

Fair Housing Goals

Guided by the contributing factors and prioritization of these factors, the following includes the Fair Housing Goals, which will be incorporated into OCED's 5-year consolidated plan. Each goal identifies strategies, its priority, a timeframe and measurement of achievement, as well as the contributing factors and fair housing issues. Responsible Program Participants are also included for each goal, as OCED and AAHC plans to work with the existing network of local units, agencies, and partnerships to reach the goals below.

For prioritization, the subcommittee determined high priority goals being important and attainable within 5 years. Goals prioritized as a low priority address more complex issues, which may require more preparation and time to truly address the fair housing issue it addresses.

Goal 1: Align development practices and policies to encourage more affordable housing development in high market areas

Discussion: Policy and regulation decisions can either ease or make more difficult the ability to develop affordable housing. These strategies are intended to improve the process throughout zoning, policy, and other regulatory changes.

Strategies	Priority/Timeframe of Action	Measure of Achievement
Zoning:		
1.1 Encourage accessible affordable housing units near transit or other key services at activity centers through zoning changes e.g. Transit-oriented developments (TOD)	Medium/High Priority 1-2 years	Review of ordinances and/or draft ordinances. City of Ann Arbor expecting to draft ordinances changes by spring 2018
1.2 Support local units to implement zoning strategies to develop housing products (i.e. duplexes, accessory dwelling units) in single-family neighborhoods	Low Priority 1-5 years	Issue discussed by relevant governing bodies (board and/or commissions) and/or drafted ordinance changes
Policy:		
1.3 Encourage the use of publicly owned land in high opportunity markets for affordable housing or proceeds go toward affordable housing development	Medium Priority 1-5 years	Review of locations and ownership of public land (could include school, university or other public agencies). Could include identification of parcels for disposition
1.4 Prioritize public subsidies/incentives (i.e. brownfield development) for affordable housing developments in high opportunity markets	Medium Priority 1-5 years	Review and/or changes to policies related to incentives or subsidies.
1.5 For publicly supported housing, coordinate rental inspection process between HUD, MSHDA, and local regulations to avoid duplicative administrative burden	Low Priority 1-5 years	Review requirements and potential overlap between inspecting agencies. Potentially change inspection policy in relevant local units.

Contributing Factors: Lack of affordable, accessible housing in a range of unit sizes; Location and type of affordable housing; Land use and zoning laws; Community opposition

Fair Housing Issues: Disproportionate Housing Needs; Segregation/Integration

Responsible Program Participants: Reimagine Washtenaw, City of Ann Arbor, City of Ypsilanti, local units, OCED, WCRBA

Goal 2: Coordinate public and private investments in low opportunity areas

Discussion: Low opportunity areas have not received the same public and private investment to provide support and amenities to residents. Strategies below are intended to encourage revitalization without gentrification.

Strategies	Priority/Timeframe of Action	Measure of Achievement
2.1 Prioritize and incentivize infill development for home ownership in lower opportunity markets (City of Ypsilanti Neighborhood Enterprise Zone (NEZ), Youthbuild in YTown)	Medium Priority 1-5 years	Inquiries and/or new infill single-family or duplex development in lower opportunity areas.
2.2 Engage with Community Reinvestment Act Committee in Washtenaw County to align efforts with County housing and economic development priorities	Medium priority Annual	Regular participation by OCED and partner agencies and communities on local Reinvestment Act Committee
2.3 Support and prioritize CDBG funds as follows: <ul style="list-style-type: none"> • Placemaking and community infrastructure improvements • Commit program income to projects in RECAP areas 	High Priority Year 1; Ongoing	As part of upcoming 5 year consolidated planning process: 1- Review CDBG priority project funding, potentially providing points for placemaking projects in low-opportunity areas 2- CDBG program income annually committed to projects in R/ECAP areas
2.4 Provide resources such as technical assistance, volunteer services, and possible grants that low-income older adult homeowners can use to avoid property code violations (i.e West Willow and Sheriff's Office).	Medium 1-5 years	Track use of sheriff department snow removal service; track number of participants in West Willow senior support program;
2.5 Provide and share models (promising practices) for addressing blight and/or neighborhood stabilization practices in low opportunity areas	Low Priority 1-5 years	Summary document of strategies prepared and available including contact info to relevant local experts.

Contributing Factors: Lack of private investment in specific neighborhoods; Lack of public investment in specific neighborhoods, including services or amenities; Access to financial services; Deteriorated and abandoned properties; Lack of community revitalization strategies

Fair Housing Issues: Disproportionate Housing Needs; Disparities in Access to Opportunity; RECAPs; Segregation/Integration

Responsible Program Participants: Housing Bureau for Seniors, Urban County Executive Committee, Local units, City of Ypsilanti, Ypsilanti Township, OCED, Sheriff's Office, Habitat for Humanity of Huron Valley

Goal 3: Improve options for housing voucher holders to move to opportunity

Discussion: A concentration of housing choice voucher use on the east side of the county is a result of lower rents coupled with availability of single family houses for rent. These strategies are intended to provide balance in usage while aiding individual households to have a broader choice in where to find housing.

