

# BUILDING EQUITY, EMPOWERING FAMILIES



## 2020 ANNUAL REPORT

HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT



# Annual Report 2019-2020

## Table of Contents

Message from Director and CFO	3
What We Do	4
Adjusting to the Pandemic	7
<b>SAFE, QUALITY HOMES</b>	
Single-Family Home Repair Programs	8
New Home Development: Creating Equity	10
Homebuyer Assistance	12
Multifamily: Investing in Equity	14
Multifamily Developments	16
<b>THRIVING COMMUNITIES</b>	
Public Facilities	19
Ending Homelessness	20
Economic Opportunities	21
Public Services: Preserving Equity	22
Pandemic Response	24
Resiliency and Disaster Mitigation	25
<b>ACCOUNTABILITY</b>	
Open Data: Leading on Equity	26
Accessible Events	28
Meeting our Obligations	29
Responsible Spending: Leveraging for Equity	30
Glossary of Funding Terms	31
Financials	32
Development Milestones	34
Our Team	38

# Message from HCDD Director and Chief Financial Officer

**Fiscal Year 2020 presented new challenges and pushed the Housing and Community Development Department (HCDD) to adapt our methods, ensuring that we are building equity and empowering individuals and families to shape their own success.**

If the past few years have centered on increasing capacity, 2019-2020 acted as a test of these newly built systems. In the fall of 2019, our department broke ground on enormous initiatives, expanding our single-family construction, reshaping policies to better advance equity, and strengthening connections with partners to create amenities and services to brighten community life.

Where you live is not just a roof over your head – it’s also the source of some of our strongest connections and opportunities. A newly built single-family home is an investment in a community: what will build wealth for one family may also become the site of family reunions, Bible studies, neighborhood potlucks, and more. Remodeling a park in an underserved school district may invite local artists and students to work together on a community service project that will brighten the area for decades to come. Choosing underdeveloped areas as sites of new multifamily communities invites investment from essential businesses. These examples all come from real conversations with the people who have benefited from our programs in the 2019-

2020 fiscal year. And with each project, our department builds a foundation of equity, focusing our efforts on long-term issues like the racial homeownership gap, neighborhood investment discrepancies, and environmental hazards.

When the pandemic hit Houston in March of 2020, everyone at HCDD worked together to adjust our business-as-usual. At a time when the nationwide affordability crisis is deepening, and while Houstonians are still recovering from the devastating storms of the last few years, we could not afford to slow down our pace of production or lower our quality of services. Looking back at our accomplishments over the past year, we are proud to present this report, which shows our programs finding ways to streamline our processes and leverage our resources.

If the pandemic has proven anything, it is the importance of strong communities founded on mutual care.

As we continue to adapt to the challenges ahead, HCDD keeps moving forward with our work to open new avenues for residents to learn, find success, come together, and grow.



**Tom McCasland**  
Director



**Temika Jones**  
Chief Financial Officer

Home of Ms. Josephine Slider, rebuilt by the Single-Family Home Repair Program in May of 2020.

# What We Do



GIS Analyst Alan Perusquía walks residents through interactive maps of their neighborhood at our September 2019 community meeting.



## 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.



A newly constructed home in the New Home Development

# We accomplish our mission by:



## Investing

to build new homes and fix 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.

# EQUITABLE OPPORTUNITIES FOR FAMILIES

## Maintaining Equity in Challenging Times

Even with the difficulties that Fiscal Year 2020 presented, the City of Houston Housing and Community Development Department (HCDD) remained focused on equity, reaching communities who have been left behind by previous recovery and development efforts. We recognize that each person has their own definition of healthy, safe, and purposeful living. Our role is to create many different resources and ensure that every Houstonian can access those resources – so that families around the city can achieve the success they envision for themselves. We are building new, affordable homes at a faster pace, both ensuring that people in under-invested communities can become owners of single-family homes and creating rental homes in high-opportunity areas, where affordability is hard to come by. Our community-development work leverages partnerships with nonprofits and developers to build public amenities and provide social services, which families can use as they need. As we build, we are using community input, data, sustainable design practices, and innovative financing to keep ahead of the long-term crises of affordability and climate change.

From the workers on the sites of our multifamily developments, to the builders who help us repair homes, to the nonprofit stakeholders who act as service agencies, to the neighborhood advocacy groups who encourage us to always raise our standards, our work is done in collaboration with others. Throughout this report, we highlight the work of particular individuals and organizations, but these are only some examples of the important help we receive from partners. We particularly want to thank our funders and the agencies that provide oversight to our programs: the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Treasury, and the Texas General Land Office.

Our 2020 Annual Report presents an overview of the 2020 Fiscal Year, which includes our activities and spending between July 1, 2019 and June 30, 2020. A glossary of common funding abbreviations is included on page 31 of this report.



Mayor Sylvester Turner (center) joins HCDD leadership and community leadership to break ground on Towne Park Village in November of 2019.

## Adjusting to the pandemic

If the pandemic has revealed anything, it is the importance of building community networks of care and mutual aid. As soon as COVID-19 cases came to Houston, the majority of our operations went virtual, and we implemented safety standards for our limited activities in the office. Beginning in March of 2020, all visitors and employees who came to our office at 2100 Travis St. were required to have their temperatures checked, wear masks, and practice social distancing. We pivoted to electronic tools: DocuSign as an alternative for document transferal and Microsoft Teams and Adobe Connect as alternatives for hosting events. By May, we had suspended in-person contact with most partners and moved our normal range of activities to safer, virtual methods.

## Document Delivery Services

While key to keeping residents safe, virtual operations have highlighted long-standing inequities. Many of the residents who need our services have limited Internet access and technological literacy. To meet these needs, a dedicated team of employees stepped up to meet Houstonians where they were – literally – by traveling across the city to drop off and pick up paperwork at client homes or other locations. In this way, Houstonians who needed application help and resources could access our services without relying on the Internet or a third party.

# SAFE, QUALITY HOMES

Much of our spending is directed towards creating and maintaining homes for members of our community, especially those who have been disadvantaged by unequal patterns of development, infrastructure, employment, and investment. Our teams build, repair, and fund single-family and multifamily homes.

## Single Family Home Repair

We repair or rebuild homes that have been damaged by wear and weather. Our team prioritizes homeowners who are members of vulnerable populations and homes that are dangerous to immediate health and safety. Funding on home repair comes from federal funds, local funding, and disaster funding from the 2015 Memorial Day and Halloween Floods, and Hurricane Harvey in 2017.

### Key Facts

- 102** homes repaired
- 33** homes reconstructed
- 76** reimbursements issued to homeowners
- 55** homes under construction

Funding Sources:

**CDBG, TIRZ, DR15,  
DR17**





Ms. Flinn enters her newly constructed home for the first time.

# The Flinn Family

In 2020, Ms. Sylvia A. Rocha Flinn stood in front of her home of 45 years and watched as it was demolished. She inherited this house from her father, who purchased it in 1975. But, after years of wear and weather taking their toll, the needed repairs began to add up. Ms. Flinn was able to apply for the City of Houston's Single-Family Home Repair Program, which rehabilitates and reconstructs homes across the city.

