MEMO

Date: December 15, 2020
To: Hyattsville City Council
From: Enterprise Advisors
Re: Proposed Housing Tools for the City of Hyattsville

Background

This memo summarizes the results of an evaluation of housing tools by Enterprise Community Partners, Inc. completed as part of developing the City of Hyattsville's Housing Action Agenda.

The evaluation was completed in three parts, which are explained in more detail below. In the third and final stage of this evaluation, 24 proposed housing tools were categorized by their anticipated impact and level of effort to implement locally. Through this evaluation, five (5) housing tools were identified as high effort, high impact tools. These tools will be prioritized into a short list (2–3 priority tools) by Hyattsville City Council at their meeting on December 21, 2020.

This evaluation builds on the analysis completed and input collected for the Housing Action Agenda since its start in January 2020. Namely, this evaluation aims to create close alignment with the priority housing needs previously identified by City Council at its October 2020 workshop, drawn from both the baseline conditions analysis and input collected from City Council; City staff, local housing partners, and community members; and the initial strategic priorities discussed by City Council at its November 2020 meeting.

Housing Tools Evaluation: Methods

The housing tools included in the evaluation were identified through a local, regional and nationwide scan of tools based on their ability to address at least one of the City's four priority needs as identified by Hyattsville City Council.[1] The initial scan produced a list of 54 potential housing tools. This initial list was evaluated through an iterative, three-part process:

1. **Part 1: Alignment with multiple priority housing needs:[2]** The first part of the evaluation culled the initial list of 54 housing tools to 24 tools based their ability to meet at least two priority housing needs. Exceptions to this criterion were tools previously proposed by City Council; already in use in the City of Hyattsville; or tools needed to make other ones work effectively in practice.

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[1] The priority housing needs are as follows: Rental units for low-income households; clear, consistent regulatory environment; property tax burden on homeowners; and gap in homeownership rates by race and ethnicity.

[2] This criterion was identified following a review of initial list of 54 potential housing tools with City of Hyattsville staff.

2. **Part 2: Alignment with initial feedback on strategic priorities:** The second part of the evaluation assessed overall alignment with the initial strategic priorities (as defined by Hyattsville City Council in November 2020). The initial feedback on strategic priorities highlighted the following outcomes: ability to stay in Hyattsville over time; assistance for lower income levels (i.e., deep affordability; persons experiencing homelessness); lower cost-burden rate; creating pathways to homeownership; equity (i.e., addressing racial disparities); and improving and preserving homes that offer housing affordability while expanding housing affordability (i.e., not losing ground on existing subsidized or unsubsidized affordable homes).[3]

3. **Part 3: Impact & effort evaluation:** The third and final part of the evaluation assessed the impact and effort associated with implementation with each proposed housing tool. From an effort standpoint, these tools were categorized based on the following considerations:

   - **Direct decision-making power:** Does the City of Hyattsville have direct decision-making authority over implementation?
   - **Capacity for administration:** Does the City of Hyattsville have experience administering this type of tool? If not, does a community partner have experience administering it?
   - **Existing programmatic or policy structure:** Does the City of Hyattsville have a program or policy structure to adapt for implementation or would a structure need to be created?
   - **External constraints:** Are there other external factors (political capital, risk, etc.) that would affect implementation feasibility?

   From an impact standpoint, these tools were categorized based on the following considerations:

   - **Magnitude:** How many people, households, or units could be served through implementation of this tool?
   - **Ability to target priority need(s):** Can this tool be targeted to directly address a specific need (e.g., income; special population; geography; type of development)?
   - **Alignment with community values:** Does implementation of this tool advance equity and inclusivity?

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[3] During their November 2020 workshop, Hyattsville City Council members also elevated the importance of having a consistent way to track implementation progress and monitor needs over time. These comments will be revisited in the context of the priority housing tools, where targets and evaluation metrics will be aligned with these tools to help measure and report implementation progress and highlight if any adjustments are needed over time.

