



## BOARD OF DIRECTORS REGULAR MEETING

June 9, 2022

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## **BOARD OF DIRECTORS REGULAR MEETING AGENDA**

**Thursday, June 9, 2022 – Noon Central time  
BakerRipley Building  
4450 Harrisburg Boulevard  
Second Floor  
Houston, Texas 77011**

Due to health and safety concerns related to COVID-19, this meeting will offer participation by videoconference or in person. The meeting will be open to the public but restrictions regarding masks, allowable room capacity, and seating arrangements may be in place.

The public meeting location will be the BakerRipley Building, 4450 Harrisburg Boulevard, 2nd Floor, Houston, Texas 77011. The Board Chair, as presiding officer of the Board, will be physically present; some Board members may also be physically present. Other Board members will be participating by videoconference in accordance with the provisions of Section 551.127 of the Texas Government Code applicable to a governmental body that extends into three or more counties.

To join by videoconference, please go to: <https://us02web.zoom.us/j/87966649887>

Or join by phone by calling:

877-853-5247 or

888-788-0099

Meeting ID: 879 6664 9887

Please contact [info@houstonlandbank.org](mailto:info@houstonlandbank.org) or call us at 281-655-4600 with any questions.

### **AGENDA**

- I. Call to Order and Roll Call
- II. Public Speakers

*Speakers must be registered by 5 p.m. on Wednesday, June 8, 2022. To register, please use the online form at [www.houstonlandbank.org/resources](http://www.houstonlandbank.org/resources), e-mail [info@houstonlandbank.org](mailto:info@houstonlandbank.org) or call 281-655-4600. The Chair will call on speakers and allow three minutes per speaker.*
- III. Swearing in of Board Members
  - a. Position One: David L. Collins, Sr. (reappointment – Mayor’s Office)
  - b. Position Two: Victor A Mondragon (reappointment – Mayor’s Office)
  - c. Position Three: Matt Zeis – Chair (reappointment – Mayor’s Office)
  - d. Position Four: Jesus DeAnda (reappointment – Mayor’s Office)

- e. Position Five: Laurie Vignaud (reappointment – Mayor’s Office)
  - f. Non-Voting Advisory Member: Nicholas J. Foran (reappointment – Mayor’s Office)
  - g. Non-Voting Advisory Member: Elijah J. Williams (reappointment – Mayor’s Office)
  - h. Non-Voting Advisory Member: Kellen Zale (reappointment – Mayor’s Office)
  - i. Non-Voting Advisory Member: Vincent A. Marquez (reappointment – Mayor’s Office)
- IV. Consideration and Adoption of Meeting Minutes
- a. May 12, 2022 Board Meeting
- V. Chairman’s Greeting: Matt Zeis
- VI. Committee Reports:
- a. Executive Committee: Matt Zeis, Chair
  - b. Finance Committee: Laurie Vignaud, Chair
  - c. Partnership and Program Development: Courtney Johnson-Rose, Chair
  - d. Real Estate Acquisition and Disposition: Victor Mondragón, Chair
  - e. Procurement and Oversight: Jesus DeAnda, Chair
- VII. President’s Report: Christa Stoneham, CEO/President
- a. Presentation regarding the newly proposed HLB Strategic Plan.
- VIII. Board Action Items
- a. Consideration and Possible Action to Adopt Proposed Fiscal Year 2023 Budget
- IX. Executive Session

*NOTE: The Houston Land Bank Board may go into executive session, if necessary, pursuant to Chapter 551 of the Texas Government Code, for one or more of the following reasons: (1) consultation with its legal counsel to seek or receive legal advice or consultation regarding pending or contemplated litigation; (2) discussion about the value or transfer of real property; (3) discussion about a prospective gift or donation; (4) consideration of specific personnel matters; (5) discussion about security personnel or devices; or (6) discussion of certain economic development matters. The Board may announce that it will go into executive session on any item listed on this agenda if the subject matter is permitted for a closed session by provisions of Chapter 551 of the Texas Government Code.*

*Discussion may occur in executive session as provided by State law, but all Board actions will be taken in public.*

- X. Board Member Comments
- XI. Adjournment

**HOUSTON LAND BANK  
MINUTES OF THE BOARD OF DIRECTORS REGULAR MEETING  
HOUSTON, TEXAS**

**May 12, 2022**

A regular meeting of the Board of Directors ("Board") of the Houston Land Bank ("HLB"), a Texas non-profit corporation created and organized by the City of Houston as a local government corporation pursuant to the Texas Transportation Code Annotated, Section 431.101, *et seq.*, and the Texas Local Government Code Annotated, Section 394.001 *et seq.*, was held at the Baker Ripley Building, 4450 Harrisburg Boulevard, 2<sup>nd</sup> Floor, Houston, Texas, on Thursday, May 12, 2022 at 12:00 p.m. Written notice of the regular meeting, which included the date, hour, place and agenda for the regular meeting, was posted in accordance with the Texas Open Meetings Act.

Board members in attendance were:

Tonzaino Bailey	Carol Galloway
David Collins	Jesus DeAnda
Antoinette Jackson	Janae Ladet
Courtney Johnson Rose	Matt Zeis
Elaine Morales	

Board directors absent were: Laurie Vignaud, Victor A. Mondragón, Pastor Steve Hall and John David Vasquez. Others in attendance included: Christa Stoneham, Chief Executive Officer/President of the HLB; Jennifer Allison, Vice President of Operations and Programs for HLB; Ivan Zapata, Manager of Real Estate and Acquisitions for HLB; Greg Erwin, Genesis Larin, and Mark Glanowski (Paralegal) of Winstead PC, outside legal counsel for the HLB; Graciela Saenz, outside legal counsel for the HLB; Gonzalo Gonzalez, Vice President of Finance and Accounting for HLB; Ron Butler, Manager – Property Maintenance for HLB; Nick Foran of the HLB Advisory Board; Kellen Zale of the HLB Advisory Board; LaTosha Okoiron, In-house Legal Counsel and Compliance Director; and Jahmeilla Hunter, Community Relations and Engagement Manager.

**I. Call to Order and Roll Call**

Vice Chairman Collins called this regular meeting to order at 12:17 p.m. A roll call of the Board members in attendance immediately followed. Chairman Zeis announced that a quorum of the Board was present.

**II. Public Speakers**

One public speaker registered to address the Board but was not in the room.

### **III. Swearing in of Board Members**

#### **a. Position 13: Elaine Morales (new appointment - Harris County)**

Ms. Saenz conducted the swearing in of Elaine Morales to the Board. Ms. Morales was then introduced to the Board who welcomed her as its newest member. Ms. Morales informed the Board that she was born and raised in Puerto Rico and has lived in Texas since 2013 and in Houston since 2017. She mentioned her prior activities with affordable housing.

### **IV. Consideration and Adoption of Meeting Minutes**

#### **a. April 14, 2022 Board Meeting**

Vice Chairman Collins noted that the minutes for the April 14, 2022 regular meeting of the Board of Directors were previously circulated for review and comment. He asked if there were any comments for discussion to such minutes. Hearing none, he requested a motion to approve and adopt such minutes as written.