Strategies	Priority/Timeframe of Action	Measure of Achievement
3.1 Support for HUD rule implementation (i.e. administrative fees) to help MSHDA fund a voucher counselor for Washtenaw County and create a Counselor position at the Ann Arbor Housing Commission	High Priority 1-2 years	Local units contact federal representatives (and others to encourage implementation of rule change.
3.2 Review small-market area rule to see if adjustments would benefit voucher-holders	Low Priority 1-2 years	Options developed and considered by local units and Ann Arbor Housing Commission.
3.3 Review local housing authorities' process for administering Rent Reasonable Tests	Medium Priority 1-2 years	Options for tests reviewed, and potential changes considered and/or adopted.
3.4 Advocate changes in HUD rules to allow increase in voucher amounts in lower poverty areas (payment standards with 110% limit)	Medium Priority 1-5 years	Local units contact federal representatives and/or MSHDA about increasing voucher percentage applied in high opportunity markets. .
3.5 Outreach of "Voucher to Home-Ownership" program in single-family neighborhoods with high concentration of voucher use	Medium Priority 1-5 years	Update to marketing materials. Contact with landlords in single-family neighborhoods to see if they will consider selling; Marketing to voucher holders in same single family neighborhoods

Contributing Factors: Land use and zoning laws; Impediments to mobility; Quality of affordable housing information programs; Siting selection policies, practices and decisions for publicly supported housing, including discretionary aspects of Qualified Allocation Plans and other programs

Fair Housing Issues: Disproportionate Housing Needs; Publicly Supported Housing; RECAPs; Segregation/Integration

Responsible Program Participants: Ann Arbor Housing Commission, Ypsilanti Housing Commission, HUD, MSHDA, OCED, local units

Goal 4: Add and preserve affordable housing stock

Discussion: The need to add and preserve affordable housing stock is universally agreed upon among local units. Strategies below support the goals developed from the 2015 Housing Affordability and Economic Equity Analysis.

Strategies	Priority/Timeframe of Action	Measure of Achievement
4.1 Develop strategy to maintain affordability for rental housing that is reaching the end of their affordability period (LIHTC)	High Priority 1-5 years	Inventory completed. Plan developed for intervening when possible..
4.2 Track inventory of committed affordable units in Ann Arbor, Pittsfield Township, City of Ypsilanti and Ypsilanti Township	High Priority Ongoing	Make additions and subtractions annually, and making net changes public.
4.3 Explore strategies to preserve affordability (e.g. community land trusts)	Medium Priority 1-5 years	Explore strategies like community land trusts (specifically Baltimore and other low market areas).
4.4 Explore strategies to create regular funding stream for affordable housing fund(s)	High Priority 1-5 years	Determine options, explore implementation of each with both City of Ann Arbor, Washtenaw County and others.
4.5 Track progress of goals from Housing Affordability and Economic Equity Analysis Report, specifically to: <ul style="list-style-type: none"> ● Add 140 units per year in City of Ann Arbor ● Add 17 units per year in Pittsfield Township ● Add/grow 69 College-educated residents per year in City of Ypsilanti ● Add/grow 140 College-educated residents per year in Ypsilanti Township 	High Priority 1-5 years (20 year goal)	Affordable Hourdable/Equity Leadership team creates annual reports for implementation of plan <ul style="list-style-type: none"> ● Continue creation of annual work plan ● Track successes and challenges ● Track overall progress with broad goal as well
4.6 Encourage local units to request affordable units in new residential developments.	Low priority 1-5 years	Connect with development leads at local units in the urbanized area to support their work to include affordable units in residential development.

Contributing Factors: The availability of affordable units in a range of sizes; Lack of affordable, accessible housing in a range of unit sizes; Location and type of affordable housing; Displacement of residents due to economic pressures; Community opposition

Fair Housing Issues: Disproportionate Housing Needs; Publicly Supported Housing; Segregation/Integration; RECAPs

Responsible Program Participants: OCED; City of Ann Arbor; Pittsfield Township; City of Ypsilanti; Ypsilanti Township

