# 2021

# ANNUAL REPORT

CITY OF HOUSTON

HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT

CITY OF HOUSTON
HOUSING AND
COMMUNITY
DEVELOPMENT

# TABLE OF CONTENTS


- Message from the Director and CFO || 7
- Executive Summary || 9
- What We Do || 11w

BUILDING FOR **LONGEVITY**
- Connecting Houstonians To Resources || 14
- Pandemic Response || 15

BUILDING FOR **EQUITY**
- Single Family Home Repair || 18
- Robert Cerf Testimonial || 19
- New Home Development Program || 20
- A Path To Homeownership || 22
- Homebuyer Assistance Program || 22
- Homebuyer Choice Program || 24
- The D'Ascoli Family Testimonial || 25
- Douglas Family Testimonial || 26
- Harvey Single-Family Development/AHDP || 27
- Small Rental Program || 28
- Multifamily Program || 29
- Community Spotlights || 30
- Tom Pilch Testimonial || 32
- Allie Taylor Mann Testimonial || 33

BUILDING FOR **REVITALIZATION**
- Public Services || 36
- Public Facilities || 38
- Buyout and Infrastructure || 39

BUILDING FOR **CONNECTION**
- Contract Compliance / Worker Certifications || 42
- Outreach || 43
- Leading Locally & Nationally || 44
- Robin Millard Testimonial || 45
- Open Data and Transparency || 46
- Fair Housing Outreach || 49

BUILDING FOR **STABILITY**
- Meeting Our Obligations || 52
- Responsible Spending || 53
- Glossary of Funding Sources & Acronyms || 54 - 56
- Financials || 57 - 59
- Development Milestones || 60 - 63
- Executive Leadership || 64
- Department Staff || 65

# MESSAGE FROM THE DIRECTOR AND CFO

The City of Houston Housing and Community Development Department (HCDD) is pleased to present our 2021 Annual Report. When the fiscal year began in July 2020, our response to the coronavirus pandemic (COVID-19) was already underway, and the challenges of the pandemic shaped our focus. Our staff moved to remote work in mid-March 2020 and began to return to the office in May 2021. Even with a staff primarily working remotely, we continued to increase the number of quality of projects we completed and the quality of services we provided to residents.

During this fiscal year, we collaborated with external organizations and City departments, incorporated new technologies and strategies into our work, and ensured that we were building responsibly, with long-term resilience. Of note, our partnerships with Harris County and local nonprofit organizations across the city enabled innovation and efficiency in designing and launching the Emergency Rental Assistance Program (ERAP).

Increasing trust and transparency with the communities we serve continues to be a priority. We work toward this goal by developing tools to share our data and progress, meeting regularly with the public and stakeholders, and carefully stewarding spending. Thanks to your trust and hard-working staff, HCDD got $399M out the door during FY2021.

A brief list of highlights we are most proud of:

- We funded five developments that held groundbreakings or grand openings
- HCDD expanded on our commitment to meeting Houstonians where they are; our events integrated virtual, in-person, and hybrid formats so that we are balancing safety and mobility concerns with recognition of Houston's digital divide.

- Staff acted quickly to help plan and execute one of the most successful distributions of emergency rental assistance in the country. By building bridges across the public sector, nonprofit organizations, and private-sector companies, we will be able to replicate this success in other programs and projects in the future.

Refer to the Executive Summary for a highlight of our work during FY2021; additional details, spotlights, full accounting, and more can be found in the full report. All of the activities and milestones within these pages match the expenditures detailed on pages 57 - 63. A glossary of common funding terms and abbreviations can be found starting on page 54.

We hope you learn more about what HCDD accomplished in 2021 through our Annual Report. If you have any questions, comments or concerns, please contact HCDD at 832-394-6200, or visit our website houstontx.gov/housing.

**Keith W. Bynam**
Director

**Temika Jones**
Assistant Director
Chief Financial Officer

# EXECUTIVE SUMMARY

This Annual Report details the City of Houston Housing and Community Development Department (HCDD)'s work and accounting from the most recent fiscal year, July 1, 2020 through June 30, 2021.

The COVID-19 pandemic tested our ability to move quickly, and we are proud of HCDD's success during a challenging time. We continued to keep our staff and clients safe with personal protective equipment, limits on physical meetings, and primarily virtual events. We developed and stewarded several new programs during this fiscal year, including our work to provide oversight to the new Houston- Harris County Emergency Rental Assistance Program(ERAP). The completion of multifamily developments, along with expansion in economic development and public facilities also contribute to our responsible building, resilience for communities, and opportunities for the long term.

Fiscal Year 2021 was also a critical year for our efforts to drastically expand the supply of flood-resilient, affordable homes for both renters and eventual homeowners. Our first round of the Harvey Recovery Small Rental Program Notice of Funding Availability was issued, to expand capacity of local, community-based developers and new options for rental homes. HCDD's Single Family Home Repair continues to be a mainstay and popular option. Our single-family home building programs are expanding rapidly; a plan for large-tract development rolled out at the end of the fiscal year. HCDD seeks to increase homeownership opportunities and options for homebuyers, especially as home prices rise faster than wages.

A new model of large-scale development, the Affordable Home Development Program, enables us to significantly increase the supply of homes and take a more community-scale approach. By investing in developers to build master-planned communities of new homes, the program will create more opportunities for single-family homeownership that is both affordable and in close access to opportunity.  Paired with our continued investment into homebuyer assistance and new home development in the Mayor's Complete Communities, HCDD is helping more Houstonians shift towards homeownership.

Behind-the-scenes, HCDD continually expands our transparency processes, making more frequent reports, dashboards, and data visualization tools available to the public. We spent the fiscal year continuing, developing, and improving our programs, outreach, and capacities. Through collaboration with new partners and working to leverage our resources, we can open up even more opportunities for Houstonians.

Our department is a connection point between the immediate needs of Houstonians and long-term issues such as climate change and housing affordability. We construct and repair homes, enhance parks and clinics, empower local nonprofits, and more. HCDD builds for longevity, equity, revitalization, connection, and stability, resulting in a thriving city that will benefit Houstonians for generations.




7.15.21 HCDD and SERJobs 4th Annual Career Opportunity Fair
HCDD partners with SERJobs and employers across Houston to host a career opportunity fair for residents.



# WHAT WE DO

## INVESTING
to build new homes and repair existing homes for renters and homeowners.

## CREATING
opportunities for Houstonians to realize the dream of homeownership.

## SERVING
Houstonians who don't have stable homes or who are experiencing homelessness.

## BUILDING
neighborhood amenities that support strong communities.

## LEVERAGING
recovery resources to transform the city and make our recovery last beyond the next storm or crisis.

## PRESERVING
affordability for homes and communities for the long term.

## LEADING
in a national conversation about the affordable housing crisis.

## VISION
We envision a Houston where everyone has a home they can afford in a community where they can thrive.

## MISSION
The mission of the Housing and Community Development Department is to make investments that serve Houstonians' housing needs and to build a more equitable city by creating safe, resilient homes and vibrant, healthy communities

## EQUAL OPPORTUNITY
HCDD works to ensure that housing remains fair for all residents, regardless of their race, color, national origin, religion, sex (including gender identity and sexual orientation), disability, or family status.

# BUILDING FOR **LONGEVITY**

Even in the face of the crises of the last few years, Houstonians always come together to form a resilient community. We work to provide neighborhoods across the city with more robust community amenities and the tools to help lift those in need and boost Houstonians to greater success. Our solutions long-term include building and maintaining infrastructure and facilities; to supporting nonprofits that provide services directly to clients.




Mayor Sylvester Turner and HCDD's leadership team joined community members in Houston's Historic Fifth Ward for the groundbreaking of St. Elizabeth Place, a new community of 85 apartment homes.



Mayor Sylvester Turner, shown here April 20, unveiled his proposed fiscal 2021 city budget Tuesday, calling for furloughs and a completed draw-down of the city's "rainy day funds."
Godofredo A. Vásquez, Houston Chronicle / Staff photographer

# A REPONSE TO THE COVID -19 PANDEMIC: CONNECTING **HOUSTONIANS** TO RESOURCES

The City of Houston Housing and Community Development Department works to connect the immediate needs of Houstonians -- for homes, jobs, healthcare, and more – and long-term issues such as climate change and housing affordability. We build and repair homes for renters and owners, enhance parks and clinics, empower local nonprofits to meet constituents' needs, and more. It can take some time to build a home or a community center, but once finished, it benefits Houstonians for generations.

Nevertheless, we must be ready to react in the face of quickly approaching challenges. The COVID-19 pandemic has tested our ability to respond quickly, and we are proud of the success of our actions. Our staff moved to remote work in mid-March of 2020 and began to return to the office only in May 2021; similarly, our events became fully virtual or hybrid during the program year. We keep our staff and clients safe with personal protective equipment, limits on physical meetings, and largely virtual events.

This report covers the 2021 fiscal year: July 1, 2020 through June 30, 2021. The activities and milestones discussed within these pages match the expenditures detailed on pages 57-63. A glossary of common funding terms and abbreviations is available on page 54.



# PANDEMIC RESPONSE



## HOUSTON HARRIS COUNTY EMERGENCY RENTAL ASSISTANCE PROGRAM (ERAP)

ERAP provided relief for renters who fell behind on rent payments during the Covid-19 pandemic. Experienced nonprofits Catholic Charities and BakerRipley handled administration. City and County leadership pooled resources and provided a central online portal, reducing hurdles for renters and landlords by providing one application and communications channel. ERAP pledged and paid over $66 million through the end of June 2021 and assisted over 17,000 households, distributing funds quickly and efficiently.

