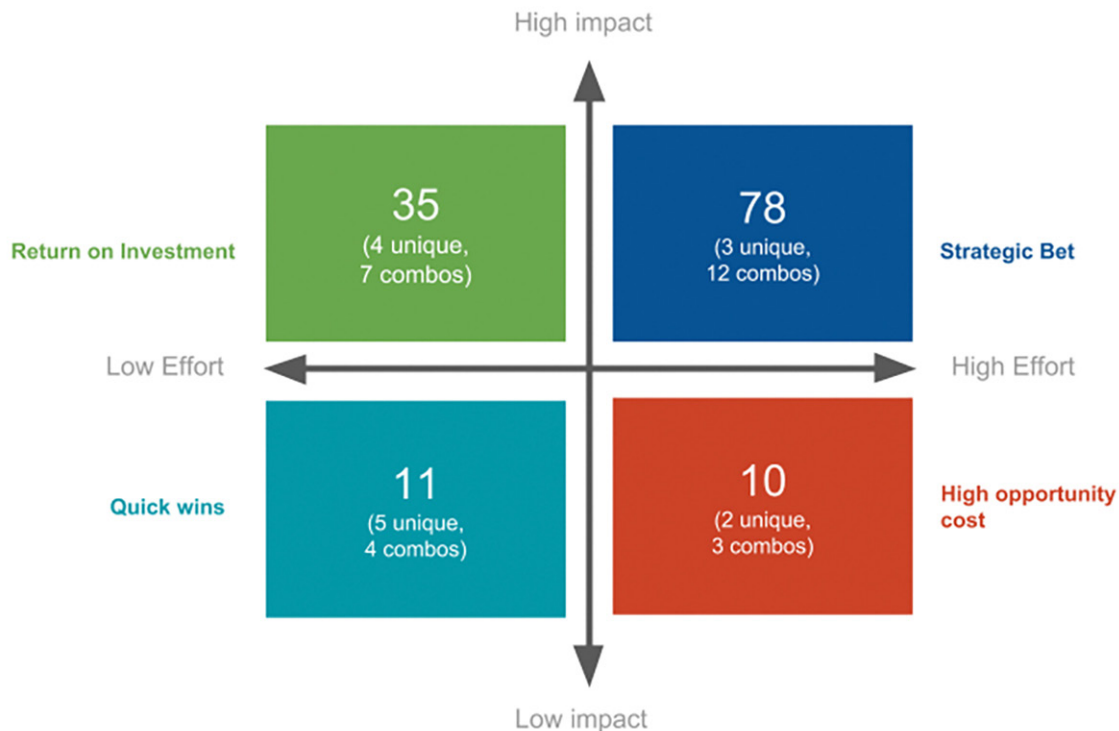
NHCD and the Innovation Office staff identified and entered over 600 pieces of information from the six reports into an Airtable database. These pieces of information were tagged and categorized with various attributes, including, but not limited to:

- Their source, description, and keywords
- Their type (e.g. background information, goal, policy, program, etc.)
- Whether they related to displacement, and if so, the type of displacement they addressed
- Whether they were actionable
- Whether they were currently underway
- The type of resident they targeted
- Whether they were in NHCD's zone of control (these outside NHCD's zone of control may be in the zone of control of other departments within the City of Austin, or external entities)
- Whether they require analysis by the City's Finance and/or Law departments
- Whether they require legislative change and should be considered by the City's Intergovernmental Relations Office

Recommendations that were actionable, related to displacement, free of significant legal or financial challenges, and considered within NHCD's zone of control were grouped with similar recommendations, and plotted on a matrix based on their anticipated impact, their efficacy in mitigating displacement, and the resources required to implement. All of the recommendations fit into one of the four quadrants shown in the graphic on the next page.

Staff used the results of the sorting exercise and prioritized recommendations that could have the highest impact to include in a short term displacement mitigation plan to address immediate community needs. Priority was given to recommendations in the Strategic Bet and Return on Investment categories, as they had the highest potential impacts.

