

To the Mayor and Members of the City Council

January 14, 2025

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**SUBJECT: UPDATE ON THE NEIGHBORHOOD CONSERVATION PLAN AND HOUSING AFFORDABILITY STRATEGY**

The purpose of this Informal Report is to provide updates on the strategies and action items in the Fort Worth Neighborhood Conservation Plan and Housing Affordability Strategy, which were adopted by City Council Resolution No. 5828-10-2023 on October 17, 2023. This five-year plan is intended to be used as a roadmap to invest in the City's neighborhoods and provide stable housing for residents. The following includes a partial list of activities implemented in support of the plan, which are referenced by page number. A complete listing of strategies is included in Exhibits A and B.

**NEIGHBORHOOD CONSERVATION PLAN****Strategy 2: Train Resident Leaders to Make Change (Page 28) - In Progress/Ongoing**

The Neighborhood Improvement Program (NIP) collaborates with Community Engagement (CE) in NIP areas to empower residents to initiate positive changes. Since its inception, the program has focused on forming and strengthening Neighborhood Associations (NAs) within NIP areas and guiding residents on creating organized neighborhood groups. Special attention is given to neighborhoods without an NA, providing targeted support and training to equip resident leaders with essential skills and community development strategies. Development of the resident leadership training program has not been initiated yet.

**Strategy 4: Produce Annual Report Cards for Data Tracking, Evaluation, and Transparency (Page 29) - In Progress/Ongoing**

The Neighborhood Services Department (NSD), Transportation & Public Works Department (TPW), Code Compliance Department (CODE), Environmental Services Department (ESD), Police Department (PD) and Park and Recreation Department (PARD) collaborate to produce the NIP's annual report. Each department contributes relevant data, such as cleanup records, police camera installations, funds spent and new parks or amenities. This data forms the NIP Report Card, which is shared annually with the City Council (CC) and the City Manager's Office (CMO) to keep them informed of ongoing and completed NIP area projects. A review of the report card data will take place to ensure alignment with both neighborhood and city leadership needs going forward. Implementing a housing section in future report cards will also be considered.

**Strategy 6: Use the Neighborhood Improvement Program (NIP) to Build Local Capacity in Disadvantaged Communities (Page 30) - In Progress/Ongoing**

NSD, PARD, PD, CODE, and TPW collaborate to support capacity-building efforts in NIP areas to foster local leadership. The NIP aims to identify residents and community leaders capable of driving community-building efforts and enhancing neighborhood pride. CE plays a central role in guiding these emerging leaders and empowering them to advocate effectively for their neighborhoods. NIP strengthens partnerships within communities and may offer leadership workshops and community events to build local influence and capacity

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for change in future NIPs. In 2023, the Como Neighborhood Association won "Neighborhood of the Year" at the Neighborhoods USA (NUSA) conference.

**Strategy 7: Specialize Fort Worth's Code Enforcement Approach by Neighborhood Type (Page 31) - In Progress/Ongoing**

NSD and CODE are working to adopt a neighborhood-specific code enforcement approach within NIP areas. This soft approach prioritizes education and proactive engagement over citations. Code Enforcement Officers work directly with residents, providing information and guidance to resolve code violations without penalties and fostering a cooperative relationship focused on neighborhood upkeep. Outreach activities, like the Code Ranger Program, door-to-door visits, neighborhood meetings and workshops to address common code issues have been utilized in this soft approach. Officers prioritize educational support to help residents resolve common violations, such as yard maintenance and structural repairs, rather than issuing citations for first offenses.

**Strategy 9: Reduce Trash and Litter with Street Cleaning and Bulk Trash Pickup Strategies (Page 32) - In Progress/Ongoing**

ESD, NSD, and CODE work together to implement strategies to improve cleanliness and reduce litter in NIP areas. The "Clean and Safe" initiative focuses on coordinated street cleaning and litter control pick-up in partnership with UpSpire. Established street cleaning and litter control schedules target litter proactively. These efforts reduce illegal dumping and litter. Street cleaning schedules will be refined and expanded based on resident feedback, focusing on areas requiring more frequent service.

**Strategy 10: Continue Focused Crime Interventions in High Need Neighborhoods (Page 32) - In Progress/Ongoing**

The PD, in collaboration with NSD and CODE, is actively implementing targeted crime intervention strategies in high need NIP areas. These efforts include an increased police presence and a focus on community policing to build trust and strengthen relationships between law enforcement and residents. The program also uses crime data analytics to identify trends and hotspots, allowing for strategic resource deployment and targeted interventions. Outreach initiatives build partnerships with community organizations and residents, supporting collaborative crime prevention efforts. New technology will continue to be introduced through the NIP, including gunshot detection sensors and license plate readers. Partnering with local businesses to integrate their security cameras into the city database will also be a priority for the PD.