Volunteers assist people apply for both the Harris County Recovery Assistance and the Houston-Harris County Emergency Rental Assistance program

## EVICTION MORATORIUM RESOURCES

Beginning in Fall 2020, there was a need to distribute information for the national eviction moratorium, which was then in effect. Providing thousands of flyers at no charge to nonprofit partners to distribute, we were able to reach many areas of the city. Partnering with nonprofit and legal aid organizations in early 2021 resulted in a coalition that held almost two dozen events to sign people up for the eviction moratorium and rental assistance, and offer legal aid.

Rental Assistance/Legal Aid Drive-Up | Outreach Events | Alief | 3.30.21





## COMMUNITY COVID HOUSING PROGRAM (CCHP)

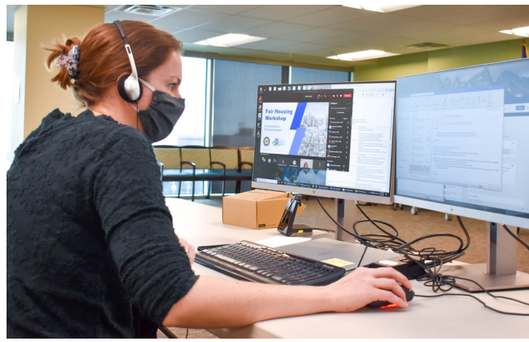
Led by the Coalition for the Homeless of Houston/Harris County, local leaders cooperated to form the CCHP, which connects residents to rapid rehousing, permanent supportive housing, and homelessness diversion services. The program surpassed expectations in serving over 6,600 people since launching its services and continues serving Houstonians experiencing homelessness during the pandemic.

Harrison Bartels is one of the 581 individuals who have started their new life thanks to the CCHP Bridge to PSH program.

## VIRTUAL EVENTS & NEW WAYS OF MEETING

HCDD was one of the first City departments to set up virtual options for major events, creating several new online technology models to meet clients' needs with tremendous success. Later, HCDD piloted a hybrid community engagement campaign to gather feedback: there was a virtual comment board accessed through signs and banners located in the neighborhood, and several in-person and virtual engagement meetings. Virtual and hybrid workshops held throughout the fiscal year provided myriad opportunities for engagement and helped us solidify processes for reaching residents in a variety of formats.

5.27.21 Fair Housing and Hurricane Resilience Grant Introduction Training



# BUILDING FOR **EQUITY**

HCDD helps both homeowners and homebuyers, through home repair, homebuyer assistance, and the construction of new homes. The Single-Family Home Repair Program assists homeowners with general, critical repairs. Homebuyer assistance, used to purchase a home anywhere in the city, helps those who want to achieve homeownership. Finally, we work with partners to build various types of homes in communities across the city, providing additional options for Houstonians to choose where they live. Holding a high standard for environmental design, labor standards, and access to key amenities results in homes that are suitable for Houstonians to build stable, opportunity-filled lives.




Our team meets with residents of the Near Northside to discuss and take feedback on new home developments anticipated to enter the community.

# SINGLE-FAMILY HOME REPAIR PROGRAM

One of the City's longest-running programs, the Single-Family Home Repair Program, helps repair or rebuild homes that have been worn down by weather and age. In prioritizing homes owned by low-income families with elderly or disabled residents or children, our program serves those who are most vulnerable.

## KEY FACTS

**7** Homes Repaired

**61** Homes Reconstructed

**12** Homes Under Construction

Funding Sources: **CDBG, TIRZ, DR15**

### HOMEOWNER ASSISTANCE PROGRAM (DR17)

**20** Homes repaired

**152** Homes Reconstructed

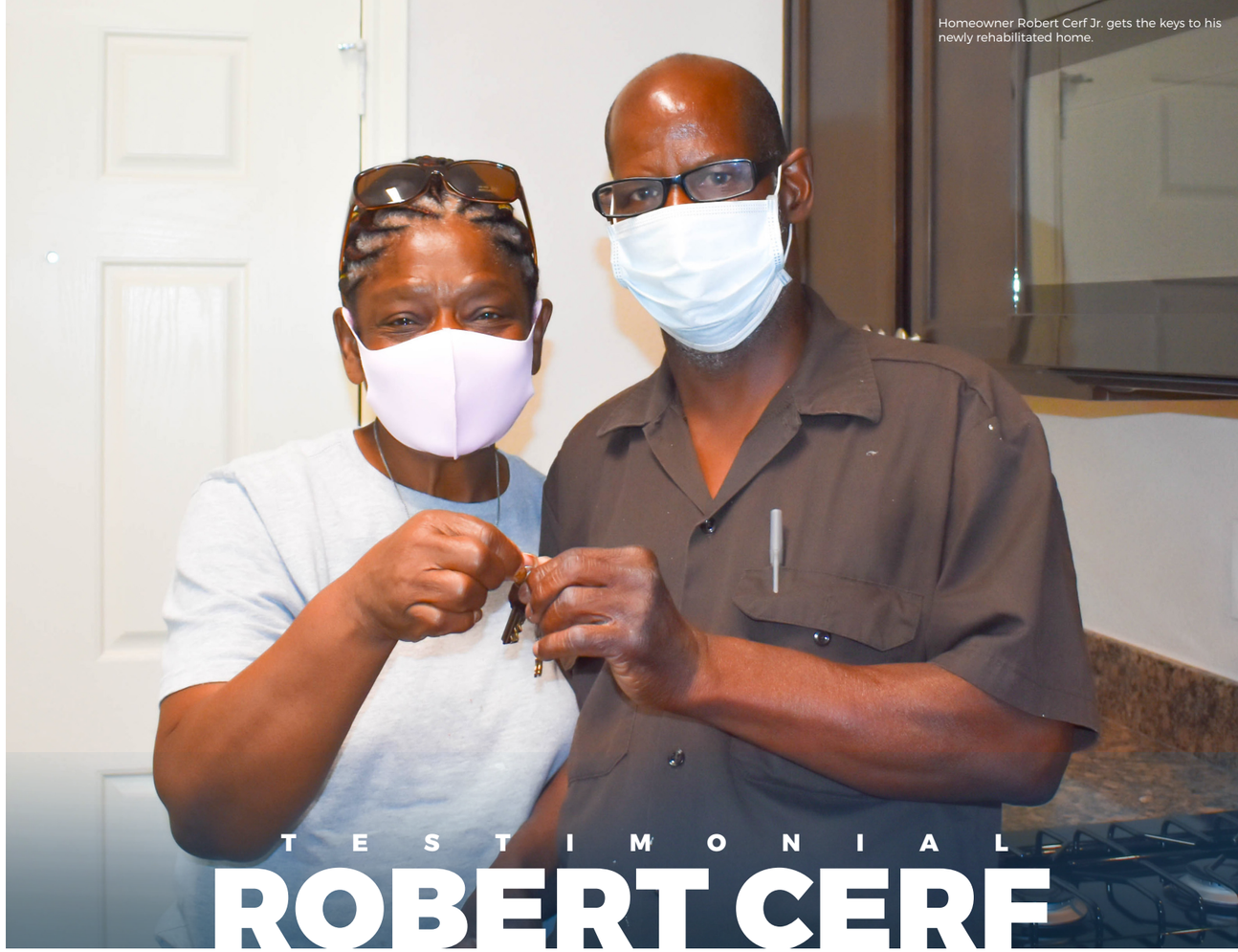
**93** Reimbursements Issued (DR17)

Funding Sources: **DR17**



Homeowner Robert Cerf Jr. moves back into his rehabilitated home, which had been severely damaged by Hurricane Harvey.





Homeowner Robert Cerf Jr. gets the keys to his newly rehabilitated home.

T E S T I M O N I A L

# ROBERT CERF

In August, Mr. Cerf graciously welcomed HCDD to his "new" home in Northside. The "old shingle shack," as he called his home of 25 years, was recently rebuilt by JW Turner Construction under the City's repair program. After the storms of the past few years, Mr. Cerf found himself looking up at the sky through his roof – and despite receiving temporary tarps to cover the holes, he would spend rainy days returning to empty buckets during his breaks at work.

After the rebuilding process, his home will be safe from flooding and storms for the next several decades. "It feels wonderful," he said. "I don't have to put any buckets down!"

Home, for Mr. Cerf, is still "the shingle shack," but better – having a modernized kitchen is his favorite part of the renovation, and he has plans to turn one of the three bedrooms into his "man cave," where he can relax at the end of a long day of work.

**"It feels wonderful... I don't have to put any buckets down!"**

# NEW HOME DEVELOPMENT PROGRAM

The New Home Development Program works to construct new homes that can be sold at affordable prices in areas around the city. Through June 30, 2021, HCDD built or sold 29 homes through this program. These homes are sold via the "Traditional" option; a homebuyer purchases from the Houston Land Bank with a subsidy based on home price.

## KEY FACTS

**3** Homes Built

**6** Homes Sold (Traditional Model)

**20** Homes Sold (HCLT)

**19** Homes Under Construction

Funding Sources: **TIRZ, DR17**



Keys to new, affordable homes being handed over to the Houston Land Bank to sell.



New, affordable homes for the Houston Land Bank to sell.

# A PATH TO HOMEOWNERSHIP

Homeownership is arguably one of the most important steps someone can take to plant down roots in one place and build wealth for their family. HCDD seeks to increase homeownership opportunities, especially as home sales prices continue to rise exponentially faster than household income.

We partnered with the Houston Land Bank and the Houston Community Land Trust to promote homeownership at a range of price points under various programs. Here are the ways we help Houstonians choose homeownership their way.

## HOMEOWNERSHIP: HOMEBUYER ASSISTANCE PROGRAMS

One of our most popular services, HCDD's homebuyer assistance options provide up to $30,000 towards the down-payment and closing costs of their first home, or a home to replace a home lost during Hurricane Harvey.