## PRIORITIZING RECOMMENDATIONS



## SHORT TERM DISPLACEMENT MITIGATION STRATEGY

The following 15 displacement mitigation strategies were prioritized from the 300+ community recommendations and have been incorporated into the Blueprint Implementation Resource Document. These recommendations are either currently underway or will be implemented in the next one to two years if additional staff are approved to increase the capacity of the department.

### ACTION 1: PREFERENCE POLICY TO PRIORITIZE NEW CITY-SUBSIDIZED AFFORDABLE UNITS FOR INCOME-QUALIFIED HOUSEHOLDS THAT ARE APPROPRIATELY SIZED TO THE UNIT AND/OR HAVE TIES TO THE CITY

**Target MFI Level:** 80% and below

**Community Plan Alignment:** People's Plan, Institutional Racism & Systemic Inequities Task Force report, Anti-Displacement Task Force report, *Uprooted*

**Blueprint Implementation Alignment:**

**Community Value I:** Prevent Households from Being Priced Out of Austin

**Objective I.11:** Pursue a Right to Return Policy

**Action I.11.A:** Preference policy to prioritize new City-subsidized affordable units for income-qualified households that are appropriately sized to the unit and/or have generational ties to the city

## Background:

Preference policies can help mitigate displacement by prioritizing subsets of income-eligible households for affordable units. Households with certain characteristics, such as a number of persons that correlate with the number of bedrooms in units or with generational ties to a neighborhood, are given preference on waiting lists and lotteries for available affordable housing units.

City Council Resolution No. [20180308-010](#) directed the City Manager to propose a preference policy that prioritized applicants' generational ties to the city and household size in relation to unit size. The Law Department is researching and analyzing what a possible Austin preference policy could include.

**Implementation Timeline:** Staff aims to offer a policy recommendation to the Austin City Council in Spring 2019.

## ACTION 2: INCREASE COMMUNITIES OF COLOR PARTICIPATION IN NHCD'S AFFORDABLE HOUSING INVESTMENT RECOMMENDATIONS AND DISPLACEMENT MITIGATION ACTIVITIES

**Target MFI Level:** 80% and below

**Community Plan Alignment:** People's Plan, Institutional Racism & Systemic Inequities Task Force report, Anti-Displacement Task Force report

### Blueprint Implementation Alignment:

**Community Value I:** Prevent Households from Being Priced Out of Austin

**Objective I.11:** Make strategic investments to minimize displacement

**Action I.8.B:** Engage Communities of Color in participating in NHCD's affordable housing investment recommendations and displacement mitigation activities

## Background:

The Housing Investment Review Committee (HIRC) is currently charged with reviewing staff's

analysis and recommendations for affordable housing investments. The HIRC consists of six community members. The 2007 council resolution that directed the creation of the body called for a Housing Bond Review Committee consisting of two representatives from the Community Development Commission plus three representatives with expertise and experience in affordable housing development and finance. As NHCD invests a variety of funding sources into affordable housing developments (including federal, Housing Trust Fund, and General Obligation Bond), NHCD expanded the responsibilities of the committee from reviewing only bond-related investments to reviewing all housing investments.

NHCD is working with a committee of the Equity Action Team (EAT) to strategize ways to incorporate more inclusive oversight of NHCD's housing investments. Specifically, NHCD and EAT are working to develop ways to incorporate more input from communities of color. Current strategies contemplated include expanding the HIRC to include more community members of color and providing more targeted outreach to gather feedback on contemplated housing investments at various crucial decision points, such as HIRC, CDC, and City Council/Austin Housing Finance Corporation meetings.

**Implementation Timeline:** Staff began meeting with community members and the Equity Action Team in January 2019 and will continue the process.