Goal 5: Provide ongoing education and advocacy around fair housing		
Discussion: Frequent turnover of staff and elected officials makes fair housing education and advocacy an ongoing need.		
Strategies	Priority/Timeframe of Action	Measure of Achievement
5.1 Educate and advocate on the benefits of integrated and mixed-income communities	High Priority 1-5 years	Connect local units and interested parties to Washtenaw Alliance newsletter which provides advocacy and education on Affordable housing.
5.2 Amplify Fair Housing Center outreach and education efforts through government and nonprofit partners	Low Priority Annually	<ul style="list-style-type: none"> ● Provide local units through Urban County Executive Committee information to include on their website regarding Fair Housing ● Assist jurisdictions that are new to the Urban County to collect baseline data regarding fair housing issues. ● Choose and provide fair housing education each year to UCEC
5.3 Provide Fair Housing information to new jurisdictions in Urban County Executive Committee, and include in new member orientation	Low Priority Annually	Update orientation materials to include fair housing information.
5.4 Update Urban County Fair Housing policy to reflect needs and goals	High Priority Annually	Review, edit and adopt updated policy.
5.5 Develop guidebook for local units about legal resources for tenants with criminal background	Medium Priority Annually	Research and develop guidebook, and make it available for local units use.
5.6 Provide annual education and training to local government officials about the needs for more affordable housing	Low Priority Annually	Maintain and update county affordable housing website, and make resources available to local units annually.
Contributing Factors: Lack of resources for fair housing agencies and organizations; Quality of affordable housing information programs; Community opposition		
Fair Housing Issues: RECAPs; Access to Opportunity; Segregation/Integration; Disproportionate Housing Needs; Fair Housing Enforcement, Outreach Capacity, and Resources Analysis		
Responsible Program Participants: OCED, The Fair Housing Center for Southeast and Mid Michigan, Urban County Executive Committee, Local units, WHA		

Goal 6: Work to increase employment opportunities in low opportunity areas

Discussion: While Washtenaw County performs well on many levels as a great place to live, there is a great disparity between those who prosper and those who don't. Addressing the pockets of high unemployment will help address this disparity.

Strategies	Priority/Timeframe of Action	Measure of Achievement
6.1 Partner with relevant agencies to identify skills gap in the labor market's hiring pipeline and connect residents to training and employment opportunities, particularly in RECAPs and areas with high unemployment rates.	High Priority 1-5 years	Assessment of skills gap completed for county, and for census tracts/neighborhoods with high unemployment.
6.2 Explore targeted hiring and/or training programs from anchor institutions to recruit and train residents in RECAPs and areas with high unemployment rates	High Priority 1-5 years	Connect with local anchor institutions to determine if pilot hiring and training program can be developed to hire from target neighborhoods.
6.3 Explore hiring policies to not exclude individuals with criminal backgrounds <ul style="list-style-type: none"> ● Assess hiring process in HR (going beyond Ban the Box) 	High Priority 1-5 years	Follow up with relevant HR departments to determine options and/or find ways to implement changes.
6.4 Local governments and agencies work to hire and train staff that reflects racial and ethnic makeup the communities they serve, including bilingual speakers	Medium Priority 1-5 years	Review racial makeup of employees and board/commission members. Identify strategies to market to diverse populations for both hiring and board and committee appointments.

Contributing Factors: Location of employers; Community revitalization strategies

Fair Housing Issues: Access to Opportunity; RECAPs; Segregation/Integration

Responsible Program Participants: Local units, Michigan Works!, Anchor institutions

Goal 7: Support educational and personal growth of youth in low opportunity areas

Discussion: There is significant disparity between the various school districts in the county. R/ECAPs and other low opportunity areas have high child poverty, and lack recreational and other opportunities of higher opportunity neighborhoods.

Strategies	Priority/Timeframe of Action	Measure of Achievement
7.1 Coordinate services and programs including recreation activities, mentoring, and experiential learning for youth	Medium Priority 1-5 years	Increase youth programming in R/ECAPs and low opportunity areas
7.2 Support efforts to create equitable county-wide public education system	Low Priority 1-5 years	Explore options and long-range strategy for creating an equitable public education system.
7.3 Increase access to quality child care options for lower opportunity residents	1-5 years	Measurements to be established in upcoming Coordinated Funding grant cycle.

Contributing Factors: Location of proficient schools and school assignment policies; Access to proficient schools for persons with disabilities; Lack of private investment in specific neighborhoods; Lack of public investment in specific neighborhoods, including services or amenities; Land use and zoning

Fair Housing Issues: RECAPs; Segregation/Integration; Disparities in Access to Opportunity

Responsible Program Participants: OCED, WISD, YMCA (and agencies with youth programming), Coordinated Funders, Success by 6, County Parks, City of Ypsilanti, Ypsilanti Township

Goal 8: Boost existing services to improve accessibility and affordability for persons with disabilities

Discussion: These strategies address the need for accessible, affordable housing for persons with disabilities. In order to focus our efforts on the most vulnerable individuals, certain strategies are focused on people with disabilities who are also experiencing homelessness.