### KEY FACTS

**161** Homebuyers Assisted

**42** Events Held

Funding Sources: **TIRZ, DR17**





Additional new homes being built in areas around the city as part of our New Home Development Program

# HOMEOWNERSHIP: HOMEBUYER CHOICE PROGRAM

In a partnership with the Houston Community Land Trust, our most robust subsidy option, the Homebuyer Choice Program can decrease a home purchase price by up to $150,000. Buyers pick the home of their choice and agree to a land trust agreement with the Houston Community Land Trust, ensuring that the home will always be affordable to future buyers. With a home zoned to an A- or B-ranked school, the maximum subsidy is $150,000; in all other locations, homebuyers can receive aid up to $100,000.

## KEY FACTS

**13** Homebuyers Served

Funding Sources: **TIRZ**




The D'Ascoli family moves into their new home in North Houston, made affordable through the Homebuyer Choice Program.





Ronald and Nathali (and their son Pierre) D'Ascoli in their new home in North Houston.

T E S T I M O N I A L

# D'ASCOLI FAMILY

With two kids in school and a new baby, the D'Ascoli family searched for a way to guarantee the education they wanted for their children. With the new Homeowner Choice Program, they could move into a home in North Houston, achieving both affordability and choice.

"We are so excited -- it was a very long wait to get it, and...we got it!" Ronald, Nathali, and their youngest, Pierre, joined their realtor and HCDD staff for the move-in tour.

The family said it's a blessing, and they are grateful to the City. With a new home in the school district of their choice, the D'Ascoli couple can create the future they want for their children and themselves.

**"We are so excited... it was a very long wait to get it, and...we got it!"**



The Douglas family moves into their new home in Acres Homes, made affordable through our Homebuyer Choice Program!

T E S T I M O N I A L

# DOUGLAS FAMILY

Mr. and Mrs. Douglas showed us around their brand-new home, with three bedrooms, two bathrooms, a bay window, and hardwood floors. The backsplash in the kitchen is a highlight for Mrs. Douglas. Granite countertops, stainless steel appliances, and custom cabinets round out the kitchen.

The Douglases have been married for 34 years and grew up in Acres Homes, where they are returning as first-time homeowners. For Mr. Douglas, his experience working with the City and Houston Community Land Trust has been better than just a program – it's like joining a "family of eternity."

"People I will be talking to for years. Excellent service -- and people care. You are not just a number."

Mrs. Douglas first thanked God for the opportunity, and then their realtor – "she's like family now." After moving in late June, the Douglases were already planning their first official get-together with family and friends for the 4th of July or, perhaps, their 35th anniversary on July 9th. It was the perfect time to start a new chapter, returning to their home neighborhood as homeowners.

**"People I will be talking to for years. Excellent service... and people care. You are not just a number."**



# HOMEOWNERSHIP: HARVEY SINGLE FAMILY DEVELOPMENT PROGRAM

The Harvey Single Family Development Program will provide newly constructed large communities of single -family homes, at least 51% of which will be reserved for purchase by low- to moderate-income households whose annual income is less than 80% of the Area Median Income (approximately $63,000 for a family of four). Developers will be selected through a Notice of Funding Availability and will be assigned construction project location(s). Once completed, the homes (and with homebuyer assistance if applicable) will be sold to eligible homebuyers.

# AFFORDABLE HOME DEVELOPMENT PROGRAM

The newest expansion of our options to increase homeownership, the Affordable Home Development Program, seeks to create new communities of homes, most of which will be priced affordably for low- to moderate-income households. This model of large-scale development enables us to significantly increase the supply of homes and approach the needs of communities and individuals. This program officially launched in the summer of 2021, but its creation was aided by the success of Towne Park Village, a master-planned community in Northeast Houston that provided proof of concept.




7.16.20 Towne Park Village Progress Construction continues, with some completed homes, on Towne Park Village!

# HARVEY RECOVERY SMALL RENTAL PROGRAM

The “missing middle” in development refers to a phenomenon where renters are given only two options: single-family homes on distinct lots, or dense multifamily complexes. The Harvey Recovery Small Rental Program recognizes the need for smaller communities of multifamily homes – duplexes, quadplexes, or detached single-family homes in close proximity. Our program devotes $25 million to creating small communities – between two to seven units each – of multifamily homes, developed by smaller, community-based nonprofits. With this specific targeting of funding, we can also build the capacity of our nonprofits that are more focused on local needs and familiar with the neighborhoods we serve. The fiscal year 2021 saw the selection of the 14 communities that will contribute homes to this program.



Rendering of the proposed Old Spanish Trails development



# MULTIFAMILY DEVELOPMENT

While homeownership is an important step for many individuals and families, HCDD also recognizes the importance of supporting the increase in the supply of affordable rental options. With rents increasing in every neighborhood of the city, and the majority of affordable rental homes deteriorating due to age, we act quickly to create more options for Houston’s renters.

The Harvey Multifamily Program is currently the primary program for the rapid creation of multifamily homes. Through its three funding rounds, the program seeks to spend $450 million on creating multifamily rental homes. So far, we have selected 38 communities representing 4,367 homes, 3,483 of which are guaranteed to be rented at levels affordable to low- to moderate-income households. These communities must meet rigorous sustainable design standards and fairly compensate workers for their efforts. Additionally, our Equitable Distribution Policy, established during the previous program year, prioritizes building communities in traditionally unaffordable areas, allowing Houstonians to choose where they live and what opportunities they can access.

## KEY FACTS

**2** Developments Completed

**23** Developments Under Construction

**232** Units Created

Funding Sources: **DR2, BONDS, HOME, TIRZ**



New Hope Housing Dale Carnegie, showing off community features around the development.

# COMMUNITY SPOTLIGHTS




Residents joined Vice Mayor Pro Tem Martha Castex-Tatum and Mayor Sylvester Turner for the grand re-opening of Bellfort Park Apartments.

## BELLFORT PARK

The first of the Harvey Multifamily Program developments to open to residents, the rehabilitation at Bellfort Park redesigns a community of 64 apartments to help the apartments stay affordable and flood-resilient for the next forty years.

## GREEN OAKS APARTMENTS

While the Harvey Multifamily Program utilizes a set amount of disaster recovery funding, we can also leverage local sources to meet the immediate needs of Houstonians. For instance, Green Oaks Apartments in Greenspoint adds 177 new homes in an area growing in opportunity for working- and middle-class residents. The new apartments provide state-of-the-art, flood-resilient homes for long-time residents or people just moving into the area. Along with quality homes, the Green Oaks community is near transit options and amenities.

Green Oaks Apartments, a new rental development just north of Greens Bayou. This community of garden-style apartments provides homes for 177 households, with sustainable design, robust amenities, and easy access to a high opportunity area.





The recreational pool for residents at Hartwood at Briarwest.

## HARTWOOD AT BRIARWEST

Hartwood at Briarwest created 120 new apartments near the Galleria area. This mixed-income development provides District G with the first affordable apartment homes in at least five years. Through the Harvey Multifamily Program, HCDD leveraged different resources to offer apartment homes that will be below-market price and will provide excellent access to the high-quality schools, jobs, and public amenities in the area. With these apartments, we can offer more opportunities for essential workers, seniors, and people with disabilities to live in high-opportunity areas of the city.



Tom Pilch- Resident at the Bellfort Park Apartments

TESTIMONIAL

# TOM PILCH

Mr. Pilch has lived at Bellfort Park for five years. He is 82 years old, retired, has a disability, and recently had a stroke, from which he is still recovering. When asked to move temporarily to allow for renovations, Mr. Pilch was a bit worried about the changes and the process. Still, he said, he couldn't believe how smoothly and professionally the moving process was handled. Part of the renovation involved opening the central courtyard up to create more community gathering spaces, a change that Mr. Pilch was at first disappointed with. Now, however, he takes delight in seeing people have picnics in the natural space and kids play together on the playground.

"Everyone is kind and polite," Mr. Pilch says about the people in his community. The atmosphere is peaceful while still being close to stores and other amenities, and what he enjoys is being closer to his church. His church community is the people who helped create the thing that Mr. Pilch likes best about his home: his big comfy chair, which "reminds me I'm loved – life doesn't have to be bad."

Finding a home on a limited income, Mr. Pilch tells us, can be achievable – without sacrificing quality.

**"I was a little apprehensive at first... moving everything and being temporarily relocated and having to move back. I can't believe how smooth everything went."**





Allie Taylor Mann- Resident at the Hartwood at Briarwest

TESTIMONIAL

# ALLIE TAYLOR MANN

Allie Taylor Mann and her husband were married in mid-September 2021 and moved to Houston by the end of that month. It had been difficult for them to find a home in their price range that would be safe from weather and provide access to Houston's resources. They were about to give up when a friend told them about Hartwood at Briarwest. Recounting her first impression of the building, Ms. Taylor Mann says it was "beautiful – just what we were looking for."

Moving here has helped improve Ms. Taylor Mann's life, increasing her family's access to jobs and medical resources. The couple has taken an organizing role in their building's community through a Saturday evening Bible study. "I feel like we can add to the quality of life," she says. Her husband hopes to lead a church in the area in the future.

She says her experience with affordable housing "is not what you expect. Everything is up to par. Amenities and everything are beautiful." They are looking forward to spring in Houston – and continued time relaxing in their comfortable home.

**"It is not what you expect. Everything is up to par. Amenities and everything are beautiful."**

# BUILDING FOR **REVITALIZATION**

Even in the face of the crises of the last few years, Houstonians always come together to form a resilient community. We work to provide neighborhoods across the city with more robust community amenities and the tools to help lift those in need and boost Houstonians to greater success. Our solutions to long-term needs include, building and maintaining infrastructure and facilities and supporting nonprofits that provide services directly to clients.