Director Johnson Rose made a motion to adopt the minutes of the April 14, 2022 Board Meeting as written, which motion was then duly seconded by Director Zeis and passed with the unanimous vote of the Board.

### **V. Chairman's Greeting: Matt Zeis**

Chairman Zeis thanked the Board members in attendance for volunteering and being available for this regular meeting and informed the Board that he has to attend remotely rather than in person due to his wife having tested positive for COVID. He then welcomed Elaine Morales, who was newly appointed to the Board by Harris County to replace Juan Cardoza-Oquendo.

### **VI. Committee Reports:**

#### **a. Executive Committee: Matt Zeis, Chair**

Vice Chairman Collins then announced that the Executive Committee met May 5, 2022 to discuss the items on today's meeting agenda, the numerous requests from homebuilders for price increases, the Round 6 Lot Sales, and the Yellow Cab property development plan. He then mentioned that Chairman Zeis is preparing a report on housing price increases including why most of the increases are occurring in Sunnyside which is not normal.

#### **b. Finance Committee: Laurie Vignaud, Chair**

Chairman Zeis noted that Director Vignaud was not in attendance today and stated that the monthly financial report is included in the meeting packet distributed to the Board.

1. Monthly Financial Report

Vice Chairman Collins then requested Gonzalo Gonzalez to give the report. Mr. Gonzalez stated that the Finance Committee met yesterday to examine the cash balances and the key performance indicators.

- c. **Partnership and Program Development Committee: Courtney Johnson Rose, Chair**

Director Johnson Rose stated that the Partnership and Program Development Committee meet to discuss the new staff and Board members, the Yellow Cab proforma, an update of the EPA Brownfield grant, and the first community engagement event. The Committee discussed the framework for the logistics of implementing the discount on construction materials with its home builders, including confirming the builder is in compliance and the house is part of the HLB program. Director Rose informed the Board that the first community event will be a virtual meeting to be held on Monday, May 16, 2022.

- d. **Real Estate Acquisition and Disposition Committee: Victor Mondragón, Chair**

Director Mondragón was not in attendance for today's meeting, therefore, Ms. Stoneham reported that the READ Committee met to discuss numerous requests from builders for house price increases from the prior lot sales and to evaluate the analysis of the price increases, evaluate the updated guidelines, and the Round 7 Lot Sales to occur in the next couple of weeks.

- e. **Procurement and Oversight Committee: Jesus DeAnda, Chair**

1. **Procurements Overview**

Director DeAnda reported that the Procurement and Oversight Committee met May 5, 2022. He stated that only one response was received for title company services which was approved by HLB staff and will proceed to next steps for approval by the Board. He mentioned that HLB staff selected Landtech, Inc. as the qualified land surveying company to prepare the drawings needed for the 30 lots which do not have right-of-way access. Landtech, Inc. completed 30 preliminary surveys and marked the locations of the driveways and finalized the surveys to obtain temporary building permits. He expects the completed survey package to be delivered by the end of this week.

Director DeAnda stated that the Committee previously examined the six responses to the 2021 RFQ for environmental services which were reviewed and rated by HLB staff. The contracts have either been signed, or are being reviewed by their legal counsel. He then noted that the lot maintenance RFP will close on May 16, 2022 and will be based on competitive bids versus the flat reate pricing under the previous contracts. Also, the RFP prepared for the annual audit services closed April 29, 2022; however, there was no response to this RFP. HLB staff will reach out to three firms to request official bids for preparing the annual audit. The RFP for bookkeeping and accounting services closed on May 6, 2022.

Lastly, Director DeAnda mentioned that HLB has requested proposals for design services with regard to the Yellow Cab property from the two firms which the Board approved in November 2020.

## **VII. President's Report: Christa Stoneham, CEO/President**

### **a. Progress Report**

Ms. Stoneham stated that April, May and June complete the fiscal year of the HLB, which progressed on the strategic plan by 46% since January 2022 with regard to affordability options, lot inventory, and organizational excellence. She noted that acquisitions of tax delinquent properties have been deficient in recent years as there has been no dedicated staff to work on this program.

She then introduced Jahmeilla Hunter who has been employed as the new Community Relations and Engagement Manager and LaTosha Okoiron who will be the new in-house legal counsel and the Compliance Director for the HLB.

Ms. Stoneham then reported that the HLB will be accelerating investments in housing and neighborhood development, and mitigating and recovering from environmental injustice in the community. She noted that the city of Houston has no objection to the HLB being reorganized as a 501(c)3 entity.

She mentioned that the Fiscal Year 2022 Draft Strategic Plan's Guiding Principals was presented in April. The Board supported the acronym T.O.E.S. which stands for Transparency , Ownership, Equity, and Stewardship. The HLB staff will continue to build on the framework for adoption.

Ms. Stoneham then stated that the Neighborhood Advisory Committee will be launching on Monday with additional meet and greets in the upcoming months.

Lastly, she announced that the agenda for the next Board meeting will include approval of the Fiscal Year 2023 budget.

## **VIII. Board Action Items**

### **a. Consideration and Possible Action to Accept Real Estate Acquisition and Disposition Committee Recommendations of Contract Amendments for Maximum Sales Price Increase Requests under the HLB Traditional Homebuyer Program for the following Homes**

#### **1. L.I.Z. Enterprises**

- i. 8128 Sunnyhill (Acres Homes, Price Increase of \$12,873; Home Sales Price from \$210,000 to \$222,873)**

Chairman Zeis made a motion to approve the contract amendments to increase the sales price requested by L.I.Z. Enterprises, which motion was duly seconded by Director Johnson Rose



and passed with the majority vote of the Board. Director Morales abstained from voting on this Agenda item.

2. Europa Homes

- i. 7414 Touchstone (Trinity Gardens, Price Increase of \$12,114; Home Sales Price from \$197,617 to \$209,731)
- ii. 7418 Touchstone (Trinity Gardens, Price Increase of \$12,114; Home Sales Price from \$197,617 to \$209,731)
- iii. 7116 Touchstone (Trinity Gardens, Price Increase of \$12,620; Home Sales Price from \$205,867 to \$218,487)
- iv. 7118 Touchstone (Trinity Gardens, Price Increase of \$12,620; Home Sale Price from \$205,867 to \$218,487)

Chairman Zeis made a motion to approve the contract amendments to increase the sales price requested by Europa Homes, which motion was duly seconded by Director DeAnda and passed with the majority vote of the Board. Director Morales abstained from voting on this Agenda item.

3. 5<sup>th</sup> Ward CRC

- i. 3420 Russell (Fifth Ward, Price Increase of \$12,976; Home Sales Price Increase from \$211,678 to \$224,654)
- ii. 6915 Hoffman (Trinity Gardens, Price Increase of \$29,062; Home Sales Price Increase from \$211,419 to \$240,481)
- iii. 7006 Hoffman (Trinity Gardens, Price Increase of \$29,017; Home Sales Price Increase from \$211,728 to \$240,745)

Chairman Zeis asked why the sale prices for the lots on Hoffman are higher than for other lots. Mr. Zapata explained that these lots were moved to the Tier 1 Category and will be constructed as 4 bedroom/2½ bath houses with a 2-car garage with a \$285,000 cap sale price.