## ACTION 3: INCORPORATE ROBUST TENANT PROTECTIONS FOR ALL RENTAL PROPERTIES RECEIVING CITY SUPPORT

**Target MFI Level:** 80% and below

**Community Plan Alignment:** Anti-Displacement Task Force report, *Uprooted*

### Blueprint Implementation Alignment:

**Community Value I:** Prevent Households from Being Priced Out of Austin

**Objective I. 10:** Prevent Displacement of Low- and Moderate-Income Renters

**Action I.10.A:** Incorporate robust tenant protections for all rental properties receiving City support

**Background:**

Austin City Council Resolution No. [20180510-051](#) directed the City Manager to require all developments funded through Private Activity Bonds to carry the Tenant Protection Lease addendums that are required for all developments funded through the RHDA program.

The application and guidelines have been revised to require all developments funded through newly issued Private Activity Bonds (PABs) by the AHFC to carry these protections.

Staff will continue to evaluate these protections and work with advocacy groups and development partners to improve tenant protections. Staff will also continue to explore areas where these protections can be applied, including for all developments seeking resolutions of no objection for an application to Texas Department of Housing and Community Affairs (TDHCA) for 4% low income housing tax credits.

**Implementation Timeline:** Tenant protections will be included in the next Private Activity Bond (PAB) development application process (PABs are processed on a rolling basis).

**ACTION 4: RECALIBRATE, STREAMLINE, AND EXPAND DENSITY BONUS PROGRAMS TO SERVE RENTERS AT OR BELOW 60% MFI**

**Target MFI Level:** 60% and below

**Community Plan Alignment:** People's Plan, Anti-Displacement Task Force report, *Uprooted*, *Austin Strategic Housing Blueprint*

**Blueprint Implementation Alignment:**

**Community Value I:** Prevent Households from Being Priced Out of Austin

**Objective I. 10:** Prevent Displacement of Low- and Moderate-Income Renters

**Action I.10.B:** Recalibrate, streamline & expand density bonus programs to serve renters at or below 60% MFI

**Background:**

Density bonuses are a valuable tool for leveraging the private market to create affordable housing without the use of public subsidy. Staff is currently working on a response to Resolution No. [20180823-077](#), which directed staff to develop and deliver to City Council recommendations for code amendments that would recalibrate existing density bonus policies. Staff is also anticipating expanding density bonuses through any future comprehensive revision to the City's Land Development Code.

Changes to the density bonus program will be implemented through Council's adoption of amendments to the Land Development Code. NHCD, PAZ, and DSD will be the lead departments responsible for drafting policy recommendations and code language.

**Implementation Timeline:** Staff aims to provide City Council with recommendations for the recalibration and streamlining of existing density bonus policies in early 2019.

**ACTION 5: STREAMLINE THE APPLICATION PROCESS FOR AFFORDABLE UNITS**

**Target MFI Level:** 80% and below

**Community Plan Alignment:** People's Plan, Institutional Racism & Systemic Inequities Task Force report, Anti-Displacement Task Force report, *Austin Strategic Housing Blueprint*

**Blueprint Implementation Alignment:**

**Community Value II:** Foster Equitable, Diverse, and Integrated Communities

**Objective II.12:** Improve access to affordable housing information for communities vulnerable to displacement

**Action II.12.A:** Streamline the application process for affordable units

### Background:

NHCD is working with a vendor to develop a web-based portal to streamline its housing tenancy programs. The platform aims to provide NHCD's clients the full spectrum of experience, from client application intake to meeting NHCD's reporting requirements. The platform includes both a public facing portal and an internal facing portal for NHCD staff to manage programs and ensure program requirements are met.

The public portal allows clients to view services offered by NHCD and where the services are available via a mapping tool. Clients will be able to sign up for services, and submit applications online in one place.

**Implementation Timeline:** Staff is currently working with the vendor to develop the software application.

### ACTION 6: MARKET NHCD-SUBSIDIZED AFFORDABLE UNITS TO PEOPLE OF COLOR IN GENTRIFYING AREAS

**Target MFI Level:** 80% and below

**Community Plan Alignment:** Institutional Racism & Systemic Inequities Task Force report, Anti-Displacement Task Force report