"My grandmother calls it *mi jical* - literally, 'the shack.' It was my shack. Now it's no more, but that's okay." Though the home holds memories, it's not the house itself that holds significance. Instead,

Ms. Flinn is just grateful to be able to stay in the neighborhood for the long term, in a home that is safe for her and her family. "My roots are here. I love that I live with proximity to downtown, everything is accessible. This is where I grew up. My children go to school where I went to school, I love that...this is my home, my hometown."

Four months later, Ms. Flinn returns to a new house, now elevated from future flooding events. "I could not ask for anything better," she says, one arm around her mother, who joins her at the key exchange events. This, for her family, is "a new beginning. A new chapter."

# New Home Development: Creating Equity

The New Home Development Program builds new single-family homes that will be affordable to several generations of Houstonians. Through partnerships with the Houston Land Bank and Houston Community Land Trust, we are able to reduce costs and make new, high-quality homes available to low- and moderate-income families.

## How It Works



## Towne Park Village

In November of 2019, we broke ground on Towne Park Village, a 173-home master-planned community in Northeast Houston. Common neighborhood amenities will include parks and a daycare center, along with new bus-stops. While not part of the Land Bank or Community Land Trust options, these homes are eligible for subsidies from our Homebuyer Assistance Program options, which reduce prices to a range of \$130,000-\$170,000.



Towne Park Village represents scalability for HCDD – a full community of single-family homes planned from the outset to be affordable and well-connected to resources.



Mr. Green celebrates his new home purchase with his realtor.

# The Green Family

On an overcast March day in 2020, Mr. Clarence Green moved into a newly built home in Acres Homes, the neighborhood where he was born and raised. His new home, constructed through the New Home Development Program, includes four bedrooms and a spacious entry, kitchen, and yard. With an agreement with the Houston Community Land Trust (Land Trust), Mr. Green's home was made affordable, selling just around \$80,000.

"I pass by this street every day," said Mr. Green, standing in his kitchen for the first time. "When I saw somebody was building the home, I thought - somebody's building a nice home right there. I never thought it would be my home." For Mr. Green and his family, homeownership seemed out of reach for a long time. Now, he'll be able to raise his children in the neighborhood he considers his community, in a home that is his own.

The affordability of Mr. Green's home - and all the homes in the Land Trust Option of this program - is accomplished by placing the property land in trust with the Land Trust. While the homeowner is responsible for the home mortgage and other homeownership duties, the land is owned by the Land Trust and provided through a renewable, 99-year lease. This method keeps the homes affordable in perpetuity, so that if Mr. Green ever decides to move, another family can benefit from the same model of affordability.

## Key Facts

- 28** homes sold
- 22** sold under Community Land Trust Option
- 6** sold under Traditional Option
- 9** homes under construction

Funding Sources:

**TIRZ**

# Homebuyer Assistance

Homeownership is a dream that feels out of reach for many Houstonians. Our programs are helping to turn those dreams into realities. Our homebuyer assistance options provide up to \$30,000 in down-payment and other closing costs to homebuyers who are purchasing their first home. With the addition of the Harvey Homebuyer Assistance Program, we also provide funds to homebuyers who are replacing a home lost due to Hurricane Harvey.

As this program is one of our most popular, the Homebuyer Assistance team created virtual workshops tailored to homebuyers and real estate professionals. Since launching this initiative, we have held 13 events to assist applicants and to inform the realtors that help buyers close on their homes.

## Key Facts

**199** homebuyers assisted

**400** people registered for workshop events

Funding Sources:

**TIRZ, DR17**



The Homebuyer Assistance Program may assist with purchasing homes built through the New Home Development Program, creating multiple pathways for homebuyers to find affordable options.



Mr. Harry Sapp signs the paperwork to close on the purchase of his first home in June of 2020. He received \$30,000 in down payment assistance from the Harvey Homebuyer Assistance Program.

# Multifamily: Investing in Equity

In a city where more than 50% of residents are renters and 46% of renters spend more than one-third of their monthly income on rent, affordable multifamily homes are essential. Our Multifamily team is responsible for creating and preserving high-quality affordable rental homes in an equitable fashion.

Affordable developments are funded through rounds of grants administered by HCDD, and via Housing Tax Credits, which are incentives provided by the U.S. Department of Treasury, supported by the City of Houston and allocated by the Texas Department of Housing and Community Affairs. Any developer applying for tax credits must have City Council's support enabling us to hold developments to a high standard.

Advancing equity means creating choices for families, allowing low- and moderate-income households to select their communities and find homes in opportunity-rich areas.

In early 2020, we implemented our Equitable Distribution Policy based on the current distribution of affordable homes across Houston's 11 City Council Districts. Developers who propose building in Council Districts with fewer existing affordable homes receive priority, ensuring a greater variety of options for renters that need affordable homes. The policy also gives priority to those proposals that create communities near public transit, job centers, highly ranked schools, and other amenities.

The Equitable Distribution Policy was recognized as one of four finalists for the 2020 Urban Land Institute Robert C. Larson Housing Policy Leadership Award. HCDD is proud to pioneer new strategies for advancing equity in development.



Somerset Lofts will bring 120 new state-of-the-art apartments to Timbergrove, an expanding neighborhood where affordable homes are difficult to find. These homes are a great example of the importance of equitably distributing apartment homes.



Mayor Sylvester Turner (third from right), former Mayor Anise Parker (fourth from left), and HCDD Director Tom McCasland (center) help break ground on Law Harrington Senior Living Center. This community will be the largest LGBTQ-affirming senior center in the U.S.A., offering 112 affordable apartment homes to seniors. A partnership with the Montrose Center will provide social services and community support to residents.



Hardy Yards Apartments provides 350 units to residents of Near Northside. This high-end, mixed-income project, with its easy access to job centers and its comprehensive on-site amenities, illustrates how we are pushing developers to meet high standards for affordability and sustainability.

# Multifamily Developments

New multifamily construction in the fiscal year was funded through our Harvey Multifamily Program. Through two Notice of Funding Availability periods, developers submitted proposals to create or refurbish developments of multifamily rental homes. From these funding rounds, we have selected over 30 developments to support, which will create more than **3500 new rental homes**, over 3000 of which will be made affordable to low- and moderate-income Houston households. All of these proposals were held to the high standards of our Equitable Distribution Policy and are required to stay affordable for 40 years. By combining private financing, state-distributed tax credits, and our disaster recovery funding, we are leveraging **\$350 million** of HCDD funds to **\$1 billion** in development across Houston.

A summary of this year's work on our Multifamily Developments can be found on pages 34 and 35.

## Key Facts

**1218** new rental units completed

**20**

developments under construction

**9** projects completed

**30+**

communities selected for the Harvey Multifamily Development Program

Funding Sources:

**BONDS, HOME, TIRZ,  
DR2, DR17**



# Preserving Equity: Park Yellowstone

In 2020, we completed renovations at Park Yellowstone Apartment Homes, a 210-unit community of affordable apartments and town homes in the historic Third Ward. The rehabilitation included interior and exterior updates, such as roofing and HVAC remodeling, an extensive security system rehaul, new community amenities, and in-unit updates to surfaces, appliances, and structures.

“Me and my kids have a fresh and clean start,” said resident Jasmine Johnson. “They have a clean environment and area to live and play in.” Ms. Johnson lived with her two young children at Park Yellowstone before the renovation. Now she can have the confidence that they will grow up in a community that will stay safe and affordable.