Chairman Zeis then made a motion to approve the contract amendments to increase the sales price requested by 5<sup>th</sup> Ward CRC, which motion was duly seconded by Director Johnson Rose and passed with the majority vote of the Board. Director Morales abstained from voting on this Agenda item.

4. MHL Properties

- i. 6925 Hoffman (Trinity Gardens, Price Increase of \$13,000; Home Sales Price Increase from \$212,000 to \$225,000)

- ii. 0 Shotwell (Trinity Gardens, Price Increase of \$13,000; Home Sales Price Increase from \$212,000 to \$225,000)
- iii. 0 Shotwell (Trinity Gardens, Price Increase of \$13,000; Home Sales Price Increase from \$212,000 to \$225,000)
- iv. 0 Shotwell (Trinity Gardens, Price Increase of \$13,000; Home Sales Price Increase from \$212,000 to \$225,000)
- v. 7416 Shotwell (Trinity Gardens, Price Increase of \$13,000 Home Sales Price Increase from \$212,000 to \$225,000)

Director Galloway made a motion to approve the contract amendments to increase the sales price requested by MHL Properties, which motion was duly seconded by Director Johnson Rose and passed with the majority vote of the Board. Director Morales abstained from voting on this Agenda item.

**b. Consideration and Possible Action to Approve Round 6 Lot Sales**

**1. SXG Capital, LLC**

- i. 8510 Safeguard (HCAD# 0761490010010, Sunnyside, Sales Price \$15,000; Lot Size 7,250 Square Feet)

Chairman Zeis made a motion to approve the sale of the lot requested by SXG Capital, LLC, which motion was duly seconded by Director Johnson Rose and passed with the majority vote of the Board. Director Morales abstained from voting on this Agenda item.

**2. Europa Homes**

- i. 0 Peachtree (HCAD# 0660260090213, Trinity Gardens, Sales Price \$21,762; Lot Size 12,000 Square Feet)
- ii. 0 Peachtree (HCAD# 0660260100186, Trinity Gardens, Sales Price \$21,330; Lot Size 12,000 Square Feet)
- iii. 0 Shotwell (HCAD# 0660250010673, Trinity Gardens, Sales Price \$18,483; Lot Size 10,260 Square Feet)
- iv. 0 Wileyvale (HCAD# 0660260080062, Trinity Gardens, Sales Price \$21,591; Lot Size 12,000 Square Feet)
- v. 8315 Sandra (HCAD# 0660260160289, Trinity Gardens, Sales Price \$15,202; Lot Size 7,440 Square Feet)
- vi. 8417 Wileyvale (HCAD# 0660260120991, Trinity Gardens, Sales Price \$25,167; Lot Size 12,060 Square Feet)

- vii. 8721 Allwood (HCAD# 0681170010034, Trinity Gardens, Sales Price \$22,910: Lot Size 11,775 Square Feet)
- viii. 0 Bostic (HCAD# 0640190060006, Trinity Gardens, Sales Price \$31,980: Lot Size 17,710 Square Feet)

Director DeAnda made a motion to approve the sales of the lots awarded to Europa Homes, which motion was duly seconded by Director Galloway and passed with the majority vote of the Board. Director Morales abstained from voting on this Agenda item.

**c. Presentation and Discussion Regarding Proposed HLB Fiscal Year 2023 Budget**

Mr. Gonzalez presented the proposed HLB Fiscal Year 2023 Budget to the Board and noted the following highlights for consideration:

1. Estimating 110 lot dispositions under HLB Traditional Program and 15 house dispositions under the NHDP program.
2. Continued funding from HCDD's TIRZ allocation under the Operations Agreement.
3. Anticipate operating newly created 501(c)3 entity with additional funding sources.
4. Employee headcount to remain the same versus prior fiscal year at a total of 9 staff members.
5. Legal fees to remain the same versus the prior fiscal year for administrative and real estate services.
6. Professional services to remain the same for planning activities, annual external audit, IT support, legislation implementation support, and grant writing services.
7. Lot maintenance costs were reduced significantly as a result of aggressive lot dispositions and change in operational procedure for ROW won't be cost-burdened to HLB.
8. Intent on using 501(c)3 fundraising funds for additional builder subsidies, down payment assistance program for potential homebuyers, and expansion of staff.

Mr. Gonzalez noted that the final version of the Fiscal Year 2023 Budget will need to be approved at the June Board meeting.

**IX. Executive Session**

Nothing to report.

**X. Board Member Comments**

Nothing to report.

**XI. Adjournment**

Vice Chairman Collins asked if there were any additional matters to be considered by the Board. Hearing none, the regular Board meeting adjourned at 1:02 p.m. upon the motion of Director Johnson Rose, which was duly seconded by Director Mondragón and passed with the unanimous vote of the Board.

Minutes Prepared By:

Mark Glanowski (Paralegal) of Winstead PC and  
Graciela Saenz of Law Offices of Graciela Saenz, PLLC

Signed on the \_\_\_\_ day of \_\_\_\_\_, 2022.