Avenue 360 Health and Wellness and elected officials cut the ribbon on their eighth location, in Midtown 10.15.2021 | Avenue 360 Health and Wellness | 2920 Fannin 77002 | District D | Public Services

# PUBLIC SERVICES

HCDD's Public Services team selects and funds key Houston nonprofits to expand the services provided to residents. These service providers work on homelessness intervention, early childhood education, job training services, care for residents with intellectual and developmental disabilities, and more. Along with regular partners, we assist with specialized populations and needs, such as people living with HIV/AIDS and those affected by the COVID-19 pandemic. The Public Services team also served as the main point of contact for designing and implementing the Houston -Harris County Emergency Rental Assistance Program.

## KEY FACTS

**38** Fiscal Year Entitlement Partners

**18** Harvey Public Services Partners

**54,959** Residents Served

Funding Sources: **CDBG, HOPWA, ESG, DR17**

**COVID-19 ACTIVITIES**

**13,970** Renters Assisted

**13,759** People Served

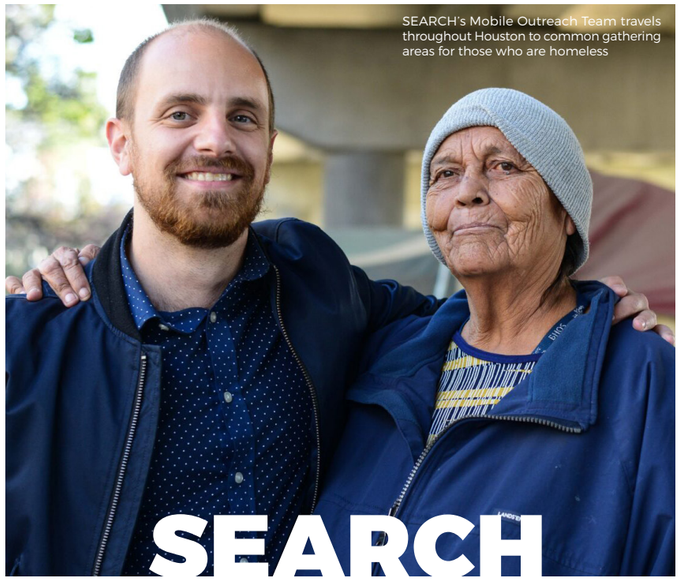
Funding Sources: **CDBG-CV, HOPWA-CV, ESG-CV**



H.E.A.R.T.'s team at the Know Autism Festival Booth. Photography: Quy Tran Photography

The H.E.A.R.T. (Housing, Entrepreneurship, and Readiness Training) Program creates education, community-building, and economic support programs for Houstonians with intellectual and developmental disabilities. A long-time partner of the City of Houston, H.E.A.R.T.'s offerings are tailored to assist residents who may face increased barriers to economic independence.





SEARCH's Mobile Outreach Team travels throughout Houston to common gathering areas for those who are homeless

Houston's SEARCH works to reduce homelessness with programs and intervention strategies that reach residents in-need and connect them with housing, services, and community support. During COVID-19, the agency continued to specialize in skilled case management to help people experiencing homelessness move into safe, stable housing and employment using a proven path of services. HCDD provided funds to SEARCH to continue their Mobile Outreach, Welcome Center, and Housing Case Management services for up to 800 individuals and families.



Health employee at Avenue 360 Health and Wellness Center.

Avenue 360 has provided Houstonians with affordable healthcare and programs for decades; the City has supported the organization in several ways. This past fiscal year, HCDD partnered with Avenue 360 to open their latest clinic in Midtown. The community facility includes low-cost health services, including dental and primary care, and adult day activities. By expanding its services and locations to serve more residents, Avenue 360 helps build a healthier community, which is especially important during this pandemic.

# PUBLIC FACILITIES

The Public Facilities team constructs and renovates public spaces in developing neighborhoods, helping to keep residents safe and healthy. In FY 2021, our contributions focused on supporting local businesses that provide a community benefit – opening Teloloapan's grocery store in the Fifth Ward, approving new gardening and health projects in Acres Homes and Midtown, and celebrating the East End Maker Hub, a new model of innovation space. Additionally, our team expanded its scope to economic development services, such as our pending collaboration with Mercato, which will help connect residents to online and delivery services from small, local grocers.

## KEY FACTS

**3** Projects Completed

**12** Projects Under Construction

Funding Sources: **ECON DEV, CDBG**

Tenants and visitors meet with the Mayor for the official grand opening of the East End Maker Hub in June of 2021.



# EAST END MAKER HUB

**"The East End Maker Hub is redefining entrepreneurship by ensuring equitable access to affordable workspace for local manufacturers, fabricators, crafters and innovators."**

The East End Maker Hub differs from other maker spaces in its focus on providing benefits to the community. Driven by local community-based educator TXRX Labs, this maker hub offers space and resources to small manufacturing and light industrial businesses, along with education on future industries to residents, including students at local high schools. The hub opened in June 2021 as the largest maker hub in Texas and is projected to help launch over 1,000 businesses within the next five years.



# BUYOUT AND INFRASTRUCTURE

To ensure that Houston becomes more flood-resilient and keeps residents from living in unsafe areas, part of our disaster recovery approach involves buying unsafe apartment buildings and converting them into green spaces and detention basins. In the 2021 fiscal year, our Multifamily Buyout program funded with disaster recovery resources, purchased four apartment complexes to demolish and convert to mitigation infrastructure. Working closely with departments across the City and Harris County, we have set up partnerships to create a united vision of mitigation and flood resiliency, which will continue to address climate concerns in the years to come.

## KEY FACTS

**5** Sites/Projects Acquired (Relocation Underway)

Funding Sources: **DR16 and DR17**

# ECONOMIC DEVELOPMENT

The first round of our Harvey Economic Development Program (HEDP) officially launched in Spring of 2021, offering grants for Houston small businesses that were impacted by Hurricane Harvey. The HEDP application prioritizes micro-enterprises, defined as small businesses with five or fewer employees. HEDP grants can be up to $150,000 and average about $112,000. The HEDP application is still open.

# BUILDING FOR **CONNECTION**

Across all of HCDD's efforts, we prioritize meeting residents where they are, providing low-income residents with job prospects, conducting events virtually or in low-mobility neighborhoods, or ensuring that our progress and knowledge are shared with others. Our strategy is to keep Houstonians connected. Our department's work has made us a nationally recognized department and advocate for housing opportunities.

# CONTRACT COMPLIANCE & WORKER CERTIFICATION

Nationally led certification programs for workers and businesses do not simply mean following requirements at HCDD. We are serious about our commitments to working with Section 3 workers businesses and certified Minority-and Women-Owned Small Business Enterprises (MWSBEs). These certification options give low-income residents priority on job opportunities, either as licensed individuals or as business contractors. With robust outreach and bridge-building work, we make sure that when we are building within low-income or vulnerable neighborhoods, we are also contributing to economic opportunities for residents of the community.

## KEY FACTS

**166** Section 3 Workers Certified

**48** Section 3 Business Concerns Certified

**81** Community Events

**3,346** People Reached Through Events



HCDD partners with SERJobs and employers across Houston to host a career opportunity fair for residents.



# OUTREACH

In the 2021 fiscal year, our Constituent Services Outreach Team developed and piloted a new series of workshops, the 360 Road to Homeownership series. This workshop series reviews the homeownership process through four virtual sessions, explaining the trickier parts of homeownership, like credit scores and home maintenance costs. These workshops have proven to be some of our most popular, resulting in high demand for future sessions and special requests to conduct workshops at local universities.

Our outreach team and events team also partnered with the Large Tract Development division and external consultants to develop and facilitate community engagement in the Near Northside. We held seven sessions over two months, using in-person, virtual, and hybrid meeting setups. We also participated in civic club meetings and Super Neighborhood meetings to discuss the new development in the Near Northside.

The growth of our department over the past few years enabled us to build a strong outreach team that can focus on engaging with community members and meeting the needs and requests of our neighbors. We now have a fully equipped Call Center to address questions about applications, and program representatives are available for weekly call-in office hours to help guide residents through applications or status updates. HCDD outreach also includes Fair Housing training, events, webinars, flyer distribution, and attendance at events or flyer distribution to inform the public about our programs and services.

## KEY FACTS

**121** Outreach Events Held

**1,258** Fair Housing Hotline Calls

**9,931** People Reached From Outreach Events

**17,500** My Home is Here Surveys Received

**21,126** Calls Taken by the Call Center

**49,000** Newsletter Subscribers

**238,951** Website Views

**579,666** Social Media Impressions

# LEADING LOCALLY & NATIONALLY

In response to the disasters of the last few years, from Hurricane Harvey in 2017 to Winter Storm Uri in 2021 and the COVID-19 pandemic, local leadership has come together to build resilience and meet immediate needs. Our team members have served in leadership positions on major local action councils. During the height of the pandemic, HCDD regularly provided support staff for cross-organizational events: drive-through rental assistance information events in 18 neighborhoods.

Additionally, HCDD and the City of Houston have been nationally recognized for the success of our long-running programs and actions taken during the pandemic. The Houston-Harris County Emergency Rental Assistance Program staff  spoke on the the program's achievements in outlets such as The New York Times, Congressional Quarterly, and an event hosted by the White House.



7.16.21 Meeting with Deputy Treasury Secretary Adeyemo
HCDD joins other members of the Houston-Harris County Emergency Rental Assistance Program's team to welcome Deputy Treasury Secretary Wally Adeyemo





ERAP Interview Robin Millard Village Apartments

T E S T I M O N I A L

# ROBIN MILLARD

Ms. Millard and her daughter Bella have lived at Lake Village Apartments since 2019, when they moved from Seattle to be closer to medical treatment. The Houston Harris County Emergency Rental Assistance Program allowed her not to choose between getting treatment, buying food, or paying rent; she says it saved her family from being homeless and brought stability to the family.

She said she never thought she would ever be in the position of facing homelessness. Then a series of compounded events led to Ms. Millard's struggle with paying rent; she could not afford to continue the medical treatment because she was trying to maintain stability for her daughter, keep a roof over their heads, and buy food. "It is so important to keep hope and continue looking for help in programs like these - never give up."