This evaluation sorted each proposed housing tool into one of four categories based on the level of effort associated with implementation and its anticipated impact:[4]

- **High impact, high effort** – Housing tools categorized as high impact, high effort are ones that, when implemented, require a large public commitment (in terms of administrative capacity and financial investment) and can be designed to directly address the priority housing needs affecting Hyattsville residents in large numbers (e.g., people served, household served, units created or preserved) and promote inclusivity.

- **High impact, low effort** – Housing tools categorized as high impact, low effort are those that do not require a significant investment of time and resources to implement and can be designed to directly address the priority housing needs affecting Hyattsville residents in large numbers (e.g., people served, household served, units created or preserved) and promote inclusivity.

- **Low impact, low effort** – Housing tools categorized as low impact, low effort are those that do not require a significant investment of time and resources to implement and do not directly address the priority housing needs affecting Hyattsville residents at scale (i.e., impact is indirect).

- **Low impact, high effort** – Housing tools categorized as low impact, high effort are those that require a significant investment of time and resources to implement and do not directly address the priority housing needs affecting Hyattsville residents at scale (i.e., impact is indirect).

This evaluation was completed to illustrate the key tradeoffs across proposed housing tools. Different approaches, based on decisions made during implementation, could result in different levels of effort, impact, or both. It is also important to note that this evaluation was completed specifically for implementation in the City of Hyattsville – it is not a statement on the overall efficacy of these housing tools (i.e., in other contexts, these housing tools may result in greater impact or require less effort to implement).

Housing Tools Evaluation: Results

Evaluation summary: All proposed housing tools

Figure 1 below shows all the proposed housing tools based on their respective level of effort and anticipated impact. The table in Attachment #1 shows each proposed housing tool's evaluation scores and provides a description of each tool.

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[4] Evaluation scoring for impact and effort was based on a five-point scale, where 1 suggests the lowest impact or effort and 5 suggests the highest. The scoring thresholds for each category are as follows: high impact/high effort: 4–5 / 4–5; high impact/low effort: 4–5 / 1–3; low impact/low effort: 1–3 / 1–3; and low impact, high effort: 1–3 / 4–5.

Figure 1. Proposed housing tools categorized by impact & effort

HIGH IMPACT

- Rebalanced tax burden between owner-occupied homes and other property types

- Local public funding source
- Financial incentives for unsubsidized affordable rental properties
- Local rental assistance program
- Public land (including strategic acquisition)
- Increased tenant protections

LOW EFFORT ← → HIGH EFFORT

LOW IMPACT

- Programs to enable and support renters in transitioning to homeownership
- Acquisition and renovation of subsidized and unsubsidized affordable rental properties
- Preservation early warning system
- Expanded property tax relief for income-qualified homeowners
- Aid for income-qualified homeowners who have fallen behind on their taxes
- Alternatives to offset property tax burden through income creation
- Financial inclusion programs and initiatives
- Culturally relevant practices in homeownership programs
- Programs to enable and support renters in transitioning to homeownership
- Partnerships with financial institutions & CDCs to create or expand financial products that support homeownership for low-income and historically marginalized populations
- Tax abatements or exemptions for development that meets specific standards (affordability, type, features)

- Rent regulations/stabilization
- Upzoning
- Housing preservation/conservation zoning
- Inclusionary zoning
- Density bonus
- Zoning changes that support "missing middle" and other diverse housing types (like ADUs)

Implementation of higher impact tools, such as the creation of a local funding source or financial incentives to improve unsubsidized rental housing, require a large, sustained public commitment, and recognizing this commitment, along with other considerations such as administrative capacity for implementation, Enterprise recommends that the City of Hyattsville focus on the creation of 2–3 permanent high effort, high impact housing tools over the next 10 years.

Housing tools categorized as low effort, low impact or low effort, high impact may be included in Hyattsville's Housing Action Agenda, as these tend be existing housing tools or ways to amplify existing housing tools available at the County or state levels.