In addition to homes, Park Yellowstone provides an on-site daycare center, allowing working parents more flexibility in their days and connection with their immediate community. Star of Hope Ministries works with the residents of Park Yellowstone on programming and other long-term services, helping residents build skills and fellowship with one another.

Park Yellowstone was named the winner of Texas Apartment Association’s 2020 Affordable Housing Award in the Renovation and Rehabilitation category. HCDD is proud to work with Vesta Corporation and our funding partners at HUD on this rehabilitation.



Park Yellowstone offers 210 new apartments and townhomes with community amenities to residents in the Third Ward.

# THRIVING COMMUNITIES

Where you live is more than just the roof over your head. HCDD works on large-scale community projects to improve neighborhoods. We build public amenities, connect local businesses to new ventures, and ensure that services are provided to empower Houston's most vulnerable residents. By investing in locations around the city, we are providing tools that families and individuals can use to build bright, healthy lives.

## H-E-B MacGregor Market

Just before the end of 2019, our Public Facilities Team completed a key project: H-E-B MacGregor Market in Third Ward. The 90,000 square-foot grocery store was, at the time, the largest H-E-B store developed in Houston and offered the local grocer's largest selection of products. This new store was developed through strong public-private partnerships, leveraging federal funding alongside capital from H-E-B and the Houston Housing Finance Corporation.

Many residents in the Third Ward have been without easily accessible grocery stores, especially those offering healthy meal options and fresh produce. "This store represents hope for people in other neighborhoods," said Mayor Sylvester Turner in his remarks at the grand opening. "What we do here today, we will replicate in neighborhoods where there are food deserts and people in need of healthy options."

# Public Facilities

Community amenities, including parks, grocery stores, Multi-Service Centers, job centers, and health clinics are key to making sure that Houstonians have what they need to thrive. Each year, HCDD partners with other City departments like Houston Public Works, the Houston Department of Neighborhoods, and the Mayor's Complete Communities initiative to identify pressing needs of our communities. Then, we work with private businesses and nonprofit organizations to expand the amenities available to residents.

A summary of this year's Public Facilities initiatives be found on pages 36 and 37.

## Key Facts

- 9 projects completed
- 14 projects under construction

Funding Sources:

**CDBG, DR2, TIRZ, ECON DEV, BONDS**



Mayor Sylvester Turner joins community leadership to cut the ribbon at the opening of H-E-B's MacGregor Market in December of 2019.



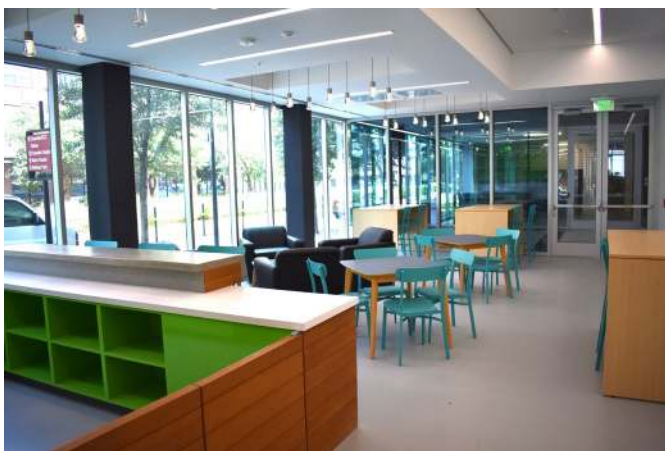
HEB's MacGregor Market offers fresh food and robust locally-sourced options to residents of Third Ward. This store includes a large selection and will employ over 400 residents.

# Ending Homelessness

We believe that the best solution to homelessness is a home. It is the City's priority to help make Houston a place where homelessness is short, rare, and non-reoccurring. HCDD is proud to partner with over 100 homelessness service agencies, nonprofit organizations, and local leaders in The Way Home – our community's strategy for aligning efforts to end homelessness. The Way Home allows people experiencing homelessness to take advantage of the wrap-around services and rental assistance they need to find stable, long-term homes and eliminate the risk of becoming homeless again.

We support the Housing First model, which provides safe homes to those in need as a first step, and then connects people to needed services, which can help address the original cause of their homelessness. Our partnerships create supportive housing developments around the city, which offer safe living spaces along with on-site services. In our region, nearly 2,000 people were provided homes through rapid rehousing programs or permanent supportive housing developments during the past year. These strategies continue to work well in Houston, with 96% of participants staying housed long-term.

Along with providing a pipeline to stable housing, HCDD and our partners provide the tools to help individuals create their own long-term success. From healthcare and addiction-recovery coaching to life-skills training, education programs, and assistance with career-building, our service-provider partners are helping to break cycles of housing insecurity and inequitable access to resources for low-income individuals and families.



The interior of Recenter's new John & Susan Dailey Building, where residents experiencing homelessness and struggling with addiction can build community, find shelter, and participate in programming to recover from substance abuse.



New Hope Housing Dale Carnegie is another supportive housing community that will provide 170 homes to those facing housing insecurity and homelessness.

# Economic Opportunities

To continue to boost equity, HCDD urges our partners to provide jobs, training, and contracting opportunities to low-income residents and businesses. Many federally funded projects are subject to Section 3 requirements, which require City contractors to direct new contracting and employment opportunities to certified low-income persons and businesses, along with Minority- and Women-Owned Small Business Enterprises (MWSBEs).

In 2020, about 35% of all HCDD contract work was done by MWSBEs. Our team helps certified businesses and residents connect with one another and find business connections by hosting events and trainings at our offices and in the community.

Additionally, HCDD's newest division is our Economic Development team, responsible for developing our Harvey Economic Development Program, which will launch in 2021. This new opportunity will provide grants and loans to microenterprises – those businesses with fewer than six employees – and other small businesses that were impacted by Hurricane Harvey.



HCDD's teams spread information about economic opportunity programs at job and opportunity fairs across the city, such as this expo at the Third Ward Economic Workshop in December of 2019.

## Key Facts

**193**

Section 3 Residents certified

**101**

Section 3 Business Concerns certified

**5,818**

individuals and businesses reached through 78 outreach events

# Public Services: Preserving Equity

HCDD's role is not to make decisions about what is best for each family, but to compile resources that Houstonians can use as they see fit. For this reason, our work is often long-term, providing funding to expand the capacity of community-built, community-based organizations. Our Public Services team supports critical service providers in areas such as childcare, physical- and mental- healthcare, job counseling, skill training, and more. The team also administers grants to organizations that serve vulnerable communities within Houston, including those living with HIV/ AIDS and those who are at risk of experiencing homelessness. In many cases, our Public Services team provides the services side of the work we are doing in other divisions, maintaining partnerships well after a development is completed.

## Key Facts

**41** fiscal year entitlement partners

**18** Harvey Public Services partners

**30,670** Residents served

Funding Sources:

**CDBG, HOPWA,  
ESG, DR17**




Photo credit:  
<https://www.capitalidea.org/graduate-spotlight-alorodriguez-aurora-alworth-spirit-award/>



Photo credit:  
<https://www.facebook.com/acaringsafeplace/photo799705032922/1252354754877417/?type=3&theater>



Photo credit:  
<https://www.facebook.com/womenshomehoustona.119511402319/10159214864402320/?type=3&theater>



# Equipping Residents with Education and Employment Capital IDEA

Our Public Services team supports our economic-development work by boosting organizations such as Capital Investing in Development and Employment of Adults (Capital IDEA). Capital IDEA helps low-income residents pursue higher education and find careers in high-demand industries that provide living wages and opportunities for advancement. Within the 2020 reporting year Capital IDEA helped 238 participants enroll in local Houston Community College campuses and saw 139 participants graduate from the program. In late June 2020, HCDD and Houston City Council agreed to expand support for Capital IDEA through our Harvey Public Services Program, to address the increased need for workforce development in Houston.