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Secretary



# Houston Land Bank

## Profit and Loss July 2021 - April 2022

	JUL 2021	AUG 2021	SEP 2021	OCT 2021	NOV 2021	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	TOTAL
<b>Income</b>											
Acquisition and Development Agreement											\$0.00
Acquisition Proceeds	26,914.86	15,175.62	2,916.02	3,028.62	690,082.73	7,425.00	2,450.00	3,783.91	3,729.97	2,650.00	\$758,156.73
Disposition of Lots	59,920.00	0.00	30,000.00	54,000.00	0.00	55,500.00	18,000.00	36,000.00	72,000.00	108,000.00	\$433,420.00
Disposition Proceeds	9,427.94	0.00	9,944.29	8,089.84	0.00	7,657.68	4,149.06	3,123.96	7,781.46	10,188.04	\$60,362.27
<b>Total Acquisition and Development Agreement</b>	<b>96,262.80</b>	<b>15,175.62</b>	<b>42,860.31</b>	<b>65,118.46</b>	<b>690,082.73</b>	<b>70,582.68</b>	<b>24,599.06</b>	<b>42,907.87</b>	<b>83,511.43</b>	<b>120,838.04</b>	<b>\$1,251,939.00</b>
Administrative Fees	7,500.00		3,750.00	7,500.00	12,973.70	7,500.00	3,750.00	3,750.00	7,500.00	11,250.00	\$65,473.70
HLB Program Revenue											\$0.00
Disposition Proceeds		18,055.00			14,002.00	195,333.00		26,000.00		20,437.00	\$273,827.00
<b>Total HLB Program Revenue</b>		<b>18,055.00</b>			<b>14,002.00</b>	<b>195,333.00</b>		<b>26,000.00</b>		<b>20,437.00</b>	<b>\$273,827.00</b>
Operations Agreement	190,281.88	181,313.19	130,229.55	128,842.18	126,804.47	150,616.04	120,124.36	132,444.27	157,477.42	112,986.95	\$1,431,120.31
Outside Sources Contributions		9,950.00									\$9,950.00
<b>Total Income</b>	<b>\$294,044.68</b>	<b>\$224,493.81</b>	<b>\$176,839.86</b>	<b>\$201,460.64</b>	<b>\$843,862.90</b>	<b>\$424,031.72</b>	<b>\$148,473.42</b>	<b>\$205,102.14</b>	<b>\$248,488.85</b>	<b>\$265,511.99</b>	<b>\$3,032,310.01</b>
<b>GROSS PROFIT</b>	<b>\$294,044.68</b>	<b>\$224,493.81</b>	<b>\$176,839.86</b>	<b>\$201,460.64</b>	<b>\$843,862.90</b>	<b>\$424,031.72</b>	<b>\$148,473.42</b>	<b>\$205,102.14</b>	<b>\$248,488.85</b>	<b>\$265,511.99</b>	<b>\$3,032,310.01</b>
<b>Expenses</b>											
Admin - Other											\$0.00
Advertising & Marketing	836.00	1,004.00		297.00	1,056.00					1,584.00	\$4,777.00
Bank Service Charges	187.78	119.86	172.89	179.70	119.61	166.33	202.67	150.69	187.88	255.19	\$1,742.60
Company Insurance											\$0.00
General Liability	1,058.25	1,058.25	1,058.25	1,058.25	10,723.09	1,058.25	1,058.25	1,058.25	1,058.25	1,943.78	\$21,132.87
Officers & Directors Liability	729.13	729.13	644.15	644.15	644.15	644.15	644.15	644.15	644.15	644.15	\$6,611.46
Property Insurance		1,391.55	2,183.21	5,953.43			-1,266.45		-555.41	5,974.43	\$13,680.76
<b>Total Company Insurance</b>	<b>1,787.38</b>	<b>3,178.93</b>	<b>3,885.61</b>	<b>7,655.83</b>	<b>11,367.24</b>	<b>1,702.40</b>	<b>435.95</b>	<b>1,702.40</b>	<b>1,146.99</b>	<b>8,562.36</b>	<b>\$41,425.09</b>
Computer and Internet Expenses	9.99	9.99	689.95	745.99	548.19	9.99	9.99	9.99	27.98		\$2,062.06
Conference & Meeting	125.00						250.00		27.06		\$402.06
Depreciation Expenses	200.09	200.09	200.09	200.09	200.09	200.09	200.09	200.09	200.09	200.09	\$2,000.90
Dues and Subscription	755.71	1,858.84	1,085.56	996.76	950.56	1,010.56	1,098.85	1,012.27	3,313.27	1,114.16	\$13,196.54
Filing Fees				23.75			132.05			68.10	\$223.90
Office Expenses	166.71	845.20	12.99	166.85	128.90	140.99		0.00		974.95	\$2,436.59
Leasing Office Equipment	241.25	241.25	361.99	254.25	338.44	254.25	264.25	254.25	403.08	254.25	\$2,867.26
Meals & Entertainment		286.29			356.78	226.21			112.99	46.82	\$1,029.09
Office Supplies	-254.98	53.40		177.48	12.07				140.13	640.64	\$768.74
Postage and Delivery		122.00	70.03	286.26						27.20	\$505.49
<b>Total Office Expenses</b>	<b>152.98</b>	<b>1,548.14</b>	<b>445.01</b>	<b>884.84</b>	<b>836.19</b>	<b>621.45</b>	<b>264.25</b>	<b>254.25</b>	<b>656.20</b>	<b>1,943.86</b>	<b>\$7,607.17</b>
Rental and Lease Expense	4,875.00	4,875.00	4,875.00	3,900.00	3,900.00	3,900.00	3,900.00	3,900.00	3,900.00	3,900.00	\$41,925.00
Software Usage	5,502.22	5,502.22	5,502.22	5,502.22	5,502.22	5,502.22	5,502.22	5,721.14	5,956.21	1,577.34	\$51,770.23
Storage Rental	78.00	78.00	78.00	78.00	78.00	78.00	78.00	78.00	78.00	78.00	\$780.00



# Houston Land Bank

## Profit and Loss July 2021 - April 2022

	JUL 2021	AUG 2021	SEP 2021	OCT 2021	NOV 2021	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	TOTAL
Telephone Expense	642.16	642.04	642.04	640.92	640.50	707.40	482.90	482.42	482.42	482.42	\$5,845.22
Travel and Lodging Expenses											\$0.00
Mileage Expense		147.07	94.64	126.66	132.85	51.32	55.83	101.53	81.49	43.88	\$835.27
Parking			10.00								\$10.00
Travel Expense		45.94								1,373.36	\$1,419.30
<b>Total Travel and Lodging Expenses</b>		<b>193.01</b>	<b>104.64</b>	<b>126.66</b>	<b>132.85</b>	<b>51.32</b>	<b>55.83</b>	<b>101.53</b>	<b>81.49</b>	<b>1,417.24</b>	<b>\$2,264.57</b>
<b>Total Admin - Other</b>	<b>15,152.31</b>	<b>19,210.12</b>	<b>17,681.01</b>	<b>21,231.76</b>	<b>25,331.45</b>	<b>13,949.76</b>	<b>12,612.80</b>	<b>13,612.78</b>	<b>16,057.59</b>	<b>21,182.76</b>	<b>\$176,022.34</b>
Employee Cost											\$0.00
Health Insurance	7,452.16	6,192.56	6,821.02	6,061.40	3,416.13	4,983.03	4,731.48	6,213.83	6,868.37	4,089.83	\$56,829.81
Payroll Services Fee	182.20	122.82	124.85	128.96	128.96	193.44	243.41	128.96	126.83	120.44	\$1,500.87
Payroll Taxes	3,691.25	4,599.13	4,421.48	4,218.42	4,138.88	6,174.51	5,813.37	4,950.61	4,100.38	1,843.85	\$43,951.88
Retirement	974.67	1,219.10	1,049.17	953.98	1,069.36	1,574.96	833.90	831.02	773.33	815.86	\$10,095.35
Wages and Salary	47,933.75	59,442.67	57,940.40	55,607.32	55,887.32	82,781.89	54,675.34	59,120.72	54,335.49	47,994.56	\$575,719.46
<b>Total Employee Cost</b>	<b>60,234.03</b>	<b>71,576.28</b>	<b>70,356.92</b>	<b>66,970.08</b>	<b>64,640.65</b>	<b>95,707.83</b>	<b>66,297.50</b>	<b>71,245.14</b>	<b>66,204.40</b>	<b>54,864.54</b>	<b>\$688,097.37</b>
Legal Fees	15,188.50	11,172.04	9,353.60	6,174.60	1,580.70	2,998.50	3,782.50	12,770.00	10,551.00	8,545.00	\$82,116.44
Marketing and Promotional						883.63					\$883.63
Professional Services											\$0.00
Accounting Fee	7,220.00	7,220.00	7,420.00	7,220.00	7,220.00	9,910.00	7,220.00	7,220.00	7,220.00	4,500.00	\$72,370.00
Audit Fees		7,250.00		7,250.00							\$14,500.00
Consulting Fee	26,737.75	71,384.85	16,197.00	18,225.30	1,710.00	33,150.75	26,709.50	3,156.25	17,950.00	3,702.50	\$218,923.90
Contract Work						760.76			185.00		\$945.76
<b>Total Professional Services</b>	<b>33,957.75</b>	<b>85,854.85</b>	<b>23,617.00</b>	<b>32,695.30</b>	<b>8,930.00</b>	<b>43,821.51</b>	<b>33,929.50</b>	<b>10,376.25</b>	<b>25,355.00</b>	<b>8,202.50</b>	<b>\$306,739.66</b>
Property Cost - Maintenance											\$0.00
Property Expenses											\$0.00
Clearing of Land Cost				1,700.00		1,000.00				13,096.79	\$15,796.79
Special Lawn Mowing	250.00	200.00		2,640.00	9,930.00	850.00	650.00				\$14,520.00
Standard Lawn Mowing	51,457.37	39,030.21	36,511.31	31,911.36	38,122.73	22,203.93	16,177.98	1,002.20	37,113.71	22,070.11	\$295,600.91
<b>Total Property Expenses</b>	<b>51,707.37</b>	<b>39,230.21</b>	<b>36,511.31</b>	<b>36,251.36</b>	<b>48,052.73</b>	<b>24,053.93</b>	<b>16,827.98</b>	<b>1,002.20</b>	<b>37,113.71</b>	<b>35,166.90</b>	<b>\$325,917.70</b>
<b>Total Property Cost - Maintenance</b>	<b>51,707.37</b>	<b>39,230.21</b>	<b>36,511.31</b>	<b>36,251.36</b>	<b>48,052.73</b>	<b>24,053.93</b>	<b>16,827.98</b>	<b>1,002.20</b>	<b>37,113.71</b>	<b>35,166.90</b>	<b>\$325,917.70</b>
Property Cost - Disposition HLB											\$0.00
Clearing and Lawn Maintenance					1,826.75	357.04					\$2,183.79
Closing Cost		1,634.31			-13,872.50	6,297.00		1,374.50	-10.00	1,278.00	\$ -3,298.69
Construction of House										1,631.92	\$1,631.92
Lots COGS		1,170.00			459.25	22,133.21		2,527.66		1,620.00	\$27,910.12
Property Taxes	-1,794.97			-4,834.73	2,169.60	10,986.40	138.64	1,131.38	-251.07	757.59	\$8,302.84
Survey and Appraisal Expenses						450.00					\$450.00
Utilities and Drainage Expenses								81.69			\$81.69
<b>Total Property Cost - Disposition HLB</b>	<b>-1,794.97</b>	<b>2,804.31</b>		<b>-4,834.73</b>	<b>-9,416.90</b>	<b>40,223.65</b>	<b>138.64</b>	<b>5,115.23</b>	<b>-261.07</b>	<b>5,287.51</b>	<b>\$37,261.67</b>