High impact, high effort tools
Housing tools categorized as high impact, high effort are ones that, when implemented, require a large public commitment (in terms of administrative capacity and financial investment) and can be designed to directly address the priority housing needs affecting Hyattsville residents.

In general, housing tools that require the City of Hyattsville to create new administrative and policy or programmatic structures for direct implementation and that may carry additional constraints, such as building community or political support or significant coordination with other governments or nonprofit partners to realize, fall into the "high effort" category.

Despite the large administrative and financial investment required for successful implementation, these housing tools also offer the biggest opportunity to address priority housing needs in Hyattsville directly.

In general, housing tools that can serve a large number of households or people in need and create greater inclusivity, such as promoting access to opportunity, when implemented fall into the "high impact" category.

Of the 24 housing tools identified through the iterative evaluation process completed by Enterprise Community Partners from October to December 2020, the following five (5) tools were identified as high impact, high effort (listed in no particular order):

- Local public funding source
- Financial incentives for the maintenance and rehabilitation of unsubsidized affordable rental properties
- Local rental assistance program
- Public land (including strategic acquisition of land for housing development)
- Increased tenant protections (e.g., access to information, legal services, meditation)

Table 1 below explains their categorization and includes examples of each tool (linked in the footnotes).

Table 1. Summary: High impact, high effort housing tools

Tool name	Why high impact?	Why high effort?
Local public funding source[5]	**Magnitude** This is a flexible tool that could be designed to serve as many households as funding allows. With adequate funding, it could address a substantial portion or all the need for more affordable rental units and support homeownership opportunities. As an illustration of cost magnitude, the rental price for a 1-bedroom unit at The Edition is $1,767 per month. To be affordable for a two-person household at 50 percent of area median income (AMI), the rent would need to be priced at $1,181. This suggests a financial gap of about $7,000 per year per household to make a market-rate unit in Hyattsville affordable to a household at 50 percent AMI. This estimate could vary in practice based on household income, size, rent levels, or if the source supported homeownership (such as downpayment assistance or closing costs). **Ability to target priority need** Yes, funding can be used to support rental and homeownership units for low-income households (including those with lower income levels). **Alignment with community values** Yes, the City can target use of this tool to higher opportunity areas, larger unit sizes (number of bedrooms), or other factors that promote inclusivity (e.g., proximity to services such as transit; address disparities).	**Direct decision-making** Direct implementation by the City **Capacity for administration** Requires creation of a new administrative structure. The City could hire a third-party administrator (e.g., nonprofit, CDFI, or community foundation) for this purpose depending on the amount of funding. The administrator needs experience designing and administering housing development programs (including awarding and monitoring use of funding); overseeing operations (such as coordination with an advisory board or other decisionmaking body); and taking fiscal responsibility for the funding. Typically, when a government administers a local source of funding, the government's fiscal agent takes fiscal responsibility. **Existing program or policy structure** Requires creation of a new policy to guide use (funding source; uses; eligibility). There are additional gap funding sources that could align with a local funding source such as federal HOME fund, the Low-Income Housing Tax Credit, and state-administered rental housing programs (Rental Housing Works).
Financial incentives for the maintenance and rehabilitation of unsubsidized affordable rental properties[6]	**Magnitude** In terms of magnitude, this tool could affect about one-half of the city's current rental stock. According to the 2018 American Community Survey, there are 1,756 unsubsidized affordable rental units for renter households making 50 percent AMI. This tool would improve property conditions and preserve housing affordability in existing properties (when used in exchange to make or keep units affordable and available to eligible households). **Ability to target priority need** Yes, incentives can be used to support rental units for low-income households or special populations. **Alignment with community values** Yes, the City can target properties in areas with changing rental market conditions or with quality concerns to ease displacement pressure.	**Direct decision-making** Direct implementation by the City **Capacity for administration** The City has experience administering tax abatements (payments-in-lieu of taxes) for this purpose. More administrative capacity would be required for a permanent municipal program. **Existing program or policy structure** Requires creation of a new policy to guide systematic use