## Building Community for Persons with HIV/AIDS A Caring Safe Place

Long-time partner A Caring Safe Place offers both transitional and permanent supportive housing options, specifically working to serve low-income persons living with HIV/AIDS and their families. The communities operated by A Caring Safe Place offer supportive services including substance abuse and mental health counseling, life-skills coaching and job training, and community-building HIV support groups. Their existing communities provide homes and services to over 45 individuals, and they were designated as a Community Housing Development Organization (CHDO), meaning that they will work with our Single-Family and Multifamily teams to create more homes in the future.



## Boosting the Impact of Public Facilities The Women's Home

In 2015, HCDD partnered with The Women's Home to construct a new dormitory and community center to provide support to women who are struggling with housing insecurity, substance abuse, and physical or mental illness. Since the completion of these neighborhood support centers, we have supported the Women's Home with services-oriented funding, boosting their capacity to provide the wrap-around services to residents of their facilities. Each year, The Women's Home provides case management, wellness and self-sufficiency education, and transportation services to 275 individuals who are facing homelessness or housing insecurity. Their model works to build community and support, helping vulnerable women and families to transition into stable employment and secure homes.

# Pandemic Response

Thanks to the work of advocates and lawmakers at all levels of government, HCDD was granted nearly **\$45 million** in emergency COVID-19 relief funding by HUD. HCDD quickly allocated this funding to provide housing and re-housing support, boost the capacity of public service agencies, and open more emergency shelters.

Additionally, HCDD partnered with BakerRipley, a local nonprofit organization, to administer **\$15 million** in emergency rental assistance to Houstonians who had fallen behind on rental payments during the pandemic. The first round of funding was made available in May of 2020 and was pledged to more than **12,500 households** within 2 hours of opening for applications. Subsequent rounds of funding would arrive in Houston to meet this incredible need just after the end of the fiscal year.



Copies of our "How to Talk to Your Landlord" flyers, one of the sets of flyers distributed to help support renters during COVID-19.



# Resiliency and Disaster Mitigation



Getting input from other departments' experts and from residents is a key part of the process of selecting the projects that will help us recover from future storms.

## Key Facts

- 1 Buyout completed
- 5 Buyout in progress

Funding Sources:

**DR16, DR17**

To create a more resilient city and protect Houstonians from future disasters, HCDD partners with Houston Public Works and data experts to identify apartment complexes and other buildings that are at high risk of repeated flooding. We then use federal funds to buy these properties and convert them into green spaces and detention basins. With these changes, we are building up Houston's flood infrastructure and helping vulnerable Houstonians avoid living in unsafe places.

# ACCOUNTABILITY

## Open Data: Leading on Equity

Our in-house Geographic Information Systems Studio is leading the way towards more transparent local government. The team produced a new floodplain web map integrated with street-level imagery so that our Disaster Recovery team, as well as the public, could get a more complete view of every home repair. Visitors to the Housing and Data Resource Center on our revamped website can take advantage of new spatial data and mapping tools, including the option to create custom maps and infographics to get a snapshot of flood zones, education levels, and the needs of individual neighborhoods. By developing these tools, we can provide the public with a better understanding of our work and develop data-informed strategies to advance equity in Houston.

We encourage you to visit <https://houstontx.gov/housing/research.html> to make use of these maps and infographics to get to know your own community, and to learn more about leading research on housing and community development.

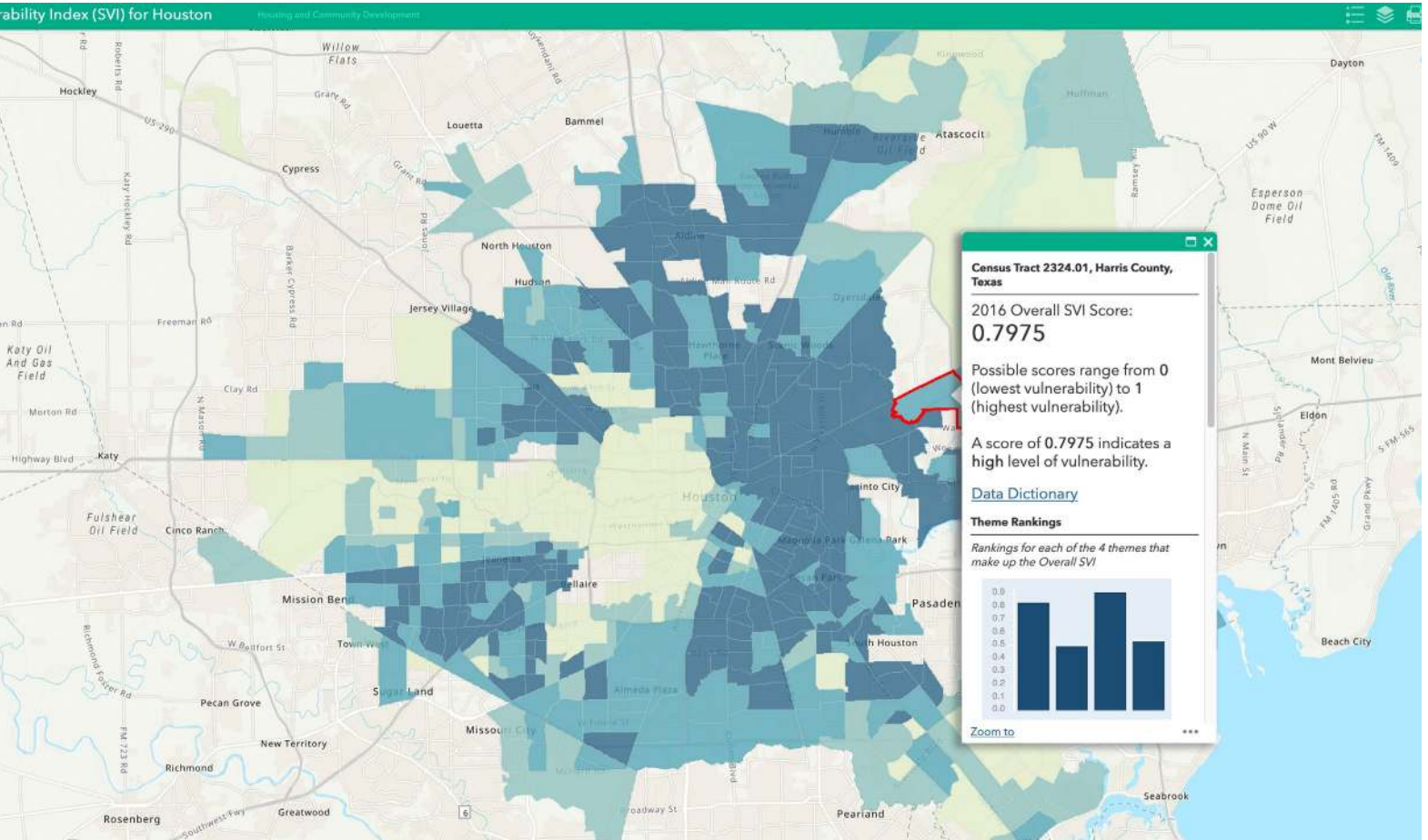


### Key Facts

**50** web applications created for departmental use

**45** resources uploaded to page

In a landscape of advancing technology, HCDD is expanding the ways we share our knowledge and methodology with the public. Twenty-first century governance includes open data, clear communications, and robust oversight. Our finances, compliance, auditing, and planning divisions work to ensure that we are using our taxpayer dollars for the interest of all residents.