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**SUBJECT: UPDATE ON THE NEIGHBORHOOD CONSERVATION PLAN AND HOUSING AFFORDABILITY STRATEGY****Strategy 16: Devote Infrastructure Dollars to Under-Invested Communities (Page 35) - In Progress/Ongoing**

TPW leads infrastructure initiatives, working with NSD, CODE, and other departments to ensure cohesive implementation that aligns with community needs. NIP facilitates infrastructure improvements in under-invested areas, focusing on roads, sidewalks, drainage and public transit access. Community engagement sessions gather resident input to identify and prioritize infrastructure needs. Community assessments inform priority projects and collaboration with local stakeholders help secure funding to support ongoing initiatives. Infrastructure needs identified by NIP will inform future city bond projects. As part of the 2026 bond program development process, each request has to specify whether it addresses the inequity (Social Vulnerability Index) map.

**HOUSING AFFORDABILITY STRATEGY****STRATEGY 13: Expand Neighborhood Empowerment Zone (NEZ) Initiatives (page 87) - Completed**

The NEZ initiative incentivizes investment and development in underserved areas by offering benefits like tax abatements to developers, provided the developer allocates a portion of units as affordable housing. NEZ boundaries were updated in June 2024 to include an additional 12.5 square miles, which will expand the total eligible area to 60 square miles.

**STRATEGY 14: Expand City Rehabilitation Program Funding and Improvements (page 87) - Completed**

This strategy bolsters funding for the City's housing rehabilitation program, enabling low-income homeowners to make essential repairs while preserving affordable housing and enhancing livability. An additional \$2 million was allocated in the FY2024 General Fund budget to support home repairs. As of December 31, 2024, \$1,810,030 of the allocated amount has been spent or committed, benefiting approximately 188 homes that otherwise would not have been repaired once grant funding was depleted.

**STRATEGY 15: Create Community Land Trusts (CLTs) (page 88) – Completed**

CLTs provide affordable home ownership opportunities by separating the ownership of land from housing structures, thereby allowing homes to remain affordable indefinitely. The Fort Worth Community Land Trust (FWCLT) was established as a non-profit entity in June 2023 to acquire and hold land for the development and preservation of affordable housing. The Fort Worth Housing Finance Corporation and the Rainwater Charitable Foundation made contributions to support the acquisition of the Carroll Park property by the FWCLT in December 2023. Staff will collaborate with the FWCLT to develop the first set of CLT homes and to expand outreach to low- and moderate-income households to educate them on the benefits of CLT homeownership.

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**SUBJECT: UPDATE ON THE NEIGHBORHOOD CONSERVATION PLAN AND HOUSING AFFORDABILITY STRATEGY****STRATEGY 23: Expand Permanent Supportive Housing (page 93) - In Progress/Ongoing**

Permanent Supportive Housing (PSH) offers stable housing for individuals facing chronic homelessness and complex needs, including disabilities and substance use issues, by integrating housing with support services. PSH fosters long-term stability. \$10 million has been allocated in HOME-ARP funding for New Leaf Camp Bowie and Journey Home PSH developments. These two facilities will provide a total of 144 units, with occupancy expected by summer 2026. An additional bond funding request for \$10 million will be proposed for consideration in the 2026 Bond Program. If approved, this funding will enable the construction of 70-85 additional PSH units when combined with up to \$4 million in private funding.

Efforts through the Neighborhood Conservation Plan and Housing Affordability Strategy are ongoing and will continue through the end of the five-year plan period (September 2028). The Neighborhood Services Department, along with several city departments and area community partners and businesses, are working together to bring these efforts to fruition and are all vital to the plan's success.

For questions, please contact Kacey Bess, Director of Neighborhood Services Department, via e-mail to [kacey.bess@fortworthtexas.gov](mailto:kacey.bess@fortworthtexas.gov).