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[5] An example of a local public funding source is the Housing Trust Fund in Washington, DC. For more information, see https://dhcd.dc.gov/page/housing-production-trust-fund.
[6] An example of financial incentives for the maintenance and rehabilitation of unsubsidized affordable rental properties is the 4d Affordable Housing Incentive Program in Minneapolis, MN. For more information see .http://www2.minneapolismn.gov/cped/housing/WCMSP-214366. Another example is the Small Building Program in Washington DC; see https://dhcd.dc.gov/page/small-building-program.

Tool name	Why high impact?	Why high effort?
Local rental assistance program[7]	**Magnitude** This is another program that could be scaled according to the funding available and could meet all or a substantial part of the need for affordable rental housing if enough funding was made available. The cost magnitude for this tool would be similar to the local public funding source. **Ability to target priority need** Yes, rental assistance can be used to support rental units for low-income households and special populations. **Alignment with community values** Yes, when used to supplement existing programs, local rental assistance can provide a deeper level of subsidy, enabling lower income groups to live in the city.	**Direct decision-making** Direct implementation by the City **Capacity for administration** Requires creation of a new administrative structure. The City could hire a third-party administrator. The administrator needs experience managing similar programs (unless the assistance is aligned with existing rental assistance, such as Housing Choice Vouchers, where residents are eligible for the City's assistance if they have already qualified for other rental assistance). **Existing program or policy structure** Requires creation of a new program. Prince George's County and the Washington, DC region have several local rental assistance programs to use as models.
Public land (including strategic acquisition of land for housing development)[8]	**Magnitude** This tool has the potential to be an efficient and impactful use of public resources but has limits on its ability to scale. As an illustration of potential impact, in 2019, Hyattsville passed an annexation resolution that added nearly 15 acres of land to the city. The land was undeveloped when this resolution passed. This land was acquired by a private developer and the planned development on this land will add an estimated 341 townhomes to the city. **Ability to target priority need** Yes, the City can set parameters for housing types; tenure; affordability levels; and tenant or homebuyer preferences when soliciting bids for development on city-owned property. **Alignment with community values** Yes, the City could target to higher opportunity areas or other factors that promote inclusivity (e.g., proximity to services such as transit).	**Direct decision-making** Direct implementation by the City. According to Maryland Code Local Government Division II, § 5-204 municipalities can acquire land by conveyance, purchase, or condemnation any real or leasehold property needed for a public purpose. Hyattsville Code Article 9 section 1 and 2 states the City has the power to acquire property for public purpose and ability to lease or rent City-owned property, **Capacity for administration** This tool could be administered through a request-for-proposal process as new parcels are acquired. The larger administrative effort would be related to assembling individual parcels, pursuing zoning changes as needed, coordinating needed capital improvements, etc. to remove key barriers to development. **Existing program or policy structure** A new policy structure on how to use city-owned property would need to be developed to guide acquisition and development decisions.
Increased tenant protections[9]	**Magnitude** Studies have supported the effectiveness of tenant protections in preventing displacement and out-migration. Solutions that avoid eviction and promote mediation are often more cost effective, timely, comprehensive, and lasting. **Ability to target priority need** Yes, the City can set parameters for specific groups (such as seniors and persons with a disability) and can align outreach efforts with historically marginalized groups. **Alignment with community values** Yes, tenant protections can ease displacement pressure and protect vulnerable groups.	**Direct decision-making** Direct implementation by the City (in partnership with trusted local organizations and leaders). Maryland Code, Real Property § 8-208 states supplementary rights may be added as long as the local ordinance enacted by any municipality does not diminish or limit any right or remedy granted under the provisions of this section. **Capacity for administration** Implementation of this tool could be a local policy by the City, coupled with an outreach campaign about tenants' rights with the aid of trusted organizations and leaders to make sure tenants know their new rights. Administration would entail policy development and support for the information and outreach activities (e.g., making the information available in variable formats and languages to promote access). **Existing program or policy structure** A new programmatic structure, as well as a new (or updated if included in Chapter 96 of Hyattsville City Code) policy would need to be created to implement this tool.