and data tools  
to the public web

**100**

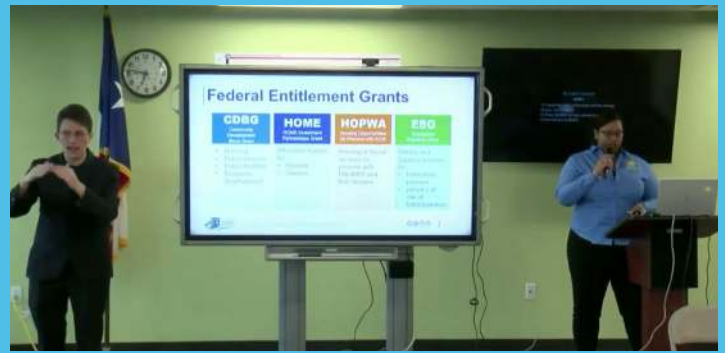
infographics created to  
capture neighborhood  
information

# Accessible Events

Events to gather community input have always been the pillar of planning and spending within HCDD. Through the fall and winter of 2019-2020, our department hosted meetings, roundtables, and public hearings to gather input for our five-year Consolidated Plan, five-year Analysis of Impediments to Fair Housing Choice, and new Mitigation Grant. We adapted our spring events on these topics to be held virtually as well.

Prior to COVID-19, our program area experts held informational sessions at our office, while our outreach team members regularly hosted tables and presentations at community resource fairs and other locally organized events. In August of 2019, we began holding weekly Community Office Hours, a dedicated time when any community member could walk in without an appointment and speak directly to program representatives about applications, status updates, or anything else. In early 2020, we launched our “Office Hours on the Road,” where we held office hours in different Multi-Service Centers once monthly.

With the pandemic, these events could no longer be held in-person, so we converted all events to virtual formats. Our office hours continue to be held weekly over the phone, and workshops and meetings with stakeholders are held online. HCDD looks forward to being able to meet residents in person for these events but has learned valuable lessons about using online tools to allow for greater accessibility.



Staff member Kristin Robinson prepares to facilitate discussion at one of our spring community meetings.

## Spring Virtual Public Hearings

Typically, our biannual Public Hearings include a short presentation, open round-table discussions between residents and staff, and an open-mic for public comments. With the pandemic, large gatherings are no longer safe, so our department had to construct a new model that could be just as informative and interactive.

To adapt, we broadcast the presentation portion through a collaboration with HTV and hosted a question- and comment-period through telephone and Facebook Live. Listeners could also call into a Skype line to listen to the hearing either in English or via live Spanish translation services. After the first Public Hearing in March of 2020, we incorporated feedback from fair housing advocates and nonprofit partners to add sign-language interpreters and a separate Spanish translation phone line to our second Public Hearing, held in April of 2020. These lessons will inform our planning of public hearings, even once events are safe to hold in-person.

### RESULTS

*(summary of both of our March and April 2020 hearings):*

- **6600+** online viewers (Facebook Live or HTV)
- **29** call-in listeners (Skype or telephone lines)
- **20+** questions and public comments addressed

### COMPARISON

*(averages from our September-January hearings):*

- **206** Facebook Live viewers *(on average)*
- **42** attendees *(on average)*

# Meeting Our Obligations: Behind the Scenes

HCDD's public-facing programs and resources are supported by teams that keep the entire department running behind-the-scenes.

- The Planning and Grant Management division creates the strategy for our work and monitors our activities to make sure that we are meeting and reporting our goals accurately.
- 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.
- The Audit team reviews how our department is working and looks for ways to make our processes more efficient and effective.
- The Policy and Communications division keeps the public, clients and other stakeholders informed through print and digital communications, outreach events, virtual meetings and programs, and an in-house Call Center which responds to questions from community members.

## Key Facts

**12.4K**

calls taken by the  
Call Center

**35**

organizations  
monitored for  
compliance with  
HCDD programs

**12.8K**

HCDD emails opened  
by stakeholders

**226K**

recorded visitors to  
HCDD-run websites

**1.5 M+**

impressions  
on social  
media posts

# Responsible Spending: Leveraging for Equity

To accomplish our goals, HCDD combines resources from state and local sources across the public and private sectors with our largest funding source, federal grants. Each year, Houston receives grants based on the city's population from the U.S. Department of Housing and Urban Development (HUD). Following declared disasters, HUD may issue special allocations of funding, which are designed to not only help repair damages but ensure that future disasters impact fewer people.

The vast majority of our funding comes from the federal government, which often takes time to access. To enable our programs to move with more efficiency, HCDD leverages local funding, such as Tax Increment Reinvestment Zone (TIRZ) set-asides and a small allocation from the City of Houston's general budget. By utilizing creative strategies for managing a multi-faceted budget, we can accomplish our goals in a timely manner, while not spending beyond our means.

In Fiscal Year 2020, HCDD received over \$173 million in funding from the federal government, along with \$1.8 million from state grants and slightly under \$20 million in local funding. In total, our department was able to receive \$195 million in resources. In the following pages, you can review these different funding sources, take a glance at the progress of our multi-year developments, and better understand HCDD's expenditures for the 2019-2020 fiscal year.



All our spending is carefully monitored and overseen by teams on finance and planning, to make sure that we are making responsible decisions for the long-term benefit of Houstonians.