When the family got COVID-19 a second time, after catching up, they again struggled a little and receiving help during that time as well allowed Ms. Millard to continue her medical treatment.

Ms. Millard appreciated the staff of her apartment community and with the program, who were always willing to work with her and help in any way that they could when there was an issue. Overall, the people she worked with were kind, helpful, encouraging, and patient. When she got an eviction notice, her case manager and the apartment manager worked together quickly to get the needed paperwork to show the court that the eviction could be dropped.

The family is now settled in and plans on staying here for good, feeling blessed and grateful to have stability again and not just a place to live, but a home they love.

**"It is so important to keep hope and continue to try looking for help in programs like these - never give up."**

# OPEN DATA & TRANSPARENCY

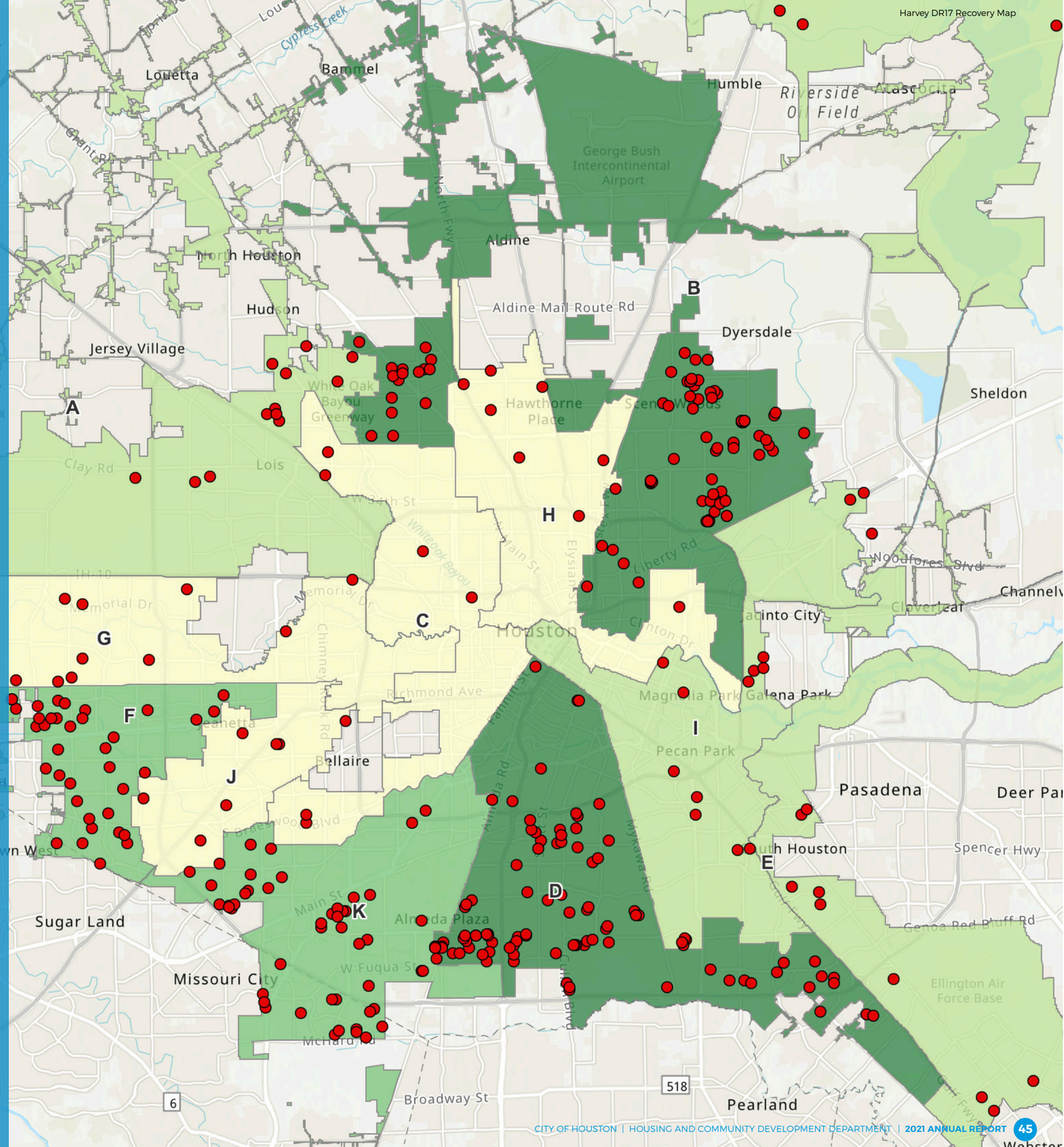
With robust data and Geographic Information System teams, HCDD compiles and makes resources available for the public to access. On our website, we maintain a record of our progress, exceeding state and federal requirements for transparency. In Fiscal Year 2021, in addition to our annual reports and plans for HUD, we added new resources to our website, incorporating the most recent photos of supported developments into interactive maps, and providing data-driven dynamic maps to allow staff and the public to visualize and interact with housing data. Anyone can keep track of our progress using these free tools, or engage with the latest research on housing and community development work at our Housing Resources and Data Center website. Additionally, new partnerships with Harris County and local agencies allowed us to create comprehensive data sets to map needs during Winter Storm Uri, and develop an Intergovernmental License Agreement that relates data sharing and assessing needs in the Houston area for future events. The Finished Floor Elevation project extracted elevation points from our database tool and provided an accurate representation of where structures comply with the City's Chapter 19 Ordinance.

## KEY FACTS

**15,000** External Web Applications Views

**2,500** Internal Web Application Views

**1,000** HRDC Requests



# FAIR HOUSING OUTREACH

The Fair Housing team promotes and educates about fair housing in Houston. To increase fair housing awareness for key stakeholders and Houstonians, our Fair Housing team offered training, grants to nonprofits and community advocates, and workshops for the public. The Fair Housing for Landlords and Property Managers training had 240 attendees in March 2021 and featured attorneys representing both the landlord and tenant perspectives, with opportunities for questions. Additionally, in partnership with the Mayor's Office of People with Disabilities, HCDD launched an interactive training with Q&A called Workplace Considerations, Access, and Accommodations, to educate HCDD staff and staff from other City departments to better communicate and serve people with disabilities.

To help expand education and resources for residents to learn about fair housing, HCDD offered outreach grants to nonprofit organizations and community advocates. The pilot Fair Housing and Hurricane Season Resilience Outreach Program, to fund community efforts to increase education about fair housing and disaster preparedness, ran in 2020. Four nonprofit organizations participated and reached almost 560,000 people in various Houston communities. Due to the COVID-19 pandemic, the organizations used innovative techniques (such as drive-through information fairs, virtual webinars, printed materials, social media ads, and radio commercials in several languages) to reach their community. After the pilot program's success, HCDD opened a new application for the 2021 Fair Housing and Hurricane Season Outreach Program in the spring of 2021. To enhance the program, attendance was required at one Fair Housing 101 Virtual Workshop, which discussed the connection between fair housing and disaster recovery. The workshops were attended by 137 participants.

# BUILDING FOR **STABILITY**

As HCDD's work is often long-term and completed over years and decades, it is critical for our department's operations to remain stable so that partners and residents can rely on us. The work of our internal teams ensures that our programs are proceeding as planned, staying within spending limits, adhering to federal, state, and local-level guidelines, and improving our services wherever possible.



New rental community continues construction.
Harvey Multifamily Program Round 1 | 900 Winston | Houston Heights | 6.30.21



# MEETING OUR OBLIGATIONS

Our behind-the-scenes teams make sure each program operates according to federal, state, and local guidelines and look for ways to improve our service and efficiency.

- The Planning and Grants Management division creates strategy, reinforces compliance with regulations, and keeps track of all our accomplishments to ensure we meet goals timely, and accurately report our work.

- The Finance division ensures that taxpayer dollars are spent responsibly and reach the appropriate contractors, vendors, and residents.

- The Compliance and Operations division keeps the department's lights on and ensures that all employees and contractors follow local, state, and federal regulations as projects progress.

- The Audit team reviews our department's work and finds ways to make our processes more efficient and effective.

- The Communications & Outreach division bridges the gap between residents and our department, ensuring that we are ready to answer the concerns and needs of constituents.



Property tour with the Texas General Land Office

# RESPONSIBLE SPENDING

HCDD combines resources from state and local sources across the public and private sectors, with our most significant funding source coming from federal grants. Each year, Houston receives grants based on the city's population from the US Department of Housing and Urban Development (HUD). HUD may also issue special funding allocations after a disaster or other situations.

The following pages detail the different funding sources, the progress of our multi-year developments, and expenditures for the 2021 fiscal year.




Outreach and Nonprofit Relations | Housing Advocates Collective | Midtown | 2.20.20

# GLOSSARY:
# FUNDING SOURCES & ACRONYMS




2019 Fall Open House and Public Hearing to discuss spending for the upcoming years.
Planning | Fall Public Hearing | Third Ward | 9.4.19

**CARES ACT 2020:** Funding provided from the federal government through the CARES Act, signed into law in March 2020. These funds were provided to address the impacts of the COVID-19 pandemic.

**CDBG:** The Community Development Block Grant (CDBG) Entitlement Program provides annual grants on a formula basis to cities and counties. Funds are directed to developing viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons. The program is authorized under Title 1 of the Housing and Community Development Act of 1974.

**CDBG-COVID:** An extension of Community Development Block Grant funding to respond to the increased need for affordable housing and supportive services during the pandemic. The Texas Department of Housing and Community Affairs oversees this funding.