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[7] Examples of local rental assistance programs include is the Rent and Tax Relief for Senior & Those with Disabilities in the City of Falls Church, VA (https://www.fallschurchva.gov/692/Rental-Assistance); Arlington County's Housing Grant Program (https://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/15/2020/04/Housing-Grant-Program-FAQ-2020.pdf) and Rental Assistance Program in Montgomery County (https://www.montgomerycountymd.gov/HHS-Program/SNHS/SNHSRental-p743.html#faq).

[8] Examples of using public land as a tool to produce affordable housing is highlighted in the Northern Virginia Affordable Housing Alliance report for Arlington County, VA, City of Alexandria, VA, Fairfax County, VA and Washington DC. Full report available at https://nvaha.org/wp-content/uploads/2014/09/NVAHA_1404_PubLandRPT_WebFinal.pdf.

[9] An example of increased tenant protections is Bill 19-15 in Montgomery County, MD. For a summary of the policy, see https://www2.montgomerycountymd.gov/mcgportalapps/Press_Detail.aspx?Item_ID=17590&Dept=1.

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Attachment #1. Matrix of all evaluated housing tools

Tool name	Tool description	Evaluation score	
		Effort	**Impact**
Local public funding source	A local public funding source tool provides the City with flexibility to support a variety of affordable housing activities and use it for local priorities and housing needs. The funding would not be subject to requirements related to county, state or federal subsidy programs, although at times, the City may want to align its requirements with these programs to increase the impact of local and other funding. Typical local funding sources are annual appropriations, local tax dollars, developer contributions, loan repayments and fees associated with real estate. Once established, the funding can be set-up to be administered by a governmental entity or outside entity (e.g., community foundation; CDFI). This funding source is often used as "gap financing" for affordable housing development. However, it can be use for a range of uses as defined by the City (e.g., site acquisition, construction or rehabilitation, soft costs, development and financing fees).	5	5
Financial incentives for the maintenance and rehabilitation of unsubsidized affordable rental properties	This financial tool would target the maintenance and rehabilitation of unsubsidized affordable rental properties, because not all property owners can access capital to make improvements to their properties over time. Access to capital is more limited for smaller scale property owners. This tool would provide low or a no-cost capital funding to property owners in exchange for keeping rents affordable (via income restrictions; limits on rent increases; etc.).	4	4

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Tool name	Tool description	Evaluation score	
		Effort	Impact
Local rental assistance program	A local rental assistance is funding assistance that support renters in a set amount of funding and over a defined period. In general local rental assistance programs take two forms: 1) tenant-based assistance or 2) project/property-based assistance. Tenant-based assistance provides funding directly to tenants and follows the tenant if they move; project/property-based assistance provides funding to property owners and is tied to a specific unit (i.e., does not travel with a tenant if they move from the unit). In practice, local rental assistance programs can supplement federal assistance programs, helping provide deeper levels of affordability or make rental assistance go farther in high-cost markets where rents may exceed the maximum amount a housing voucher would cover. In designing a local program, the City would need to define its intended beneficiaries (income group(s); special populations); how to distribute the funds (tenants or property owners) and type and amount of assistance. . Some communities offer emergency rental assistance in the form of limited-term housing vouchers or one-time grants in emergency situations; common parameters include setting limits on time (1-3 months) and amount (portion or all monthly rent; utilities, etc.).	5	4