**David Cooke**  
**City Manager**

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**EXHIBIT 'A'**

| <b>EXHIBIT A: Citywide Conservation Strategies</b> |                    |                  |                                                                                                                                              |                       |
|----------------------------------------------------|--------------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>Strategy Number</b>                             | <b>Page Number</b> | <b>Framework</b> | <b>Strategy</b>                                                                                                                              | <b>Status</b>         |
| 1                                                  | 28                 | Capacity         | Grow Community Development Corporations (CDCs)                                                                                               | In Progress / Ongoing |
| 2                                                  | 28                 | Capacity         | Train Resident Leaders to Make Change                                                                                                        | In Progress / Ongoing |
| 3                                                  | 29                 | Capacity         | Create Community Resource Guides to Help Neighbors Work Smarter                                                                              | Not Started           |
| 4                                                  | 29                 | Capacity         | Produce Annual Report Cards for Data Tracking, Evaluation, and Transparency                                                                  | In Progress / Ongoing |
| 5                                                  | 30                 | Capacity         | Co-locate Departments and Services in Community Centers                                                                                      | In Progress / Ongoing |
| 6                                                  | 30                 | Capacity         | Use the Neighborhood Improvement Program (NIP) to Build Local Capacity in Disadvantaged Communities                                          | In Progress / Ongoing |
| 7                                                  | 31                 | Maintenance      | Specialize Fort Worth's Code Enforcement Approach by Neighborhood Type                                                                       | In Progress / Ongoing |
| 8                                                  | 31                 | Maintenance      | Maintain a List of Key Vacant Properties to Seal, Demolish, or Acquire Across the City                                                       | Not Started           |
| 9                                                  | 32                 | Maintenance      | Reduce Trash and Litter with Street Cleaning and Bulk Trash Pickup Strategies                                                                | In Progress / Ongoing |
| 10                                                 | 32                 | Maintenance      | Continue Focused Crime Interventions in High Need Neighborhoods                                                                              | In Progress / Ongoing |
| 11                                                 | 33                 | Investment       | Utilize the "Neighborhood Strategy Measure" and "Neighborhood Strategy Checklist" to Specialize the City's Approach to Different Communities | In Progress / Ongoing |
| 12                                                 | 33                 | Investment       | Designate NRSAs in Transitional Neighborhoods                                                                                                | Not Started           |
| 13                                                 | 34                 | Investment       | Pursue a Citywide Parks Initiative to Ensure All Resident Have Access to High Quality Public Spaces                                          | In Progress / Ongoing |
| 14                                                 | 34                 | Investment       | Issue a "Southeast Fort Worth Challenge" to Develop a Plan for the Future                                                                    | In Progress / Ongoing |
| 15                                                 | 35                 | Investment       | Focus Development at Strategic Hubs in Challenged Neighborhoods                                                                              | In Progress / Ongoing |
| 16                                                 | 35                 | Investment       | Devote Infrastructure Dollars to Under-Invested Communities                                                                                  | In Progress / Ongoing |
| 17                                                 | 35                 | Investment       | Ensure Greening Strategies Benefit Low Income Communities                                                                                    | In Progress / Ongoing |

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**EXHIBIT 'B'**

| <b>EXHIBIT B: Housing Affordability Strategies</b> |                    |                                                    |                                                                               |                       |
|----------------------------------------------------|--------------------|----------------------------------------------------|-------------------------------------------------------------------------------|-----------------------|
| <b>Strategy Number</b>                             | <b>Page Number</b> | <b>Framework</b>                                   | <b>Strategy</b>                                                               | <b>Status</b>         |
| 1                                                  | 76                 | Attack the Cost of Building and Preserving Housing | Establish a Land Bank                                                         | In Progress / Ongoing |
| 2                                                  | 77                 |                                                    | Transfer City-Owned Vacant Parcels to the HFC                                 | Not Started           |
| 3                                                  | 77                 |                                                    | Form an Open Space Program Partnership                                        | In Progress / Ongoing |
| 4                                                  | 78                 |                                                    | Encourage Accessory Dwelling Units (ADUs)                                     | Not Started           |
| 5                                                  | 78                 |                                                    | Adopt a Neighborhood Pattern Book of PreApproved Designs                      | Not Started           |
| 6                                                  | 79                 |                                                    | Expand Mixed Use Zoning                                                       | Not Started           |
| 7                                                  | 79                 |                                                    | Expand HFC Tools                                                              | Not Started           |
| 8                                                  | 80                 |                                                    | Provide Additional City Investment                                            | Not Started           |
| 9                                                  | 82                 |                                                    | Offer Development Bonuses for Affordable Development                          | Not Started           |
| 10                                                 | 83                 |                                                    | Encourage New Private and Philanthropic Funding Entities                      | In Progress / Ongoing |
| 11                                                 | 84                 |                                                    | Support the Growth of Community Development Corporations (CDCs)               | In Progress / Ongoing |
| 12                                                 | 86                 | Attack the Cost of Occupying a Home                | Attack the Cost of Building and Preserving Housing                            | Not Started           |
| 13                                                 | 87                 |                                                    | Expand NEZ Initiatives                                                        | Completed             |
| 14                                                 | 87                 |                                                    | Expand City Rehabilitation Program Funding and Improvements                   | Completed             |
| 15                                                 | 88                 |                                                    | Create Community Land Trusts (CLTs)                                           | Completed             |
| 16                                                 | 89                 |                                                    | Provide Additional Rental Subsidies                                           | In Progress / Ongoing |
| 17                                                 | 90                 |                                                    | Follow Through with Code Enforcement at Rental Properties                     | Not Started           |
| 18                                                 | 90                 | Intervene and Manage Housing Crises                | Provide Proactive Support to Homeowners at Risk of Losing their Home          | Not Started           |
| 19                                                 | 91                 |                                                    | Expand the Tarrant County Eviction Diversion Program for Fort Worth Residents | Not Started           |
| 20                                                 | 91                 |                                                    | Expand Emergency Repair Program                                               | Not Started           |
| 21                                                 | 92                 |                                                    | Acquire Properties At Risk of Foreclosure or Tax Lien                         | Not Started           |
| 22                                                 | 92                 |                                                    | Acquire FHA Loan Default Properties                                           | Not Started           |
| 23                                                 | 93                 |                                                    | Expand Permanent Supportive Housing                                           | In Progress / Ongoing |
| 24                                                 | 94                 |                                                    | Implement a "Functional Zero" Approach for Key Populations                    | Not Started           |