**CDBG-DR:** Funds necessary expenses related to disaster relief, long-term recovery, restoration of infrastructure and housing, and economic revitalization in the most impacted and distressed areas resulting from federally declared disasters. HCDD currently uses funds from four different allocations related to disaster recovery, which are abbreviated as follows:

**CDBG-DR2:** The final allocation for long-term recovery provided after Hurricane Ike.

**DR15:** To fund home repair, housing buyout, and infrastructure improvement to address damage from the 2015 flood events.

**DR16:** To fund damage from the 2016 flood events, and to improve flooding resilience through the buyout program.

**DR17:** To fund recovery programs after Hurricane Harvey, such as home owner assistance, single family development, multifamily rental, small rental, home buyer assistance, buyout, public services, and economic revitalization.

**CDBG-MITIGATION:** In February of 2018, Congress appropriated Community Development Block Grant (CDBG) funds specifically for mitigation activities for qualifying disasters in 2015, 2016, and 2017.

**ECON DEV:** Federally allocated funding granted through an application to HUD, only provided for long-term economic development projects. Typically, these funds come in the form of grants from the Economic Development Initiative and accompanying loans through Section 108 of the Housing and Community Development Act of 1974.

**ERAP ROUND 1:** Funding provided under the Consolidated Appropriations Act 2021, to provide assistance to recover from the continued pandemic.

**ERAP ROUND 2:** funding provided under the American Rescue Plan Act of 2021 to provide assistance to recover from the continued pandemic.

**ESG:** The Emergency Solutions Grant (ESG) program provides funding on an annual basis to: (1) engage homeless individuals and families living on the street; (2) improve the number and quality of emergency

shelters for homeless individuals and families; (3) help operate these shelters; (4) provide essential services to shelter residents; (5) rapidly rehouse homeless individuals and families; and (6) prevent families/individuals from becoming homeless.

**ESG-COVID:** An extension of Emergency Services Grant funding to provide more support for emergency shelters and keeping people out of homelessness during the pandemic.

**GENERAL FUND:** The City of Houston's general operating budget.

**HHSP:** Texas' Homeless Housing and Services Program provides funding to the state's eight largest cities in support of services to homeless individuals and families. Allowable activities include construction, development, or procurement of housing for homeless persons; rehabilitation of structures targeted to serving homeless persons or persons at-risk of homelessness; provision of direct services and case management to homeless persons or persons at-risk of homelessness; or other homelessness-related activity.

**HOME:** The HOME Investment Partnerships Program (HOME) provides grants to states and localities that communities use – often in partnership with local nonprofit groups – to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. HOME is the largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.

**HOPWA-COVID:** An extension of HOPWA funds to help maintain facilities and activities, such as rent assistance and healthcare for persons with HIV/AIDS during the pandemic.

**HOPWA:** Under the Housing Opportunities for Persons With AIDS (HOPWA) Program, HUD provides annual grants to local communities, states, and nonprofit organizations for projects that benefit low-income persons living with HIV/ AIDS, as well as their families.

**HUD:** Short-hand for the U.S. Department of Housing and Urban Development, which provides the majority of federal funds provided to the City of Houston.

**LOCAL BONDS:** Voters have passed ballot measures allowing the City of Houston to finance affordable housing

**TIRZ:** Tax Increment Reinvestment Zones (TIRZs) are special zones created by Houston City Council under state law to attract new investment in an area. TIRZs are intended to help finance costs of redevelopment and encourage development in areas that would otherwise not attract sufficient market development in a timely manner. Taxes attributable to new improvements (tax increments) are set aside in a fund to finance public improvements within the boundaries of the zone.

**TERAP:** Texas Emergency Rental Assistance Program. Provides rental assistance to income-eligible households impacted by COVID-19 to help them stay housed during the pandemic.

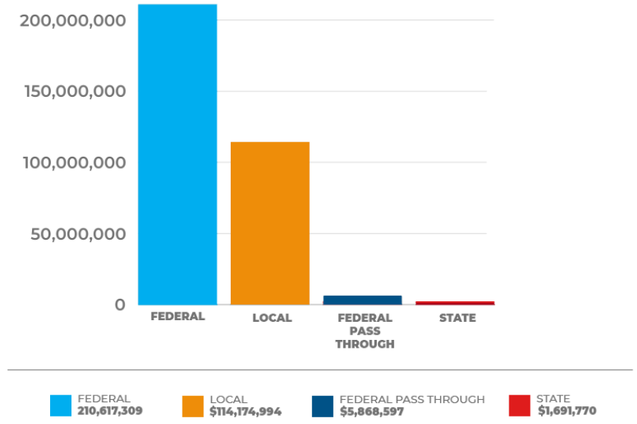
**TIRZ BONDS:** Serving low to moderate income households in the Houston area with Homebuyer Choice, Homebuyer Assistance and New Home Development programs.

**SPECIAL REVENUE FUND:** The Housing and Community Development Department uses these funds to support emergent housing needs and promote affordable housing initiatives

# FUNDS AWARDED

## FISCAL YEAR 2021 (FY21) July 1, 2020 through June 30, 2021

| GRANT / FUND | SOURCE | TOTAL |
|---|---|---|
| ERAP ROUND 1 | Federal | $70,109,465 |
| CDBG-MIT | Federal | $61,884,000 |
| ERAP ROUND 2 | Federal | $51,640,890 |
| CDBG | Federal | $24,879,715 |
| HOME | Federal | $10,339,715 |
| HOPWA | Federal | $10,315,585 |
| ESG | Federal | $2,103,240 |
| TIRZ BONDS | Local | $100,000,000 |
| TIRZ | Local | $12,797,036 |
| LOCAL BONDS | Local | $880,000 |
| GENERAL FUND | Local | $497,958 |
| TERAP | Federal Pass Through | $ 5,868,597 |
| HHSP | State | $1,691,770 |
| Grand Total | | $353,007,970 |




### NOTE ON METHODOLOGY

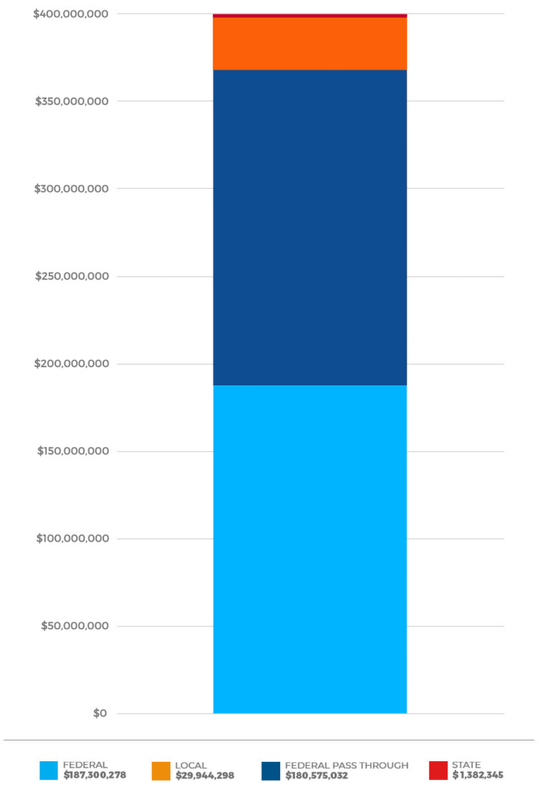
HCDD reports annually to the City of Houston Controller as part of the City's annual budget process, which is approved by City Council. The financial reporting here is based on HCDD's audited report to the City Controller, for the reporting period July 1, 2020 to June 30, 2021.

HCDD also reports financial data to HUD in an annual Consolidated Annual Performance and Evaluation Report. The City budgeting process uses accrual-basis accounting, while HUD reporting uses cash-based accounting. Awarded funds are those received by the department during the fiscal year..

# ANNUAL SPENDING

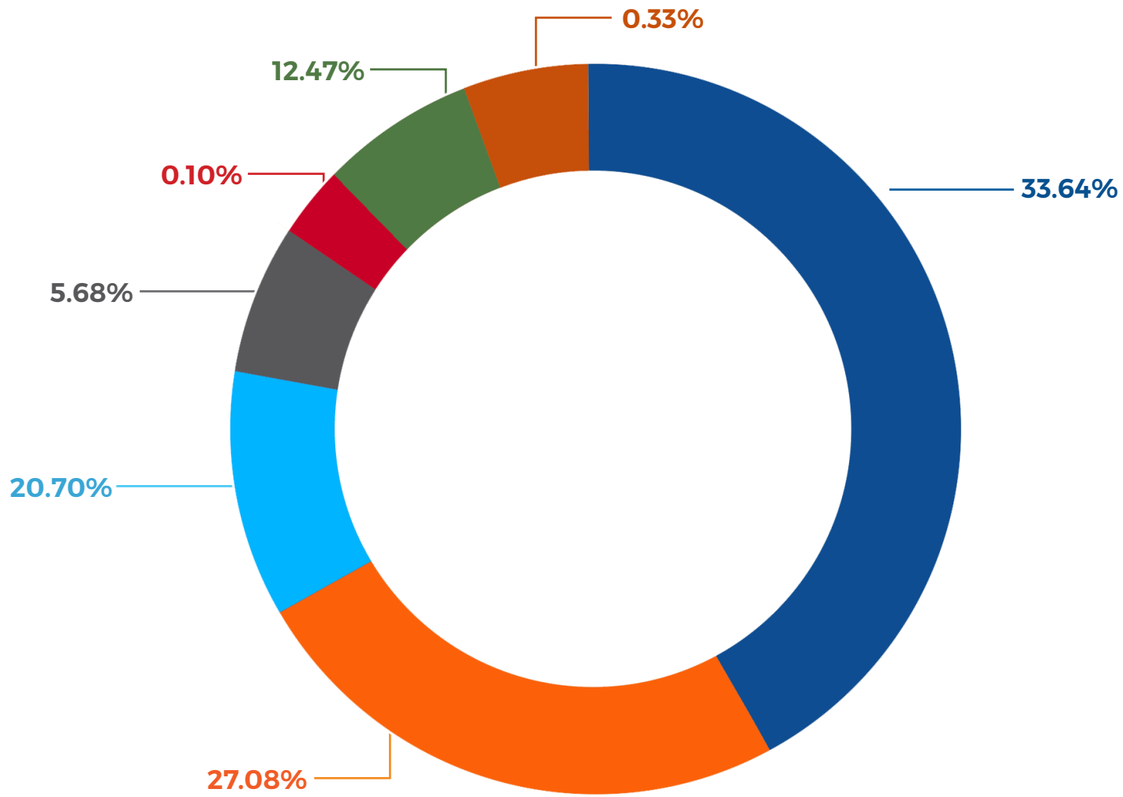
**FISCAL YEAR 2021 (FY21)** July 1, 2020 through June 30, 2021