# Houston Land Bank

## Profit and Loss July 2021 - April 2022

	JUL 2021	AUG 2021	SEP 2021	OCT 2021	NOV 2021	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	TOTAL
Property Cost -Disposition NHDP											\$0.00
Cleaning and Supplies	600.00	3,495.00	2,095.00	185.00	1,425.00	495.00	775.00	860.00	1,540.00	465.00	\$11,935.00
Clearing and Lawn Maintenance - NHDP	3,360.00		1,100.00								\$4,460.00
Land Trust Fee			3,500.00								\$3,500.00
Legal Fees - NHDP	2,452.70	632.50	3,213.50	6,497.10	1,890.70	4,277.60	1,315.00	700.00	1,880.00	1,570.00	\$24,429.10
Lots Sold - NHDP											\$0.00
Initial Cost of Lot	12,433.04		3,700.00	11,600.00		8,075.00	5,875.00	6,485.74	12,100.00	15,141.84	\$75,410.62
xImpairment on Lot Sold - (Contra)	-10,984.91		-3,367.00	-10,129.00		-7,178.00	-4,935.00	-5,902.02	-10,709.00	-13,241.32	\$ -66,446.25
<b>Total Lots Sold - NHDP</b>	<b>1,448.13</b>		<b>333.00</b>	<b>1,471.00</b>		<b>897.00</b>	<b>940.00</b>	<b>583.72</b>	<b>1,391.00</b>	<b>1,900.52</b>	<b>\$8,964.37</b>
Marketing and Showcase		300.00			4,100.00			1,550.00	775.00		\$6,725.00
Property Taxes - NHDP	-2,637.98				530.50						\$ -2,107.48
Repair and Maintenance	45.96		392.75	128.62		102.04		168.91	369.97		\$1,208.25
Security and Secure Property Co	790.80	3,954.00				1,186.20		790.80			\$6,721.80
Soft Cost of Construction - NHDP	100.00		500.00	1,500.00	2,490.00	2,000.00		1,245.00	250.00	50.00	\$8,135.00
Water and Utilities	487.40	507.51	2,258.95	1,007.08	448.49	392.05	638.02	1,738.89	2,515.89	1,487.68	\$11,481.96
<b>Total Property Cost -Disposition NHDP</b>	<b>6,647.01</b>	<b>8,889.01</b>	<b>13,393.20</b>	<b>10,788.80</b>	<b>10,884.69</b>	<b>9,349.89</b>	<b>3,668.02</b>	<b>7,637.32</b>	<b>8,721.86</b>	<b>5,473.20</b>	<b>\$85,453.00</b>
<b>Total Expenses</b>	<b>\$181,092.00</b>	<b>\$238,736.82</b>	<b>\$170,913.04</b>	<b>\$169,277.17</b>	<b>\$150,003.32</b>	<b>\$230,988.70</b>	<b>\$137,256.94</b>	<b>\$121,758.92</b>	<b>\$163,742.49</b>	<b>\$138,722.41</b>	<b>\$1,702,491.81</b>
<b>NET OPERATING INCOME</b>	<b>\$112,952.68</b>	<b>\$ -14,243.01</b>	<b>\$5,926.82</b>	<b>\$32,183.47</b>	<b>\$693,859.58</b>	<b>\$193,043.02</b>	<b>\$11,216.48</b>	<b>\$83,343.22</b>	<b>\$84,746.36</b>	<b>\$126,789.58</b>	<b>\$1,329,818.20</b>
Other Income											
Interest Income	140.85	20.46	19.80	21.94	25.90	29.12	1,588.71	29.33	86.02	128.90	\$2,091.03
<b>Total Other Income</b>	<b>\$140.85</b>	<b>\$20.46</b>	<b>\$19.80</b>	<b>\$21.94</b>	<b>\$25.90</b>	<b>\$29.12</b>	<b>\$1,588.71</b>	<b>\$29.33</b>	<b>\$86.02</b>	<b>\$128.90</b>	<b>\$2,091.03</b>
<b>NET OTHER INCOME</b>	<b>\$140.85</b>	<b>\$20.46</b>	<b>\$19.80</b>	<b>\$21.94</b>	<b>\$25.90</b>	<b>\$29.12</b>	<b>\$1,588.71</b>	<b>\$29.33</b>	<b>\$86.02</b>	<b>\$128.90</b>	<b>\$2,091.03</b>
<b>NET INCOME</b>	<b>\$113,093.53</b>	<b>\$ -14,222.55</b>	<b>\$5,946.62</b>	<b>\$32,205.41</b>	<b>\$693,885.48</b>	<b>\$193,072.14</b>	<b>\$12,805.19</b>	<b>\$83,372.55</b>	<b>\$84,832.38</b>	<b>\$126,918.48</b>	<b>\$1,331,909.23</b>