# Glossary: Funding Sources

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

**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.

**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.

**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:** 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.

**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.

**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.

**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.

# Financials

Fiscal Year 2020 (FY20) July 1, 2019 through June 30, 2020

Available Resources							
GRANT / FUND	SOURCE	BEGINNING BALANCE FY 2020	AWARDED	TOTAL AVAILABLE	TOTAL SPENT	ALLOCATED	ENDING BALANCE FY 2020
CDBG-DR17	Federal	\$1,168,307,386	-	\$1,168,307,386	\$60,029,930	\$148,086,604	\$960,190,852
TIRZ	Local	\$78,933,255	\$18,464,067	\$97,397,322	\$33,347,033	\$53,611,620	\$10,438,669
CDBG-DR2	Federal Pass Through	\$34,501,653	-	\$34,501,653	\$22,613,617	\$5,068,833	\$6,819,203
CDBG	Federal	\$24,524,520	\$28,410,304	\$52,934,824	\$19,589,883	\$17,317,313	\$16,027,628
ECON DEV	Federal	-	\$25,236,093	\$25,236,093	\$15,647,682	\$9,588,411	-
CARES ACT 2020	Federal	-	\$32,100,000	\$32,100,000	\$14,851,142	-	\$17,248,858
HOPWA	Federal	\$13,876,826	\$9,882,076	\$23,758,902	\$8,705,490	\$10,148,605	\$4,904,807
HOME	Federal	\$11,612,207	\$9,522,196	\$21,134,403	\$7,349,852	\$12,956,583	\$827,969
CDBG-DR15	Federal	\$82,367,992	-	\$82,367,992	\$3,306,542	\$3,211,914	\$75,849,536
BONDS	Local	\$7,838,974	\$880,000	\$8,718,974	\$3,130,224	\$1,363,983	\$4,224,767
ESC	Federal	\$3,278,323	\$2,031,897	\$5,310,220	\$2,044,854	-	\$3,265,366
HHSP	State	\$1,088,874	\$1,835,849	\$2,924,723	\$1,223,973	\$1,058,428	\$642,322
CDBG-DR16	Federal	\$23,482,836	-	\$23,482,836	\$1,048,286	\$531,471	\$21,903,079
GENERAL FUND	Local	-	\$559,910	\$559,910	\$559,910	-	-
HOPWA-COVID	Federal	-	\$1,501,211	\$1,501,211	\$7,485	-	\$1,493,726
CDBG-COVID	Federal	-	\$35,797,809	\$35,797,809	\$5,944	-	\$35,791,865
ESG-COVID	Federal	-	\$28,902,420	\$28,902,420	\$4,406	\$2,478,290	\$26,419,724
<b>Grand Total</b>		<b>\$1,449,812,846</b>	<b>\$195,123,832</b>	<b>\$1,644,936,678</b>	<b>\$193,466,253</b>	<b>\$265,422,055</b>	<b>\$1,186,048,371</b>

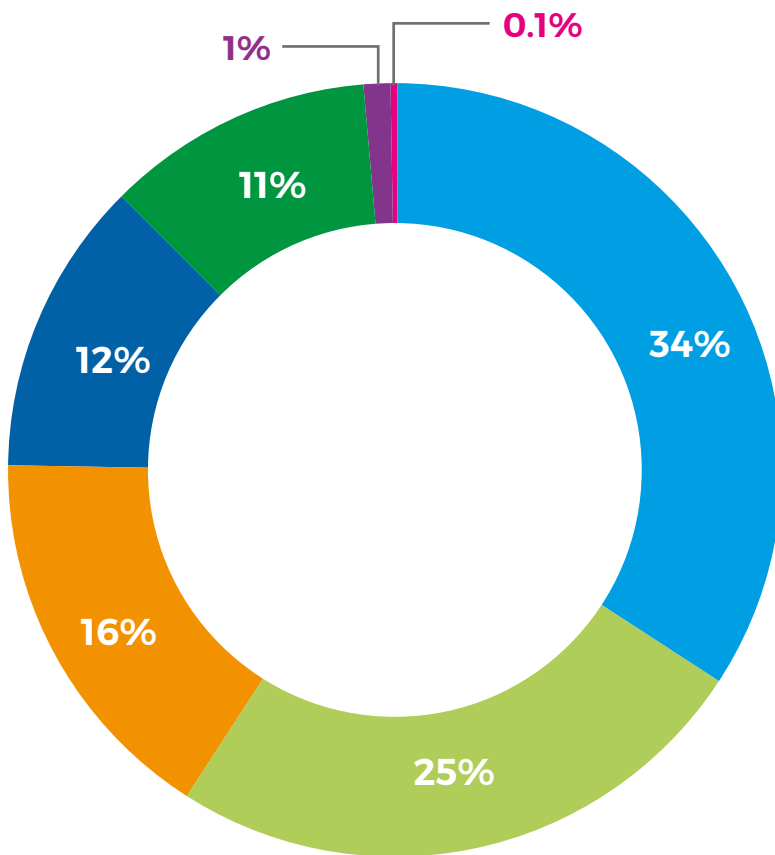
## Note on Methodology

HCDD reports annually to the City of Houston Controller as part of the City's annual budget process, which is approved by City Council. 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. The financial reporting here is based on HCDD's audited report to the City Controller. The reporting period is July 1, 2019 to June 30, 2020.

Awarded funds are those received by the department during the fiscal year.  
 Allocated funds are those committed to certain projects and activities during the fiscal year.  
 Funding categories in orange are special awards specifically provided for pandemic response.



# Program Spending



## FY20 Spending at a Glance:

CATEGORY	BUDGET
MULTIFAMILY	\$62,833,016
SINGLE FAMILY	\$49,232,770
PUBLIC SERVICES	\$31,676,403
PUBLIC FACILITIES	\$26,283,800
ADMINISTRATION	\$21,305,757
OTHER CITY DEPARTMENTS	\$1,924,672
PLANNING	\$209,834
<b>Total</b>	<b>\$193,466,253</b>

# Development Milestones



## Fenix Estates

Fenix Estates is a mixed-use, mixed-income development that primarily offers supportive services and permanent supportive housing to residents formerly experiencing homelessness. This development is currently featured as a stand-out example of utilization of HOME funding on HUD's website, at [www.hudexchange.info/programs/home/project-profiles/](http://www.hudexchange.info/programs/home/project-profiles/).

### MULTIFAMILY

#### Completed

PROJECT	AFFORDABLE UNITS	TOTAL UNITS	HCDD FY20 SPEND	FUNDING SOURCE	TOTAL HCDD FUNDING	TOTAL PROJECT COST
<b>Residence at Hardy Yards (RHY)</b> 1550 Leona, 77098	179	350	-	CDBG-DR2	\$19,200,000	\$64,314,868
<b>NHH Dale Carnegie</b> 7025 Regency Square Blvd, 77036	170	170	\$2,369,786	HOME & BONDS	\$8,500,000	\$30,356,044
<b>Fenix Estates</b> 1933 Hussion Street, 77003	180	200	-	HOME, TIRZ	\$5,950,000	\$38,643,231
<b>The Pointe at Crestmont</b> 5602 Selinsky Rd, 77048	192	192	\$2,664	TIRZ, CDBG	\$5,000,000	\$33,438,931
<b>Park Yellowstone</b> 3322 Yellowstone Blvd, 77021	210	210	-	CDBG-DR2	\$4,600,000	\$30,138,130
<b>Pleasant Hill Village</b> 3814 Lyons, 77020	165	165	\$2,404,158	TIRZ	\$3,017,201	\$3,017,201
<b>Total</b>	<b>1,096</b>	<b>1,287</b>	<b>\$4,776,608</b>		<b>\$46,267,201</b>	<b>\$199,908,405</b>

# Development Milestones

## MULTIFAMILY

### Ongoing

PROJECT	AFFORDABLE UNITS	TOTAL UNITS	HCDD FY20 SPEND	FUNDING SOURCE	TOTAL HCDD FUNDING	TOTAL PROJECT COST
<b>Somerset Lofts</b> 8506 Hempstead Rd, 77008	120	120	\$223,719	CDBG-DR2	\$6,000,000	\$27,914,458
<b>Campanile on Commerce</b> 2800 Commerce ST, 77003	105	120	-	HOME, TIRZ	\$3,500,000	\$23,800,962
<b>Light Rail Lofts</b> 4600 Main Street, 77002	56	56	-	CDBG	\$3,453,329	\$11,259,187
<b>Cleburne Senior Living Center (Law Harrington Senior Living)</b> 2222 Cleburne, 77004	112	112	\$4,579,134	TIRZ	\$5,100,000	\$27,790,053
<b>Total</b>	<b>393</b>	<b>408</b>	<b>\$4,802,853</b>		<b>\$18,053,329</b>	<b>\$90,764,660</b>