| GRANT / FUND | SOURCE | TOTAL |
|---|---|---|
| ERAP ROUND 1 | Federal | $36,628,970 |
| ERAP ROUND 2 | Federal | $66,380,345 |
| CDBG | Federal | $ 26,002,361 |
| CDBG-DR 2015 | Federal | $4,601,416 |
| CDBG-DR 2016 | Federal | $ 17,713,060 |
| CDBG-MIT | Federal | $5,661 |
| COVID-CDBG | Federal | $ 2,810,875 |
| COVID-HESG | Federal | $ 1,513,874 |
| COVID-HOPWA | Federal | $ 765,540 |
| ECONOMIC DEVELOPMENT | Federal | 9,919,479 |
| ESG | Federal | $1,729,676 |
| HOME | Federal | $9,666,837 |
| HOPWA | Federal | $9,562,185 |
| CDBG-DR 2017 | Federal Pass Through | $ 174,533,475 |
| DR ROUND 2 | Federal Pass Through | $ 4,914,932 |
| TERAP | Federal Pass Through | $ 1,126,625 |
| GENERAL FUND | Local | $497,958 |
| LOCAL BONDS | Local | $ 1,363,983 |
| SPECIAL REVENUE FUND | Local | $ 140,419 |
| HHSP | State | $497,958 |
| TIRZ | State | $27,941,938 |
| Grand Total | | $ 399,201,953 |




# PROGRAM SPENDING

**FISCAL YEAR 2021 (FY21)** July 1, 2020 through June 30, 2021




## FY21 Spending at a Glance:

| CATEGORY | EXPENDITURES |
|---|---|
| PUBLIC SERVICES | $134,294,388 |
| MULTIFAMILY | $108,103,187 |
| SINGLE FAMILY | $82,648,095 |
| PUBLIC FACILITIES | $49,773,846 |
| ADMINISTRATION | $22,672,480 |
| OTHER CITY DEPARTMENTS | $1,325,190 |
| PLANNING | $384,767 |
| Total | $399,201,953 |

# DEVELOPMENT MILESTONES

# MULTIFAMILY

## Completed

| PROJECT | AFFORDABLE UNITS | TOTAL UNITS | HCDD FY21 SPEND | FUNDING SOURCE | TOTAL HCDD FUNDING | TOTAL PROJECT COST |
|---|---|---|---|---|---|---|
| **Somerset Lofts**<br>8506 Hempstead Rd, 77008 | 120 | 120 | $214,993 | CDBG-DR2 | $6,000,000 | $27,914,458 |
| **Cleburne Senior Living Center (Law Harrington Senior Living)**<br>2222 Cleburne St. 77004 | 112 | 112 | $520,866 | TIRZ | $2,500,000 | $27, 790,053 |
| **Total** | **232** | **232** | **$735,859** | | **$8,500,000** | **$55,704,511** |

## Ongoing

| PROJECT | AFFORDABLE UNITS | TOTAL UNITS | HCDD FY21 SPEND | FUNDING SOURCE | TOTAL HCDD FUNDING | TOTAL PROJECT COST |
|---|---|---|---|---|---|---|
| **McKee City Living**<br>650 McKee Street, 77002 | 100 | 120 | $6,625,195 | CDBG DR17 | $14,500,000 | $35,479,520 |
| **Scott Street Lofts**<br>1320 Scott Street, 77003 | 98 | 123 | $5,606,658 | CDBG DR17 | $14,500,000 | $34,673,324 |
| **NHH Avenue J**<br>5220 Avenue J, 77011 | 100 | 100 | $4,977,942 | CDBG DR17 | $12,485,000 | $34,905,190 |
| **South Rice Apts**<br>5612 South Rice Avenue, 77081 | 62 | 115 | $3,611,087 | CDBG DR17 | $12,400,000 | $33,085,918 |
| **900 Winston**<br>900 Winston, 77009 | 102 | 114 | $6,561,505 | CDBG DR17 | $11,230,000 | $31,465,057 |
| **Edison Lofts**<br>7100 W. Fuqua Dr. 77489 | 107 | 126 | $4,547,833 | CDBG DR17 | $8,000,000 | $26,246,380 |
| **Green Oaks Apartments**<br>1475 Gears Road, 77067 | 177 | 177 | $2,749,755 | HOME | $6,273,113 | $33,975,518 |
| **Campanile on Commerce**<br>2800 Commerce ST, 77003 | 105 | 120 | $0 | HOME, TIRZ | $3,500,000 | $23,800,962 |
| **Bellfort Park Apts**<br>4135 West Bellfort Street, 77025 | 64 | 64 | $0 | CDBG DR17 | $3,500,000 | $14,083,048 |
| **Light Rail Lofts**<br>4600 Main Street, 77002 | 56 | 56 | $1,302,415 | CDBG, HOME | $3,453,329 | $11,259,187 |
| **Briarwest Apts**<br>12976 Westheimer Road, 77077 | 100 | 120 | $0 | CDBG DR17 | $2,500,000 | $22,320,000 |
| **Total** | **1,071** | **1,235** | **$35,982,390** | | **$92,341,442** | **$301,294,104** |

## New

| PROJECT | AFFORDABLE UNITS | TOTAL UNITS | HCDD FY21 SPEND | FUNDING SOURCE | TOTAL HCDD FUNDING | TOTAL PROJECT COST |
|---|---|---|---|---|---|---|
| **2100 Memorial**<br>2100 Memorial Drive, 77007 | 159 | 197 | $4,656,690 | CDBG DR17 | $25,000,000 | $61,799,837 |
| **Avenue on 34th**<br>2136 W 34th St, 77018 | 56 | 70 | $6,950,525 | CDBG DR17 | $19,619,640 | $39,864,269 |
| **St. Elizabeth Place**<br>4514 Lyons Avenue, 77020 | 44 | 85 | $4,700,000 | CDBG DR2/ DR17 | $14,874,622 | $31,708,209 |
| **Canal Lofts**<br>5601 Canal St, 77011 | 100 | 150 | $8,605,130 | CDBG DR17 | $14,350,000 | $40,356,370 |
| **Caroline Lofts**<br>2403 Caroline St, 77004 | 80 | 119 | $9,793,750 | CDBG DR17 | $14,000,000 | $35,005,530 |
| **Dian Street Villas**<br>1433 Dian St/1802 W 15th St, 77008 | 96 | 108 | $6,839,729 | CDBG DR17 | $12,000,000 | $34,425,000 |
| **Gala at MacGregor**<br>102 Carson Court, 77004 | 75 | 85 | $7,377,329 | CDBG DR17 | $11,000,000 | $28,971,116 |
| **Gale Winds**<br>5005 Irvington Blvd, 77009 | 10 | 8 | $1,420,020 | CDBG DR17 | $10,250,000 | $28,190,719 |
| **Heritage Senior Residences**<br>1120 Moy Street, 77007 | 94 | 135 | $6,061,833 | CDBG DR17 | $9,400,000 | $25,919,446 |
| **Regency Lofts**<br>3232 Dixie Dr, 77021 | 102 | 120 | $6,479,844 | CDBG DR17 | $9,090,000 | $18,187,638 |
| **The Citadel (FKA Elgin Place)**<br>3345 Elgin Street, 77004 | 67 | 74 | $0 | CDBG DR17 | $2,350,000 | $22,830,000 |
| **West Little York**<br>7925 W Little York Road, 77040 | 105 | 150 | $2,350,000 | CDBG DR17 | $2,350,000 | $22,830,000 |
| **Total** | **988** | **1,301** | **65,234,850** | | **$144,284,262** | **$390,088,134** |

| FY21 Total | AFFORDABLE UNITS | TOTAL UNITS | HCDD FY21 SPEND | FUNDING SOURCE | TOTAL HCDD FUNDING | TOTAL PROJECT COST |
|---|---|---|---|---|---|---|
| | **2,291** | **2,768** | **101,953,099** | | **$245,125,704** | **$747,086,749** |

# DEVELOPMENT MILESTONES

# PUBLIC FACILITIES

## Completed

| PROJECT | PROGRESS | HCDD FY21 SPEND | FUNDING SOURCE | TOTAL HCDD FUNDING | TOTAL PROJECT COST |
|---|---|---|---|---|---|
| **East End Maker HUB**<br>6501 Navigation Blvd. | Construction Complete | $9,553,793 | CDBG / ECON DEV | $24,090,000 | $32,691,862 |
| **Independence Heights Community Center**<br>603 E 35th St. | Construction Complete | $0 | ECON DEV | $169,000 | $169,000 |
| **Swiney Community Center**<br>2812 Cline St. | Construction Complete | $0 | CDBG | $150,000 | $150,000 |
| **Total** | | **$9,553,793** | | **$24,409,000** | **$33,010,862** |