# Houston Land Bank

Balance Sheet  
As of April 30, 2022

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
Chase-Operations - 8465	215,980.92
Money Market - Lot Acquisition - 7058	777,804.35
Money Market Unrestricted - 7066	2,752,004.03
MoneyMarket-Unrstr.C Resev 5577	18,026.23
Petty Cash	12.63
Unity National Bank PMM - 4992	248,230.23
<b>Total Bank Accounts</b>	<b>\$4,012,058.39</b>
Accounts Receivable	
Accts Receivable	953,281.38
<b>Total Accounts Receivable</b>	<b>\$953,281.38</b>
Other Current Assets	
Prepaid Expenses	
Prepaid Acquisition Costs	3,700.00
Prepaid Insurance	24,286.94
Prepaid Rent	3,900.00
Prepaid Subscription Services	15,245.69
<b>Total Prepaid Expenses</b>	<b>47,132.63</b>
<b>Total Other Current Assets</b>	<b>\$47,132.63</b>
<b>Total Current Assets</b>	<b>\$5,012,472.40</b>
Fixed Assets	
Equipment	12,005.12
xAccum. Depreciation	-7,127.86
<b>Total Fixed Assets</b>	<b>\$4,877.26</b>
Other Assets	
Earnest Fee	125,100.00
Investments Held For Sale	9,727,339.03
Security Deposit	4,875.00
<b>Total Other Assets</b>	<b>\$9,857,314.03</b>
<b>TOTAL ASSETS</b>	<b>\$14,874,663.69</b>





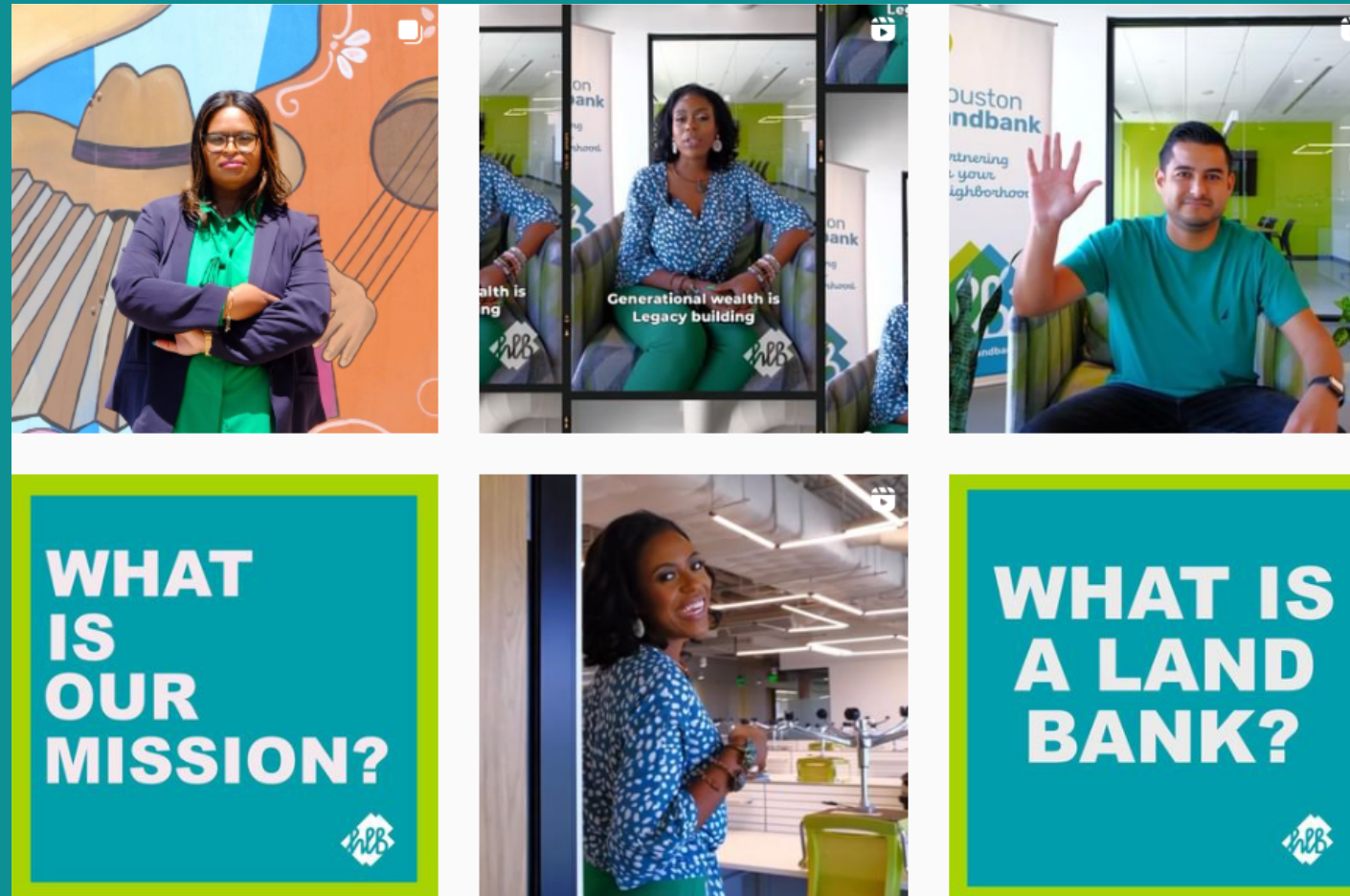
# Houston Land Bank

Balance Sheet  
As of April 30, 2022

	TOTAL
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	75,413.16
<b>Total Accounts Payable</b>	<b>\$75,413.16</b>
Credit Cards	
Chase Credit Card	3,970.92
<b>Total Credit Cards</b>	<b>\$3,970.92</b>
Other Current Liabilities	
Due to Tax Assessor	2,692.54
Liabilities Due to HCDD	776,775.82
Payroll Liability	3,241.02
<b>Total Other Current Liabilities</b>	<b>\$782,709.38</b>
<b>Total Current Liabilities</b>	<b>\$862,093.46</b>
<b>Total Liabilities</b>	<b>\$862,093.46</b>
Equity	
Retained Earnings-1	12,680,661.00
Net Income	1,331,909.23
<b>Total Equity</b>	<b>\$14,012,570.23</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$14,874,663.69</b>

# Banking on the Future of Communities

## Houston Land Bank: May President's Report



# CHRISTA D. STONEHAM, CEO AND PRESIDENT

## HLB Mission:

Strategically acquire, dispose, and steward vacant, abandoned, and damaged property into productive use to catalyze transformative community and economic development for the City of Houston.