#### Blueprint Implementation Alignment:

**Community Value II:** Foster Equitable, Diverse, and Integrated Communities

**Objective II.12:** Improve access to affordable housing information for communities vulnerable to displacement

**Action II.12.B:** Market NHCD-subsidized affordable units to people of color in gentrifying areas

### Background:

NHCD is working to expand its affirmative marketing of NHCD-subsidized affordable units to people of

color in gentrifying areas. This marketing is intended to attract home buyers and renters of protected classes to subsidized or incentivized rental projects and ownership opportunities. The marketing plan describes initial advertising, outreach (community contacts) and other marketing activities that inform potential income-eligible buyers and renters of the existence of the affordable units. NHCD will incorporate strategies to strengthen outreach to people of color in gentrifying areas

**Implementation Timeline:** Staff is currently working to expand affirmative marketing of income-restricted affordable housing to people of color in gentrifying areas.

### ACTION 7: ENGAGE DIRECTLY WITH COMMUNITIES VULNERABLE TO DISPLACEMENT AND CONNECT THEM WITH SERVICES

**Target MFI Level:** 80% and below

**Community Plan Alignment:** People's Plan, Institutional Racism & Systemic Inequities Task Force report, Anti-Displacement Task Force report, *Uprooted*, *Austin Strategic Housing Blueprint*

#### Blueprint Implementation Alignment:

**Community Value II:** Foster Equitable, Diverse, and Integrated Communities

**Objective II.12:** Improve access to affordable housing information for communities vulnerable to displacement

**Action II.12.C:** Conduct outreach to communities vulnerable to displacement and connect eligible community members with services

### Background:

This strategy focuses on the creation of neighborhood-specific strategies to alleviate immediate displacement pressures by focusing on sharing information with Austin residents to help them be able to stay in their current residence.





*Riverside Meadows in Montopolis*

The Innovation Office iTeam will prototype an approach for creating neighborhood-specific strategies with the Montopolis neighborhood, with the intention of transferring the work to NHCD to implement in areas in the city with displacement pressure. In 2019 the iTeam will work with NHCD, Montopolis residents, and community partners to create a process to:

1. Determine the factors that contribute to displacement pressures in Montopolis;
2. Identify promising interventions from recommendations in existing anti-displacement reports that can affect those contributing factors;
3. Co-create, with neighborhood residents, effective design and delivery of these interventions; and
4. Measure the interventions' effects on the contributing factors.

The iTeam is well versed in resident-centered work from their past two years of prototyping homelessness services. They will increase NHCD's capacity to work on displacement mitigation, take on the early, uncertain stages of service and process prototyping, and provide expertise in human-centered design and community co-creation that other City departments and community partners can incorporate into ongoing displacement mitigation efforts.

Lived experience is the key concept of this approach. It responds to what residents of a specific neighborhood are experiencing, rather than citywide strategies. Where citywide initiatives may create policies related to affordable housing supply and access, a lived experience approach may focus, for example, on accessible eviction counseling, alternatives to predatory lending, obtaining home repairs, exercising tenants rights, and lowering utility costs.



The process the iTeam prototypes in Montopolis will be adaptable to other neighborhoods, and can create a series of neighborhood-appropriate displacement mitigation efforts across Austin that could be brought to scale with additional resources over time.

**Implementation Timeline:** The Innovation Office iTeam will prototype and test this strategy throughout 2019.

## **ACTION 8: MODIFY AND EXPAND HOME REPAIR PROGRAMS IN GENTRIFYING AREAS**

**Target MFI Level:** 80% and below

**Community Plan Alignment:** People's Plan, Institutional Racism & Systemic Inequities Task Force report, Anti-Displacement Task Force report, *Uprooted*

**Blueprint Implementation Alignment:**

**Community Value I:** Prevent Households from Being Priced Out of Austin

**Objective I.4:** Prevent Displacement of Low-and-Moderate-Income Homeowners

**Action I.4.B:** Assist 600 Low-Income Households Per Year With Home Repair Programs, With the Objective to Help Preserve Existing Housing Stock

### **Background:**

The 2018 General Obligation (GO) Bond includes an estimated \$28 million in funding for the GO Repair! Program. Staff recommends a graduated increase in annual funding for the program, which will enable nonprofit providers to appropriately staff and build internal capacity. Staff is also implementing program changes in order to better meet the community's needs for home repairs and to deploy the funding more strategically. With the *Uprooted* report, staff can now target residents in areas at risk of displacement. In addition to increasing locally sourced funds for GO Repair!, staff is exploring expanding federally-funded home

repair programs and is pursuing this effort through the Consolidated Plan process.