Strategies	Priority/Timeframe of Action	Measure of Achievement
8.1 Restart County Accessibility Ramp Program for owner occupants	High Priority 1 year/ maintain 1-5 years	Review program. Number of accessible ramp applications and number of ramps installed.
8.2 Continue to prioritize resources to develop permanent supportive housing for persons experiencing homelessness	High Priority Annually	Continuum of Care prioritizes permanent supportive housing in funding cycles.
8.3 Review HOME RFP prioritization to encourage affordable homeownership and rental housing preservation and development for persons with disabilities	High Priority 1-5 years	HOME RFP is reviewed and recommendations presented/adopted by Urban County Executive Committee
8.4 Integrate fair housing regulations for multi-family development into review process by working with local building departments to develop a checklist	Medium Priority 1-2 years	Checklist developed and shared with relevant departments.

Contributing Factors: Lack of assistance of housing accessibility modifications; Access to publicly supported housing for persons with disabilities; Regulatory barriers to providing housing and supportive services for persons with disabilities; Lack of affordable in-home or community based supportive services; Lack of affordable, integrated housing for individuals who need supportive services; Lack of affordable, accessible housing in a range of unit sizes

Fair Housing Issues: Segregation/Integration; Publicly Supported Housing; Disability and Access; Disparities in Access to Opportunity

Responsible Program Participants: Continuum of Care, WHA, AAHC, YHC, OCED, Washtenaw County, CIL, Local units

Goal 9: Improve transportation options in low opportunity areas

Discussion: Transportation is essential to employment and education opportunities as well as quality of life. Strategies below capitalize on existing partnerships with local units and organizations, as well as the Ann Arbor Area Transportation Authority (AAATA), in efforts to improve access to transportation.

Strategies	Priority/Timeframe of Action	Measure of Achievement
9.1 Support partnerships between local governments, private employers, anchor institutions, and neighborhood organizations to develop transportation options that connect low income and protected populations living in concentrated areas of poverty with job opportunities	Medium Priority 1-5 years	Exploration of other options is considered through both formal and information means. Additional transportation options provided.
9.2 Collaborate with The Ride service to evaluate how transit meets needs for residents in low opportunity areas	High Priority 1-5 years	Review of recent changes completed by The Ride and adjustments made. The Ride develops operational interpretations and metrics for their recent goal change "People throughout the Area have equitable access to opportunity through AAATA services"
9.3 Encourage planning and implementation for multi-modal transportation with emphasis on non-motorized linkages	Medium Priority 1-5 years	Regional non-motorized plans receive regular updates. County supports grant applications for multi-modal transportation and non-motorized linkages.

Contributing Factors: Access to transportation for persons with disabilities; The availability, type, frequency, and reliability of public transportation; Inaccessible buildings, sidewalks, pedestrian crossings, and other infrastructure; Location of accessible housing; Location and type of affordable housing

Fair Housing Issues: Disparities in Access to Opportunity; Segregation/Integration; RECAPs

Responsible Program Participants: AAATA, WATS, RTA, Anchor institutions, Local units, Neighborhood Associations

Goal 10: Create and maintain ongoing resident engagement in R/ECAPs and low opportunity areas

Discussion: Outreach for AFH helped engage key segments of the county, but ongoing engagement is essential to fair housing and equity.

Strategies	Priority/Timeframe of Action	Measure of Achievement
10.1 Expand role of Community Action Board resident members to increase two-way flow of communication	High Priority Annually	CAB board members regularly provide updates to community. CAB board members share neighborhood efforts with peers on CAB and Board of Commissioners.
10.2 Connect with residents and stakeholders in areas where outreach was limited, including: Leforge, MacArthur, and Whitmore Lake	Medium Priority 1-5 years	Events held in each community; ongoing communications through Urban County members and neighborhood leaders/ambassadors.
10.3 Support and utilize Washtenaw Public Health neighborhood liaisons	Medium Priority Ongoing	Ensure regular updates from Public Health Neighborhood liaisons are shared with OCED to help inform outreach and program/policy efforts.
10.4 Explore translation services related to outreach for Hispanic/Latino communities, Chinese communities, and other LEP populations	Low Priority 1-5 years	Assess local units' capacity to provide services and materials in languages for our top LEP populations, starting with City of Ann Arbor and Washtenaw County.

Contributing Factors: Lack of community revitalization strategies; Lack of public investment in specific neighborhoods, including services or amenities

Fair Housing Issues: RECAPs; Segregation/Integration; Disparities in Access to Opportunity; Outreach Capacity and Resources Analysis

Responsible Program Participants: Community Action Board, Washtenaw County Public Health, OCED, Local units, Neighborhood Association, WICIR