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Tool name	Tool description	Evaluation score	
		Effort	Impact
Public land	A public land tool would focus on using public land to support the creation or preservation of affordable housing, through individual projects put out for bid through request-for-proposals or through a strategy to acquire for-sale land. The RFP process could prioritize housing affordability; housing types (including larger or smaller homes); or homeownership units and ideally the City would work to make the site "shovel ready" (i.e., make infrastructure improvements; pursue rezonings) prior to advertising.	4	4
Increased tenant protections	This tool can take various forms. The tool could be outreach, education and streamlining existing resources to tenants. Important considerations for the City are the role the City should play. A direct approach would require the allocation of resources (funding and staff positions) to bring this tool into fruition. An indirect approach would be supporting community resource navigators at local organizations. Local legislation is another way this tool could take form and increase tenant protection. Typical tenant protection passed are a Tenant Bill of Rights, Landlord-Tenant Handbook, lease standards, tenant's ability to address repairs, and strengthen tenant rights in the eviction process.	4	4

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Tool name	Tool description	Evaluation score	
		Effort	Impact
Rebalanced tax burden between owner-occupied homes and other property types	This tool would increase property tax rates for commercial properties and/or decrease property tax rates for residential properties to lower the property tax burden on residents. An important consideration is whether commercial residential properties could/should be exempted, since increasing the commercial property tax rate, while providing relief to homeowners, may pass some of that burden onto renters of commercial properties. this this tool is pursued, the City should consider rebalancing in favor of both homeowners and commercial residential properties. Other municipalities in Prince George's County already have different rates for commercial and non-commercial properties (e.g., Colmar Manor, Cottage City, North Brentwood, Upper Marlboro, Forest Heights). In most cases, the commercial rates are higher (though the reverse is true for Colmar Manor). These could be used as precedents for design and implementation.	2	4
Rent regulations/stabilization	Rent regulations limit annual rent increases for a subset of homes (typically units in older apartment buildings) while a tenant lives in the unit. In regulated units, annual increases are guided by set criteria or formula (e.g., rent increases cannot exceed the Consumer Price Index). When a unit turns over, rents can increase, including to market levels. Usually, rent-regulated units do not have income-based requirements or receive public subsidies to offset lower revenue as a result of regulated rents. Implementation in Hyattsville would require creation of a new policy and administrative structure, in addition to complementary policies (tenant protections, funding for property improvements to avoid negative effects). It would also require full-time staff and the creation and staffing of a review body (or other mechanism) to address compliance, appeals, and other administrative issues.	5	3
Upzoning	Upzoning refers to changes to a zoning code to allow taller or denser buildings. For Hyattsville to implement upzoning, it would need approval from decisionmakers in Prince George's County. Applicable zoning districts that support higher-density development exist in the County's updated Zoning Code (e.g., Activity Center Base Zones; Residential Base Zones, such as RSF-A and RMF-12), which would avoid the need to develop new standards; if implemented through a targeted overlay (which could be directly tied to affordability but seems less feasible given the Zoning Rewrite's emphasis on simplifying the zoning code and its administration.	4	3

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Tool name	Tool description	Evaluation score	
		Effort	Impact
Housing preservation/conservation zoning	Preservation or conservation zoning enables affordability to be preserved when redevelopment results in loss of affordable housing, helping stem the loss of subsidized units through demolition or conversions. This type of policy may require a developer to replace the affordable housing units lost through a redevelopment project on the same site or within close proximity to the same site. For Hyattsville to implement this type of zoning, it would need approval from decisionmakers in Prince George's County. Preservation zoning does not exist in the County's zoning code, so new standards would need to be developed; implementation also requires capacity to monitor and track the inventory of unsubsidized and subsidized (to a lesser extent in Hyattsville) housing and support from the development community. Information to build this inventory could be integrated into the City's rental licensing requirements (i.e., collect information about rent levels on a consistent basis) to lower the administrative effort.	4	2
Inclusionary zoning	According to the Lincoln Institute for Land Policy, "inclusionary housing refers to a range of local policies that tap the economic gains from rising real estate values to create affordable housing—tying the creation of homes for low- or moderate-income households to the construction of market-rate residential or commercial development." Inclusionary housing policies can be mandatory or voluntary, and Maryland law expressly authorizes both mandatory and voluntary inclusionary housing programs at the local (county) level. The County's 2020 inclusionary zoning feasibility study found traditional inclusionary housing requirements are not feasible, in part due to county-level incentives supporting market-rate development (PILOT). Without changes to market conditions, county-level incentives, or both, it's unlikely IZ requirements would be feasible in other parts of the county. The study looked at recent developments in and around the Purple Line corridor, including market-rate developments in Hyattsville (The Edition & Palette at Arts District), which did not meet the per square foot rent threshold for feasibility. Implementation requires new standards to be developed and additional staff support to assist developers using this tool (at the county-level or through a development liaison at the city-level).	4	2