**Implementation Timeline:** Staff is currently developing programmatic changes, and the bond funds for GO Repair! are expected to be released in early-to-mid 2019.

## **ACTION 9: LAND BANK IN GENTRIFYING AREAS TO ACQUIRE AND DEVELOP AFFORDABLE HOUSING**

**Target MFI Level:** 50% and below for rental units; 80% and below for ownership

**Community Plan Alignment:** People's Plan, Institutional Racism & Systemic Inequities Task Force report, Anti-Displacement Task Force report, *Uprooted*, *Austin Strategic Housing Blueprint*

**Blueprint Implementation Alignment:**

**Community Value II:** Foster Equitable, Integrated, and Diverse Communities

**Objective II.3:** Undertake Strategic Land Banking

**Action II.3.A:** Strategically acquire and hold land in underdeveloped activity centers and corridors, making it available to private or non-profit developers for the construction of affordable housing as these areas develop

### **Background:**

NHCD is currently exploring opportunities for land banking properties in gentrifying areas, as the 2018 GO Bonds will provide approximately \$100 million for land acquisition. Staff is working to proactively identify opportunities ranging from small infill properties to larger scale vacant land (see the Acquisition & Disposition chapter). Any property acquired using the GO Bonds will limit the subsequent affordability to at or below 50% MFI for rental units and at or below 80% MFI for ownership units. In addition, long-term affordability will be ensured through a focus maintaining AHFC ownership of the land.

Properties will be assessed for potential acquisition using the a new criteria that aligns with goals in the *Blueprint*. The criteria include:

- Total unit production for each Council District;
- Unit production within High Opportunity areas as defined by Opportunity 360;
- Unit production within areas at Risk of Displacement as defined by *Uprooted*;
- Unit production within one quarter-mile of high frequency transit routes;
- Unit production within one half-mile of Imagine Austin centers and corridors;
- Unit production within one half-mile of a corridor improved through the Mobility Bonds; and
- Unit production to improve geographic dispersion of affordable units.

**Implementation Timeline:** Staff has developed criteria for land acquisition and are in the process of identifying potential properties.

#### **ACTION 10: SUPPORT TENANT ORGANIZING AND ENGAGEMENT AND PROVIDE LEGAL AND OTHER ASSISTANCE TO TENANTS FACING EVICTION**

**Target MFI Level:** 80% and below

**Community Plan Alignment:** Anti-Displacement Task Force report, *Uprooted*

**Blueprint Implementation Alignment:**

**Community Value I:** Prevent Households from Being Priced Out of Austin

**Objective I.10:** Prevent Displacement of Low- and Moderate-Income Renters

**Action I.10.C:** Support tenant organizing and engagement and provide legal and other assistance to tenants facing eviction

#### **Background:**

Eviction is a type of direct displacement and can lead to housing insecurity, including the potential for individuals and households to fall further down the continuum of housing toward homelessness. NHCD to develop guidelines for a program that will offer assistance to households facing eviction and help households prevent eviction. NHCD will implement this program via a contract with an external partner. The program will offer education around the eviction process and legal aide. Staff has developed a scope of work and will be issuing a Notice of Funding Availability (NOFA) in 2019.