### New

PROJECT	AFFORDABLE UNITS	TOTAL UNITS	HCDD FY20 SPEND	FUNDING SOURCE	TOTAL HCDD FUNDING	TOTAL PROJECT COST
<b>McKee City Living</b> 650 McKee Street, 77002	100	120	\$7,469,314	CDBG DR17	\$14,500,000	\$35,479,520
<b>Scott Street Lofts</b> 1320 Scott Street, 77003	98	123	\$1,530	CDBG DR17	\$14,500,000	\$34,673,324
<b>NHH Avenue J</b> 5220 Avenue J, 77011	100	100	\$1,750,000	CDBG DR17	\$12,485,000	\$34,905,190
<b>South Rice Apts</b> 5612 South Rice Avenue, 77081	62	115	\$6,318,199	CDBG DR17	\$12,400,000	\$33,085,918
<b>900 Winston</b> 900 Winston, 77009	102	114	\$4,110,000	CDBG DR17	\$11,230,000	\$31,465,057
<b>Edison Lofts</b> 7100 W. Fuqua Dr., 77489	107	126	\$3,452,167	CDBG DR17	\$8,000,000	\$26,246,380
<b>Green Oaks Apartments</b> 1475 Gears Road	177	177	\$2,826,260	HOME	\$6,273,113	\$33,975,518
<b>Bellfort Park Apts</b> 4135 West Bellfort Street, 77025	64	64	\$3,500,000	CDBG DR17	\$3,500,000	\$14,083,048
<b>Briarwest Apts</b> 12976 Westheimer Road, 77077	100	120	\$2,500,000	CDBG DR17	\$2,500,000	\$22,320,000
<b>Total</b>	<b>910</b>	<b>1,059</b>	<b>\$31,927,470</b>		<b>\$85,388,113</b>	<b>\$266,233,955</b>
<b>FY20 Total</b>	<b>2,399</b>	<b>2,754</b>	<b>\$41,506,931</b>		<b>\$149,708,643</b>	<b>\$556,907,020</b>

# Development Milestones



## SPARK Parks

SPARK worked with HCDD to complete a park at Milne Elementary, including both green spaces and courts for team sports. Students also collaborated with local artists on new art installations, which are featured around the play area.

## PUBLIC FACILITIES

### Completed

PROJECT	PROGRESS	HCDD FY20 SPEND	FUNDING SOURCE	TOTAL HCDD FUNDING	TOTAL PROJECT COST
<b>HEB</b> 288/ N MacGregor	Construction complete	-	ECON DEV	\$13,862,000	\$33,862,000
<b>Calhoun</b> GLO DR2.2 Open Ditch Projects (Calhoun)	Construction complete	\$1,402,491	CDBG-DR2	\$4,540,000	\$4,540,000
<b>Recenter</b> 3809 Main St.	Construction complete	2,636,017	TIRZ, BONDS	\$4,000,000	\$19,622,365
<b>Avenue Center - Community Hub</b> 3517 Irvington Blvd	Pending HUD Closeout	-	ECON DEV	\$3,400,000	\$7,630,519
<b>Open Ditch - Nichols (DR2.2)</b> Nichols, West Coke & Gano	Construction complete	\$1,571,016	CDBG-DR2	\$3,842,889	\$4,040,000
<b>Telo Market</b> 5602 Lyons Ave	Construction complete	\$716,283	CDBG	\$835,000	\$3,357,033
<b>Hernandez Tunnel Phase II (DR2.2)</b> North Main Street from Brooks Street to 245 feet south of the Hernandez Tunnel	Construction complete	\$190,277	CDBG-DR2	\$639,577	\$699,610
<b>SPARKS - Milne Elementary</b> 7800 Portal	Construction complete	\$52,500	CDBG	\$150,000	\$270,000
<b>SPARKS - Whidby Elementary</b> 7625 Springhill	Construction complete	\$51,448	CDBG	\$150,000	\$170,000
<b>Total</b>		<b>\$6,620,032</b>		<b>\$31,419,466</b>	<b>\$74,191,527</b>

# Development Milestones

## PUBLIC FACILITIES

### Ongoing

PROJECT	PROGRESS	HCDD FY20 SPEND	FUNDING SOURCE	TOTAL HCDD FUNDING	TOTAL PROJECT COST
<b>DR2015 - 4A &amp; 12A SWAT Projects</b> Northline/Northside and Bonita Garden	Design Phase	-	CDBG-DR15	\$29,207,210	\$29,207,210
<b>East End Maker HUB</b> 6501 Navigation Blvd.	Under Construction	\$13,230,533	CDBG / ECON DEV	\$24,090,000	\$32,691,862
<b>Buyout Program: Braeburn Glen</b> Braeburn Glen, Glenburnie & Cashiola, and Langwood	Buyouts and demo are underway	\$950,842	CDBG-DR15	\$10,660,000	\$10,660,000
<b>Bering Omega</b> 2920 Fannin St.	Under Construction	-	CDBG	\$1,100,000	\$6,540,000
<b>Independence Heights</b> 603 E 35th St.	Pending Deobligation	\$91,042	ECON DEV	\$169,000	\$169,000
<b>Swiney Community Center - Architecture &amp; Engineering</b> 2812 Cline St.	Pending Deobligation	\$60,378	CDBG	\$150,000	\$150,000
<b>Total</b>		<b>\$14,332,795</b>		<b>\$65,376,210</b>	<b>\$79,418,072</b>

### New

PROJECT	PROGRESS	HCDD FY20 SPEND	FUNDING SOURCE	TOTAL HCDD FUNDING	TOTAL PROJECT COST
<b>Edison Performance Arts</b> 7100 W. Fuqua	Approved by Council	-	CDBG	\$5,000,000	\$8,000,000
<b>9100 Fondren (Boardwalk Apts)</b> 9100 Fondren	Buyout Pending Deobligation	\$1,008,529	CDBG-DR16	\$1,540,000	\$1,540,000
<b>Total</b>		<b>\$1,008,529</b>		<b>\$6,540,000</b>	<b>\$9,540,000</b>
<b>FY20 Total</b>		<b>\$21,961,356</b>		<b>\$103,335,676</b>	<b>\$163,149,599</b>