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Tool name	Tool description	Evaluation score	
		Effort	Impact
Density bonus	Density bonuses allow developers to build more units than would be allowed in the zoning code in exchange for housing affordability or other community benefits. Additional density is intended to help offset the cost of including affordable units or other community benefits in a development. Density bonuses are can be offered as part of inclusionary housing programs or as stand-alone incentives. Developers consulted for housing-related work in Prince George's County have said that density is not necessarily an attractive incentive or that current standards enable enough density in some areas (such as TODs). Implementation requires new standards to be developed and additional staff support to assist developers using this tool (at the county-level or through a development liaison at the city-level).	4	2
Acquisition and renovation of subsidized and unsubsidized affordable rental properties	The City of Hyattsville already has a precedent/process for the acquisition and renovation of subsidized and unsubsidized affordable rental properties. The City has worked with the County and local partners to successfully acquire and continue to operate the housing as affordable. In the past, Hyattsville has partnered with the County and Montgomery Housing Partnership (MHP) to acquire full ownership of Parkview Manor. Prince George's County approved a 40-year Payment in Lieu of Taxes (PILOT) and Hyattsville approved a 15-year PILOT. This tool would identify funding source to acquire properties or support non-profit organizations in their acquisition. This tool will also provide the monitoring and oversight that comes with the acquisition of units.	3	3
Preservation early warning system	This tool would identify and catalog existing subsidized and unsubsidized properties within the city. A preservation warning system could provide the City and its housing partners (including the state and nonprofit housing providers) the appropriate time (through early identification) and information to successful acquire or preserve affordability at the property. These systems typically track a combination of subsidized and unsubsidized properties and consider their risk of loss through expiring subsidies, size, or surrounding market conditions (among others).	2	2

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Tool name	Tool description	Evaluation score	
		Effort	Impact
Expanded use of property tax relief for income-qualified homeowners	Property tax relief tools reduce the property tax burdens of homeowners through some form of on-bill credit to reduce amounts owed or through imposing some form of ceiling on the amount of tax that can be owed. The state currently has two property tax relief programs (the Homeowners' Property Tax Credit and the Homestead Tax Credit programs) and Hyattsville already provides a supplement to this credit to increase the impact. However, the fact that property tax burdens remain a priority issue in the city means that these tools either don't go far enough to reduce tax burdens or else are not well enough known and utilized by Hyattsville homeowners. Protected tax roll data from the state could help assess utilization and determine whether this a focus on this tool would involve simple outreach to increase utilization or if it would require an expansion or modification of existing programs to increase their impact.	3	2
Aid for income-qualified homeowners who have fallen behind on their taxes.	This tool involves identifying homeowners who are in arrears, qualifying them on the basis of income (or potentially other characteristics such as age) and working with them to determine whether a remedy such as forgiveness of the amount owed or a payment plan to allow them to catch up on their taxes owed over time would be feasible and would mitigate the risk of foreclosure over time. This would likely require working in partnership and coordination with the County's tax foreclosure process.	2	3
Alternatives to offset property tax burden through income creation (e.g., ADUs, home sharing with long term tenants and the owner remaining in the dwelling)	This tool supports homeowners' ability to use excess existing space in their home (or to create new space) to generate new income. This tool has the added benefit of creating additional affordable housing options in the city as well. This tool could take the form of support for Accessory Dwelling Units (ADUs), which could require land use changes, or support for long-term home sharing models, which typically involve renting out rooms that may or may not have the features to qualify as an ADU. Note that this is different from short-term home sharing arrangements such as those facilitated through AirBnB that cater to visitors. In the proposed models, rooms are rented out to residents who are seeking a place to live. Some home sharing models have also been developed that focus specifically on using these to create intergenerational households that carry benefits for seniors.	2	3