**Implementation Timeline:** Staff aims to launch the NOFA in spring 2019.

#### **ACTION 11: PROVIDE TENANT RELOCATION ASSISTANCE AND EMERGENCY RENTAL ASSISTANCE**

**Target MFI Level:** 70% and below

**Community Plan Alignment:** Anti-Displacement Task Force report, *Uprooted*, *Austin Strategic Housing Blueprint*

**Blueprint Implementation Alignment:**

**Community Value I:** Prevent Households from Being Priced Out of Austin

**Objective I.10:** Prevent Displacement of Low- and Moderate-Income Renters

**Action I.10.D:** Provide tenant relocation assistance and emergency rental assistance

#### **Background:**

NHCD began implementing the Tenant Notification and Relocation Assistance Ordinance in 2016, which allows for financial relocation assistance to income-eligible tenants facing displacement from multifamily buildings and mobile home parks. The ordinance enables City Council to charge a tenant relocation fee to developers in certain cases, and establish a public fund that can provide assistance to income-eligible displaced tenants any time the ordinance is triggered. To implement the fee to

developers, a study must be completed to set the fee level. A Request for Qualifications (RFQ) has been issued to find a consultant to undertake the study.

Staff is also responding to Council Resolution No. [20180628-063](#), which directed staff to make updates to the ordinance, with recommendations to be forwarded to Council in the first quarter of 2019. Staff recommends that City Council establish the public fund for relocation assistance.

For emergency rental assistance, NHCD is planning to develop a short-term rental assistance program funded through the Housing Trust Fund. Staff are working on a competitive solicitation to find a qualified service provider to administer the program with the goal of having the scope of work and program guidelines developed by the end of fiscal year 2019.

**Implementation Timeline:** Staff has released the Request for Qualifications to complete the fee study, and plan to develop the Emergency Rental Assistance Program guidelines by the end of Fiscal Year 2019.

## **ACTION 12: SUPPORT THE CREATION OF DEEPLY AFFORDABLE UNITS AT 20% AND 30% MFI AND BELOW**

**Target MFI Level:** 30% and below

**Community Plan Alignment:** Anti-Displacement Task Force report, *Austin Strategic Housing Blueprint*

**Blueprint Implementation Alignment:**

**Community Value III:** Invest in Housing for Those Most in Need

**Objective III.9:** Support the Creation of Deeply Affordable Units Serving People at 20% and 30% MFI and Below

**Action III.9.A:** Focus resources and funding on housing that is affordable to this income bracket (20% and 30% MFI)

**Background:**

NHCD's Rental Housing Development Assistance (RHDA) scoring system assigns a point value for each unit assisted with RHDA funds (see the Bond Implementation chapter). Based upon the goals established in the *Strategic Housing Blueprint*, points are calculated as the percentage of the annual goal achieved with the provided units. Percentages are then multiplied by a constant to assign a point value. This point value represents the first threshold for applications in the overall review process. For units available to households at or below 50% MFI, the constant multiplier is 15 for all goals. Units available to households at or below 30% MFI get a 25% increase in the per unit score, with a constant multiplier of 20. By assigning points based upon the percentage of the goal achieved, applications in different areas of the City can more easily be compared against one another. The constant allows the unit scores to weigh as heavily in the overall score as the score for initiatives and priorities. By weighting the units with deeper levels of affordability, the application and scoring process increases the incentive to provide these units.

**Implementation Timeline:** Staff began using the new scoring system for RHDA applications starting in early 2019.

## **ACTION 13: PROACTIVELY MONITOR AFFORDABLE PROPERTIES AT RISK OF LOSING AFFORDABILITY TO TRY TO EXTEND AFFORDABILITY PERIODS**

**Target MFI Level:** 60% and below

**Community Plan Alignment:** Anti-Displacement Task Force report, *Uprooted*, *Austin Strategic Housing Blueprint*

**Blueprint Implementation Alignment:**

**Community Value I:** Prevent Households from being Priced Out of Austin

**Objective I.8:** Make Strategic Investments to Minimize Displacement

**Action I.8.B:** Track which income-restricted units are set to expire in a given year, and target

these units with strategies like the strike fund, community land trust, and others

### Background:

Tracking housing at risk of losing an affordability requirement will help AHFC and community partners identify opportunities for acquisition and preservation of units. While some properties may be too costly or require too much maintenance and rehabilitation for AHFC to purchase and operate outright, community partners like Affordable Central Texas, affordable housing non-profits, community development financial institutions (CDFIs), and real estate investment trusts (REITs) can use the information and network to acquire and preserve affordable properties.