# Our Team

## Executive Leadership

as of March 31, 2021



**Tom McCasland**  
Director



**Keith Bynam**  
Deputy Director  
Compliance & Operations



**Temika Jones**  
Chief Financial Officer



**Derek Sellers**  
Deputy Director  
Planning &  
Grants Management



**Ray Miller**  
Assistant Director  
for Multifamily &  
Public Facilities



**Melody Barr**  
Deputy Assistant  
Director  
Public Services



**Jean Could**  
Deputy Assistant  
Director Policy &  
Communications



**Ana Martinez**  
Deputy Assistant  
Director Public  
Facilities



**Anderson Stoute**  
Deputy Assistant  
Director  
Single Family



**Angela Simon**  
Deputy Assistant  
Director  
Planning & Grants  
Management



**Janel Young**  
Assistant Director  
Disaster Recovery

# Department Staff

as of March 31, 2021

Bernie Abraham-Kean  
Jacqueline Adj-Omania  
Shea Adolphin  
Eva Alcalá  
Chrystal Alexander  
Derrico Alexander  
David Alfaro Pereira  
Daniel Anassi  
Phillip Anderson  
Nerica Angol  
Suzette Arbuckle  
Eliezer Arce  
Bunny Arita  
Michelle Avila  
Ekundayo Azubuiké  
Frankie Bannister  
Melody Barr  
Juan Barrera  
Becky Benitez  
Sharon Benson  
Christian Bessey  
Ranjan Bhattacharjee  
Ryan Bibbs  
Kevin Bingham  
Chunichi Blanton  
Tiffany Boyce  
Tenesha Braziel  
Carlos Brito Freitez  
Nicole Brooks  
Kimberly Brooks  
Linsi Broom  
Beverly Brown  
Jordon Brown  
Monica Burnom  
Olivia Bush  
Josue Bustillos  
Keith Bynam  
Angela Calhoun  
Yvonne Cantu  
Jessica Caraway  
Gabriel Carey  
Ruperto Castillo  
Jim Castillo  
London Chadwick  
Anthony Chavez  
Yang Chen  
Taylisha Clark  
Stephanie Clement  
Tishia Coleman  
Daniel Coleman  
Margaret Colligan  
Kimberly Collins  
Kathryn Cooper  
Melissa Craney  
Johnny Cratic  
David Crowl  
Jasmine Davis  
Azia Davis  
Arva Dearborne  
Krupa Desai  
Charone Dixon  
Paul Doty  
Shelby Duncan  
Chinwenwa Echebiri  
Bruce Edwards  
Marc Eichenbaum  
Tamala Ephraim  
Kenneth Esene  
Michelle Evans  
Pirooz Farhoomand  
Cheng-Hua Feng  
Carmen Figueroa  
Michael Firenza  
Ingrid Flornoy  
Aldwin Foster-Rettig

Monique Fox  
Karen Franklin  
Eugena Freeman  
Caroline Gamble  
Alton Garcia  
Maria Garcia  
Humberto Garcia  
Marcus Garrett  
Sandra Garza  
Elizabeth Gaytan  
Sean George  
Tizeta Getachew  
Joseph Gilbert  
Gabrielle Giles  
Sherrie Clover  
Jamila Glover  
Ebony Goard  
Cesar Gonzalez  
Jeniece Goudeau  
Jean Gould  
Kathryn Grigsby  
Yolanda Guess-Jeffries  
Latisha Guillory  
Beverly Guillory  
Robel Habtemariam  
Jeffrey Halfmann  
Gayle Hall  
Whitney Harris  
Larry Harris  
Kenneth Harris  
Barbara Hayes  
Alfred Henson  
Enevelia Herron  
Fredrick Hoisington  
Patricia Holcombe  
Keysha Holmes  
Jamie Holmes  
Kimberly Hunt  
Holly Hutcheson  
Mary Itz  
Helena Iweajunwa  
Paula Jackson  
Veronda Jackson  
Danielle Jackson  
Robin James  
Matthew Jenkins  
Tony Jin  
Monica Johnson  
Patrick Johnson  
Tandra Johnson  
Kionnedra Johnson  
Timothy Johnson  
Omotola Johnson  
Matthew Johnson  
Kimmy Johnson  
Darrel Johnson  
Ronald Jones  
Dejana Jones  
Rebekah Jones  
Temika Jones  
Nichole Joseph  
Averil Julius  
Dare Kadiri  
Bobby Kalathoor  
Shiauyun Kane  
Aman Khan  
Shaya Khorsandi  
Dominique King  
Kelly Kistler  
Sheronda Ladell  
Melissa Lahey  
Yen Lam  
Clairisa Landry  
Cedrick Lasane  
Jessica Lavergne

Roxanne Lawson  
Ashley Lawson  
Tracy Lee  
Dawn Lee  
Zoe Lipowski  
Keewanee Little  
Jaclyn Livings  
Metchm Lohoues-Washington  
Kennisha London  
Stephan Loston  
Marc Lucius  
Nebal Maatouk-El Sabbagh  
Ellary Makuch  
John Marks  
Francesca Marshall  
Ana Martinez  
Kelli Matherne  
Abraham Mathew  
Tom Mccasland  
Ebony Mcdaniel  
Blair Mckenzie  
Brian Mckenzie  
Ruben Mendez  
Gerard Miles  
Ray Miller  
Romeka Mimms  
Jayna Mistry  
Joshua Mitchell  
Danny Molina  
Greta Molo  
Joethelia Mooney  
Jorge Moor  
Juanita Moore  
Teresa Moore  
Benito Morales  
Niquita Moret  
Clarence Moton  
Steven Mullings  
Karen Murrell  
Erica Newman  
Ha Nguyen  
Udezue Obuekwe  
Abolade Olaoye  
Michael Ona  
Jesse Ortiz  
Mary Owens  
Ardrella Owusu  
Leseh Palay  
Sonya Parker  
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 Pryce  
Faizyaz Rahman  
Nancy Ramos  
Alfredo Ramos  
Jose Reynaga  
Tywana Rhone  
Lisa Riley  
Jeremiah Rivera  
Kristin Robinson  
Martha Rodriguez  
Maribel Rodriguez  
Gerardo Rodriguez  
Michael Rodriguez

Manuel Rodriguez  
Maria Rodriguez Martinez  
Vanessa Rosales  
Carmen Rosaya  
Megan Rowe  
Ana Salazar  
Stephen Samperi  
Gracie Santos  
Erika Schumacher  
Candace Sartin  
David Scott  
Marion Scott  
Kristal Scruggs  
Kadina Seals  
Senait Seghid  
Derek Sellers  
Rupa Sen  
Laura Serrano  
Terumi Shorter  
Angela Simon  
Gregory Simon  
Stephen Skeete  
James Skipper  
Chrystal Slaughter  
Lisa Slider  
Katrina Sloan-Bosie  
Andrea Smith  
Clay Smith  
Latasha Smith  
Michael Smith  
Tara Soileau  
Pedro Sosa  
Brandon Speed  
Asia Speights  
Shaunell Stills  
Anderson Stoute  
Madhuram Subramaniam  
Brenda Takahashi  
Syed Taqvi  
Lakesha Tates  
Apinan Thamrongratanasilp  
Overyne Thierry  
Pauline Thomas  
Rodney Thomas  
Cassandra Thomas  
Julia Thorp  
Dean Torrerros  
Roberto Torres Rodriguez  
Arturo Tovar  
Peppur Triplett  
Stephen Urteaga  
Emilio Useche  
Esdras Velasquez  
Elizema Velazquez  
Cesar Verde  
Ashley Villarreal  
Gary Wallace  
Dan Wang  
Nathan Washington  
Tasha Wells  
Chanel Wells  
Dalia White  
Lester Whiteing  
Debra Wiggins  
Deidre Williams  
Jason Williams  
Dwain Woodfork  
Stephanie Wrights  
Tiffany Wyatt  
Yan Xu  
Paul Yindeemark  
Janel Young  
Syed Zain Zaidi  
Ben Zimmermann

# Our Partners

## Service Providers



## Funders







City of Houston  
**Housing and Community Development Department**  
2100 Travis Street | 9th floor | Houston, TX 77002 | 832.394.6200

[www.houstontx.gov/housing](http://www.houstontx.gov/housing)