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Tool name	Tool description	Evaluation score	
		Effort	Impact
Financial inclusion programs and initiatives	Financial inclusion programs and tools create or improve access to affordable financial services for those who lack access. These programs include financial education and counseling, expansion of utilization of the federal Earned Income Tax Credit, homeownership assistance, improved access to formal financial institutions and services, and a variety of other programs. These programs have the potential to increase financial and housing stability, unlock homeownership for current renters, and close the gap in homeownership rates.	2	3
Adoption (or encouragement of administrating agencies to adopt) culturally relevant practices in homeownership programs	Culturally relevant practices focus on improving access to programs and services by identifying areas where they can be adapted to respond to needs tied to particular populations, communities, perspectives and experiences. This generally includes engagement of groups to better understand what changes could improve access or utilization. Examples of changes include offering information about services in other languages (or using more accessible terminology in a currently offered language), changing the design of a program to accommodate specific needs, or introducing alternative building designs to accommodate a wider range of family types and uses. By making existing homeownership and other tools more accessible, these practices can enable better outcomes, including homeownership, for populations that currently struggle with access.	1	3
Partnerships with financial institutions to create or expand financial products that support homeownership for low-income and historically marginalized populations	This tool addresses gaps in the financial tools available to support homeownership by engaging financial institutions, many of whom may be willing to create or modify programs if the need/demand is demonstrated. Creating alternative mortgage products, savings accounts, and financial and homebuyer counseling are examples of programs these partnerships might focus on. The City would need to identify the specific needs among each population. Hyattsville could work with other local communities in these partnerships to create economies of scale that make financial products more viable for the financial institutions.	1	3

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Tool name	Tool description	Evaluation score	
		Effort	Impact
Programs to enable and support renters in transitioning to homeownership	This tool includes programs such as individual development accounts with City-matched savings for downpayment and closing costs to enable current income-qualified renters in Hyattsville to save for designated purposes such as homeownership. These programs are a common and effective way to improve access to homeownership by enabling renters to meet minimum down payment requirements and/or reduce the cost of a mortgage through a decreased mortgage amount and/or the reduction of need for private mortgage insurance. Research on IDAs has shown not only that IDA participants are able to become homeowners more quickly and tend to have lower rates of foreclosure, but also that these programs are particularly effective for promoting homeownership among women and people of color. Ideally this program would be paired with other forms of support such as homebuyer and financial counseling (both pre- and post-purchase) to increase the likelihood of success. The City would not necessarily have to implement this tool itself, but instead could rely on existing services in these areas.	1	1
Tax abatements or exemptions for development that meets specific standards (affordability, type, features)	The City of Hyattsville already has a precedent/process in place to implement tax abatements via its Revitalization Tax Credit. Implementation would require its ability to offer additional tax incentives for properties outside of the three revitalization target areas and development of how to systematize its evaluation of when/how to offer incentives and abatements (priority developments, type, amount of affordability, amount of abatement). Ability to target use to projects that support low-income households (current Revitalization Tax Credit requires 15% of units set-aside for households at or below 60% of regional AMI). The Revitalization Tax Credit for affordable housing has not been used for residential development, so its current impact is rated low until more time has passed to see how it is used in practice. Depending on its use over time, the City may consider updating its requirements to align with developers' feedback and/or modeling of development scenarios.	2	1