NHCD is developing the Affordable Housing Data Hub, a dynamic database of income-restricted affordable housing in the Austin area, using data from the Housing Authority of the City of Austin, the Housing Authority of Travis County, Texas Department of Housing and Community Affairs, and the City of Austin. This database contains information on affordability period expiration dates, which will allow NHCD and community partners to proactively track when the affordability requirements on existing affordable units are set to expire. See the Preservation Strategy chapter for more information.

To preserve the expiring affordable housing units, the community should also create a preservation network of entities that can use the database information to identify at risk properties and purchase them for continued use as affordable housing.

NHCD is working with partners to create and maintain the tracking database. The preservation network should be comprised of entities from the community, like affordable housing owners, operators, and funders. Community partners that can work with the preservation network to acquire identified properties could range from national organizations with large affordable housing portfolios to local nonprofit organizations, such as

Foundation Communities and Affordable Central Texas, to CDFIs, and mission-driven REITs.

**Implementation Timeline:** Staff aims to publicly launch the database of affordable units in early 2019, which includes information to track developments with expiring affordability periods.

## ACTION 14: SUPPORT CAPACITY BUILDING FOR COMMUNITY DEVELOPMENT CORPORATIONS

**Target MFI Level:** 60% and below

**Community Plan Alignment:** Anti-Displacement Task Force report, *Uprooted*

### Blueprint Implementation Alignment:

**Community Value IV:** Create New And Affordable Housing Choices For All Austinites In All Parts of Austin

**Objective IV.19:** Support Local Non-Profit Entities to Expand Affordable Housing Production

**Action I.8.B:** Support capacity building for Community Development Corporations

### Background:

NHCD's goal is to assist local non-profit entities in expanding current affordable housing production, benefitting more low-income households and/or operating more efficiently and effectively. In FY 2019, NHCD will release a Request for Proposals for nonprofit organizations to increase their capacity to develop affordable housing. NHCD plans to award \$300,000 to an estimated three to four eligible nonprofit organizations. Proposals will be targeted to benefit households at or below 60% MFI.

NHCD is contemplating the following eligible activities for non-profit funding:

1. Project and Operations Management improvements, to include:
  - a. Staff salary for new project and operations management positions;



- b. Training for staff (including both existing and new staff); and
  - c. Technical and management consultants
- 2. Board Development, with a particular focus on governance to include:
  - a. Training, including travel; and
  - b. Consultants and facilitators.

Applicants will be evaluated based on a variety of factors, including their work plan, budget, and alignment with the *Austin Strategic Housing Blueprint*.

**Implementation Timeline:** Staff aims to launch the RFP in 2019.

and marital status. The City of Austin enforces its fair housing ordinance through the Equal Employment and Fair Housing Office (EE/FHO), located in the Human Resources department. The City also provides funding to Austin Tenants' Council (ATC) to investigate violations of the federal fair housing law.

This strategy also aligns with findings from the City's Analysis of Impediments to Fair Housing Choice publications. NHCD will implement this strategy of increased fair housing enforcement and education with guidance from the EE/FHO.

**Implementation Timeline:** Ongoing

## ACTION 15: INCREASE FAIR HOUSING ENFORCEMENT AND EDUCATION

**Target MFI Level:** All

**Community Plan Alignment:** Institutional Racism & Systemic Inequities Task Force report, Anti-Displacement Task Force report, *Austin Strategic Housing Blueprint*

**Blueprint Implementation Alignment:**

**Community Value II:** Foster Equitable, Integrated, and Diverse Communities

**Objective II.2:** Implement the City of Austin's Fair Housing Action Plan and Bolster Enforcement of Existing Fair Housing Requirements

**Action II.2.A:** Implement the Fair Housing Action Plan in Its Entirety

**Background:**

The City of Austin fair housing ordinance provides protections from discrimination in housing that exceed those in the Federal Fair Housing Act, including additional protections for age, creed, sexual orientation, gender identity, student status,