## Ongoing

| PROJECT | PROGRESS | HCDD FY21 SPEND | FUNDING SOURCE | TOTAL HCDD FUNDING | TOTAL PROJECT COST |
|---|---|---|---|---|---|
| **DR2015 - 4A & 12A SWAT**<br>Northline/Northside and Bonita Garden | Under Construction | $0 | CDBG-DR15 | $29,207,210 | $29,207,210 |
| **Buyout Program**<br>Braeburn Glen, Glenburnie & Cashiola, and Langwood | Demolition | $0 | CDBG-DR15 | $10,660,000 | $10,660,000 |
| **Edison Performance Arts**<br>7100 W. Fuqua | Design Phase | $1,695,059 | CDBG | $5,000,000 | $8,000,000 |
| **9100 Fondren (Boardwalk Apts)**<br>9100 Fondren | Pending Close-Out | $0 | CDBG-DR16 | $1,540,000 | $1,540,000 |
| **Total** | | **$1,695,059** | | **$46,407,210** | **$49,407,210** |

## New

| PROJECT | PROGRESS | HCDD FY21 SPEND | FUNDING SOURCE | TOTAL HCDD FUNDING | TOTAL PROJECT COST |
|---|---|---|---|---|---|
| **Imperial Valley/Biscayne**<br>17030 and 17050 Imperial Valley | Acquisition Completed/ Relocation | $0 | CDBG-DR17 | $32,029,272 | $32,029,272 |
| **DR2015-Neuens**<br>Neuens Road between Gessner Road and Blalock Road | Under Construction | $0 | CDBG-DR15 | $11,788,980 | $12,593,292 |
| **DR2015 - Spellman Detention Basin**<br>Willowbend Boulevard (N), Sandpiper Dr (E), West Bellfort Ave (S) and Fondren Rd. (W) | Design Phase | $0 | CDBG-DR15 | $17,752,586 | $18,555,665 |
| **5312 Clarewood**<br>5312 Clarewood | Acquisition Completed/ Relocation | $0 | CDBG-DR16/17 | $16,158,928 | $16,158,928 |
| **11810 Chimney Rock**<br>11810 Chimney Rock | Acquisition Completed/ Relocation | $0 | CDBG-DR16 | $12,782,737 | $12,782,737 |
| **3200 N MacGregor**<br>3200 N MacGregor | Acquisition Completed/ Relocation | $0 | CDBG-DR17 | $6,427,500 | $6,427,500 |
| **Navigation Center**<br>2903 Jensen Dr. | Under Construction | $0 | ESG-CV | $3,500,000 | $6,424,837 |
| **Mercato, Inc.**<br>Various TBD | Approved by Council | $0 | CDBG | $100,000 | $100,000 |
| **Total** | | **$0** | | **$100,540,003** | **$105,072,231** |

| FY21 Total | PROGRESS | HCDD FY21 SPEND | FUNDING SOURCE | TOTAL HCDD FUNDING | TOTAL PROJECT COST |
|---|---|---|---|---|---|
| | | **$11,248,852** | | **$171,356,213** | **$187,490,303** |

# OUR TEAM: EXECUTIVE LEADERSHIP

AS OF MAY 2022



**KEITH W. BYNAM**
Director



**DEREK SELLERS**
Deputy Director
Planning & Grants Management



**TEMIKA JONES**
Assistant Director
Chief Finacial Officer



**RAY MILLER**
Assistant Director
Multifamily & Public Facilities



**KENNISHA LONDON**
Assistant Director
Compliance and Grant Administration



**MELODY BARR**
Deputy Assistant Director
Public Services



**SHANTA HARRISON**
Deputy Assistant Director
Communications & Outreach



**CEDRICK LASANE**
Deputy Assistant Director
Disaster Recovery & Single Family Home Repair



**ANA MARTINEZ**
Deputy Assistant Director
Public Facilities



**ANGELA SIMON**
Deputy Assistant Director
Planning & Grants Management



# DEPARTMENT STAFF

AS OF MAY 2022

Bernie Abraham-Kean
Shea Adolphin
Pedro Aguirre
Eva Alcala
David Alfaro
Daniel Anassi
Nerica Angol
Suzette Arbuckle
Eliezer Arce
Bunny Arita
Michelle Avila
Ekundayo Azubuike
Frankie Bannister
Melody Barr
June Beck
Becky Benitez
Sharon Benson
Christian Bessey
Ron Bhattacharjee
Ryan Bibbs
Kevin Bingham
Chunichi Blanton
Tiachia Booker
Cory Bornejko
Chrystal Boyce
Tiffany Boyce
Jared Briggs
Nicole Brooks
Linsi Broom
Beverly Brown
Jordon Brown
Monica Burnom
Olivia Bush
Keith Bynam
Dion Byrd
Brenda Cabaniss
Angela Calhoun
Jessica Caraway
Gabriel Carey
Dean Carter
Jaclyn Carter
Jim Castillo
Ruperto Castillo
London Chadwick
Jessica Chapa
Kyle Chatelain
Yang Chen
Taylisha Clark
Daniel Coleman
Tishia Coleman
Peggy Colligan
Kathryn Cooper
Melissa Craney
Johnny Cratic
David Crowl
Andrea Daniels
Azia Davis
Jasmine Davis
Arva Dearborne
Krupa Desai
Charone Dixon
Paul Doty
Shelby Duncan
Chinwe Echebiri
Bruce Edwards
Alicia Elizalde
Tamala Ephraim
Eric Espinal
Gracie Estrada
Pirooz Farhoomand
Edward Feng
Michael Firenza
Ingrid Flornoy
Monicque Fox
Karen Franklin
Gwendolyn Gabriel
Caroline Gamble
Alton Garcia
Maria Garcia
Humberto Garcia
Sandra Garza
Elizabeth Gaytan
Sean George
Tizeta Getachew
Joseph Gilbert
Gabrielle Giles
Sherrie Glover
Jamila Glover
Ebony Goard
Cesar Gonzalez
Jeniece Goudeau
Kathryn Grigsby
Yolanda Guess-Jeffries
Latisha Guillory
Beverly Guillory
Madiha Haque
Larry Harris
Whitney Harris
Kenneth Harris
Shanta Harrison
Barbara Hayes
Alfred Henson
Enedelia Herron
Fredrick Hoisington
Patricia Holcombe
Jamie Holmes
Keeysha Holmes
Chante Holmes
Kimberly Hunt
Holly Hutcheson
Nagisa Alan Isa
Mary Itz
Helena Iweajunwa
Danielle Jackson
Paula Jackson
Veronda Jackson
Matthew Jenkins
Tony Jin
Monica Johnson
Patrick Johnson
Timothy Johnson
Kionnedra Johnson
Matthew Johnson
Omotola Johnson
Kimmy Johnson
Darrell Johnson
Rebekah Jones
Ronald Jones
Dejana Jones
Temika Jones
Nichole Joseph
Averil Julius
Dare Kadiri
Bobby Kalathoor
Tiffany Kapanga
Aman Khan
Dominique King
Kelly Kistler
Eunice Klinski
Anamika Kumari
Sheronda Ladell
Melissa Lahey
Clairisa Landry
Cedrick Lasane
Jessica Lavergne
Ashley Lawson
Roxanne Lawson
Dawn Lee
Tracy Lee
Antoine Lee
Metchm Lohoues-Washington
Kennisha London
Terrence London
Stephan Loston
Marc Lucius
Nebal Maatouk-Elsabbagh
Ellary Makuch
John Marks
Ana Martinez
Kelli Matherne
Abraham Mathew
LaStephen Maxwell
Ebony McDaniel
Brian McKenzie
Blair McKenzie
Francesca Mejia
Gerard Miles
Ray Miller
Jayna Mistry
Danny Molina
Greta Molo
Jorge Moor
Juanita Moore
Teresa Moore
Benito Morales
Clarence Moton
Steven Mullings
Karen Murrell
Ha Nguyen
Abolade Olaoye
Michael Ona
Jesse Ortiz
Mary Owens
Leseh Palay
Sonya Parker
Orson Pate
Kedric Patterson
Stephanie Pena
Michelle Perales
Esperanza Perez
Krystal Perez Ivy
Alan Perusquia
Chau Pham
MeShanda Phillip
Paula Pineda
Daniel Pinto
Ruth Pizarro
Onecca Porter
Douglas Prater
Leonard Jr. Pryce
Faiyaz Rahman
Alfredo Ramos
Nancy Ramos
Tywana Rhone
Lisa Riley
Jeremiah Rivera
Kristin Robinson
Martha Rodriguez
Maribel Rodriguez
Michael Rodriguez
Maria Rodriguez-Martinez
Vanessa Rosales
Carmen Rosaya
Megan Rowe
Sahr Saffa
Stephen Samperi
Marion Scott
David Scott
Kristal Scruggs
Kadina Seals
Derek Sellers
Rupa Sen
Laura Serrano
Tandra Shropshire
Greg Simon
Angela Simon
Stephen Skeete
James Skipper
Chrystal Slaughter
Lisa Slider
Katrina Sloan-Bosie
Yvonne Smith
Andrea Smith
Michael Smith
Clay Smith
Latasha Smith
Tara Soileau
Pedro Sosa
Vanessa Staden
Shaunell Stills
Maddy Subramaniam
Lakesha Tates
Apinan Thamrongratanasilp
Cassandra Thomas
Pauline Thomas
Rodney Thomas
Arturo Tovar
Stephen Urteaga
Emilio Useche
Angelica Valdez
Esdras Velasquez
Elizema Velazquez
Cesar Verde
Ashley Villarreal
Gary Wallace
Nathan Washington
Chanel Wells
Tasha Wells
Dalia White
Lester Whiteing
Debra Wiggins
Jason Williams
Deidre Williams
Dwain Woodfork
Stephanie Wrights
Tiffany Wyatt
Yan Xu
Albert Yamaguchi
Paul Yindeemark




CITY OF HOUSTON
HOUSING AND
COMMUNITY
DEVELOPMENT

**City of Houston**
**Housing and Community Development Department**
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