\$4.4 Mil in subsidies to HLB builders



100+ properties in development as of April 2022,



64.91+ acres or 2,827,284 sqft in inventory



>30 >60 >90 >120  
68 homes HLB properties are past due on the compliance period



120+ homes sold since 2019



\$21 M Property Value back into the market



>30 >60 >90 >120  
27 HLB homes are estimated to be completed within 120 days

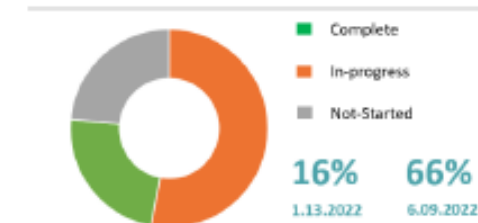
I am passionate and committed to building prosperous, equitable, and resilient communities.



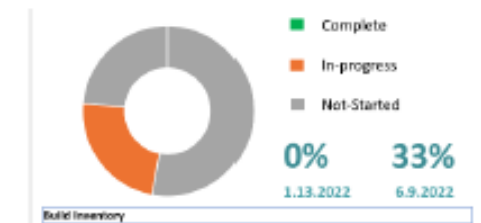

## Report of the President & CEO to the Board of Directors

June 1, 2022

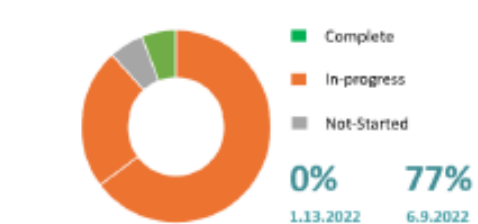
June completes the fiscal year and the completion of the HLB Team. After 5 months with the team we have progressed on our strategic plan by 65%:



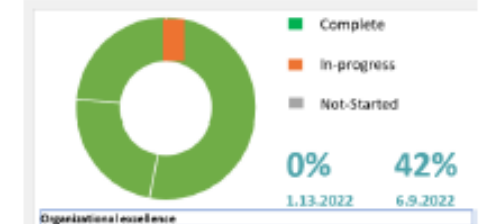
Goal	Progress
Increase affordability options	In-progress
Program Improvement Goals	In-progress
Increase inventory	In-progress
Identify pipeline of properties to identify new resources	In-progress
Identify pipeline of strategic properties	In-progress
Community Engagement Goals	In-progress
Increase awareness of the programs, homeowner resources	In-progress
Develop a pipeline of neighborhood buyers	In-progress
Increase homeowner satisfaction	In-progress
Strategic Projects, Partners & Resources	In-progress
SOIC3 to increase resources	In-progress
Review alternative strategy for cost-benefit to builders	In-progress
Review role/partners in all housing types and markets	In-progress
Renewable Community	In-progress



Goal	Progress
Build Inventory	In-progress
Program Improvement Goals	In-progress
Increase inventory	In-progress
Identify pipeline of properties to identify new resources	In-progress
Identify pipeline of strategic properties	In-progress
Community Engagement Goals	In-progress
Increase awareness of the programs, homeowner resources	In-progress
Develop a pipeline of neighborhood buyers	In-progress
Increase homeowner satisfaction	In-progress
Strategic Projects, Partners & Resources	In-progress
SOIC3 to increase resources	In-progress
Review alternative strategy for cost-benefit to builders	In-progress
Review role/partners in all housing types and markets	In-progress
Renewable Community	In-progress



Goal	Progress
Demonstrate neighborhood development	In-progress
Program Improvement Goals	In-progress
Streamline process for BOO materials & procurement	In-progress
Increase Economic Development activities through our work	In-progress
Source new resources	In-progress
SOIC3: Work with HEDCO on construction pipeline efficiencies	In-progress
Community Engagement Goals	In-progress
Increase awareness of the programs, homeowner resources	In-progress
Develop a pipeline of neighborhood buyers	In-progress
Increase homeowner satisfaction	In-progress
Strategic Projects, Partners & Resources	In-progress
SOIC3 to increase resources	In-progress
Review alternative strategy for cost-benefit to builders	In-progress
Review role/partners in all housing types and markets	In-progress
Renewable Community	In-progress



Goal	Progress
Organizational excellence	In-progress
Program Improvement Goals	In-progress
Streamline process for BOO materials & procurement	In-progress
Increase Economic Development activities through our work	In-progress
Source new resources	In-progress
SOIC3: Work with HEDCO on construction pipeline efficiencies	In-progress
Community Engagement Goals	In-progress
Increase awareness of the programs, homeowner resources	In-progress
Develop a pipeline of neighborhood buyers	In-progress
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Strategic Projects, Partners & Resources	In-progress
SOIC3 to increase resources	In-progress
Review alternative strategy for cost-benefit to builders	In-progress
Review role/partners in all housing types and markets	In-progress
Renewable Community	In-progress

Respectfully,

P.O. Box 131106, Houston, Texas 77219  
281.655.4600

[houstonlandbank.org](http://houstonlandbank.org)

# CEO AND PRESIDENT OUTCOMES

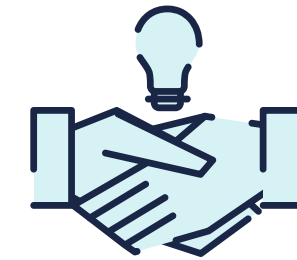
The monthly president's report serves as a showcase to highlight the priorities of the past month and includes a section touching on the focus for months to come. Below is a summary of the strategic priorities to assess, align and accelerate the growth of the Houston Land Bank's mission provided to the CEO by the HLB Board of Directors BOD).



## ACQUIRE & ASSEMBLE

Implement a strategy to maintain subsequently increase the number of affordable housing units by identifying new properties and new partners

- Define HLB's core competencies to understand how we can become a conduit for public/private partnerships
- Begin a process to increase affordable housing stock and decrease barriers to affordability
- Streamline land bank processes to ensure the timely production of affordable housing
- Contribute to the continued success and growth of HLB's programs
- Start developing realistic financial models of typically affordable buyer transactions (ie, a capital stack demonstrating the buyer's /lender's positions, where subsidies come in, HLB's role, and any existing gaps)



## PARTNERS & POLITICS

Cultivate a strong partnership between Houston Land Bank and the City of Houston Housing Department, Harris County, and Houston ISD

- Forge/reboot strong relationships with the mayor and new housing department leadership
- create priorities that include all stakeholders buy in
- align board and COH on the goals of HLB
- increase collaboration with the county
- work with COH to ensure success/output of NHDP



## TEAMWORK & TALENT

Develop a strong, cohesive HLB team of talented people in the right roles that are energized, accountable, and appreciated while ensuring a smooth transition in leadership

- Retain and reinvigorate staff
- Clarify role and responsibilities
- Support strong team culture that encourages others to lead in their area of accountability
- Celebrate organizational and individual successes
- Supervise, guide, and mentor staff to meet priorities and goals
- Ensure crucial conversations with employees as needed
- Advance a culture that appreciates diversity within staff and organization



## MEET & GREET

Demonstrate HLB's value to its partners in the broader Houston community

- Leverage opportunities to strengthen relationships with Harris County and Houston ISD
- Continue collaborations with affordable housing, community, and economic development organizations
- Cultivate whole neighborhood strategies to improve/ expand community engagement in HLB brand recognition



## BOARD & OVERSIGHT

Establish a strong bond with the board collectively and nurture individual board relationships

- Prioritize engagement of the board to ensure a sense of commitment to the organization
- Communicate effectively to the board about organizational results, events and needs
- Help lead board meetings



# ACQUIRE & ASSEMBLE



Progress

Action Steps	Progress	Update
Define and confirm HLB mission and goals with staff and board members. Identify SWOT, processes, and benchmarks for each HLB program		The FY22 Strategic Plan was presented for adoption in July.
Conduct property owner analysis by utilizing HCAD and GIS data in LMI area such as the Complete Communities. Identify surplus property owned by COH, Harris County, Houston Housing Authority, redevelopment authorities, TIRZ, and public entities. Prioritize the acquisition of tax delinquent parcels in high value neighborhoods		The HLB Team will follow up with the City of Houston now that in-house counsel has been hired and onboarded.
Create housing solutions and programs for all generations and Houstonians. Create "fast track" master permit procedure with COH.		HCDD permitting process for HLB Builders will be finalized in the summer 2022. The HLB Team will be meeting with HCDD to discuss the logistics.

## HLB Strategy

- Step 1** ● Investing in Impactful Solutions
- Step 2** ● Align with Strategic Partners & Stakeholders
- Step 3** ● Develop continuous flow of properties and homes in the pipeline
- Step 4** ● Integrate and educate community stakeholders and residents



# TEAMWORK & TALENT



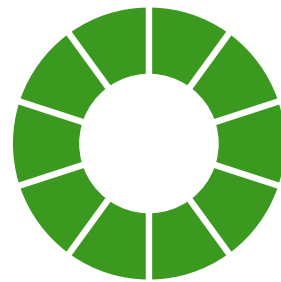
Progress

## Action Steps

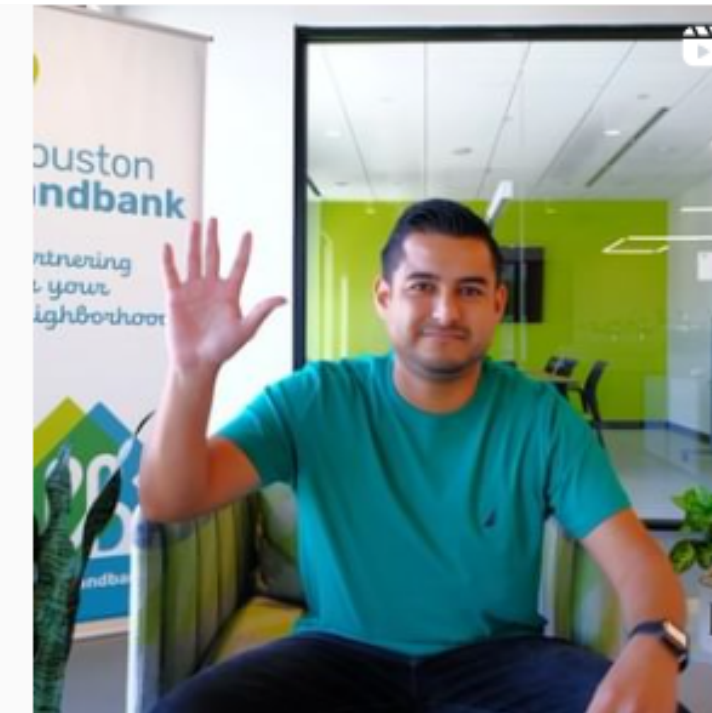
## Progress

## Update

Listen and learn to staff's strengths, goals and skills. Assess operational gaps, and unfulfilled FTEs. Activate teambuilding activities. Determine HLB's SWOT with staff and . Identify resources needed for each team member



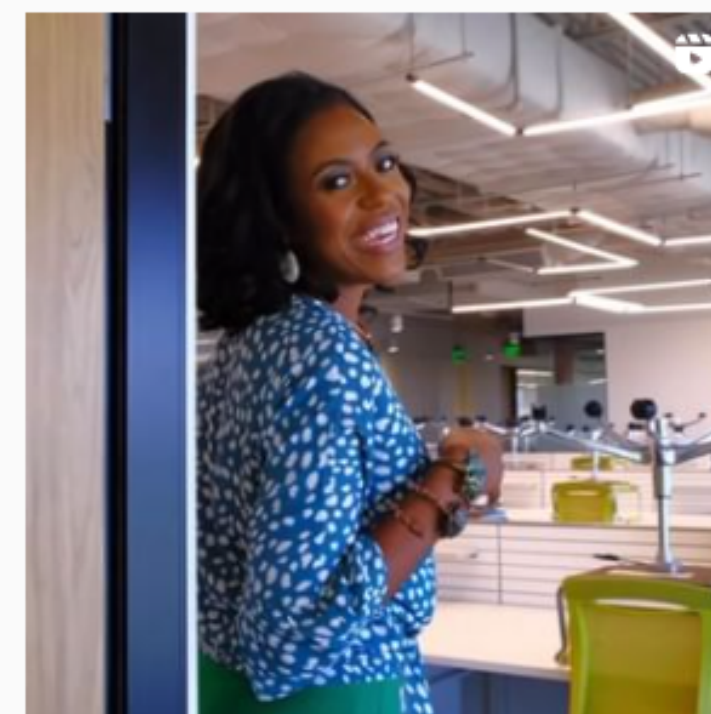
HLB hired the HLB Data Analyst Manager in May 2022.



Schedule reoccurring meetings and mentorship trainings for all HLB staff. Schedule quarterly progress reports for HLB staff.



HLB Team will attend fundraising training on a monthly basis. The CEO presented on researching your donor in March for The Fundraising Academy.



Publicly spotlight milestones, mission, board members and staff



HLB Team hired communications support for social media and website revamp to help advertise accomplishments and outcomes. New content will began in May



# BOARD & OVERSIGHT



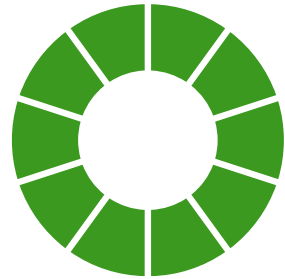
Progress

## Action Steps

## Progress

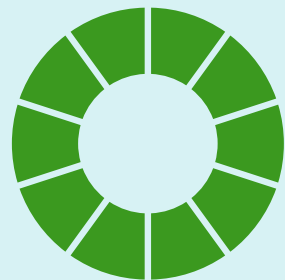
## Update

Listen to Board's concerns and aspirations. Enhance transparency and increase understanding about productivity, policies, and operations. Make recommendations to tailor and fine-tune solutions such as acquisition and disposition policies. Evaluate and revisit the annual targets for acquisition and disposition



The FY 23 Strategic plan will begin in July 2022. The Team is created goals and measurable benchmarks for the plan to be shared with the Board of Directors.

Update 2022 plan of action and host HLB orientation. Purchase online engagement tools such as Menti to improve input and collaboration of board



FY 22 priorities were confirmed and FY 23 plan of action is underway for the upcoming budget year.

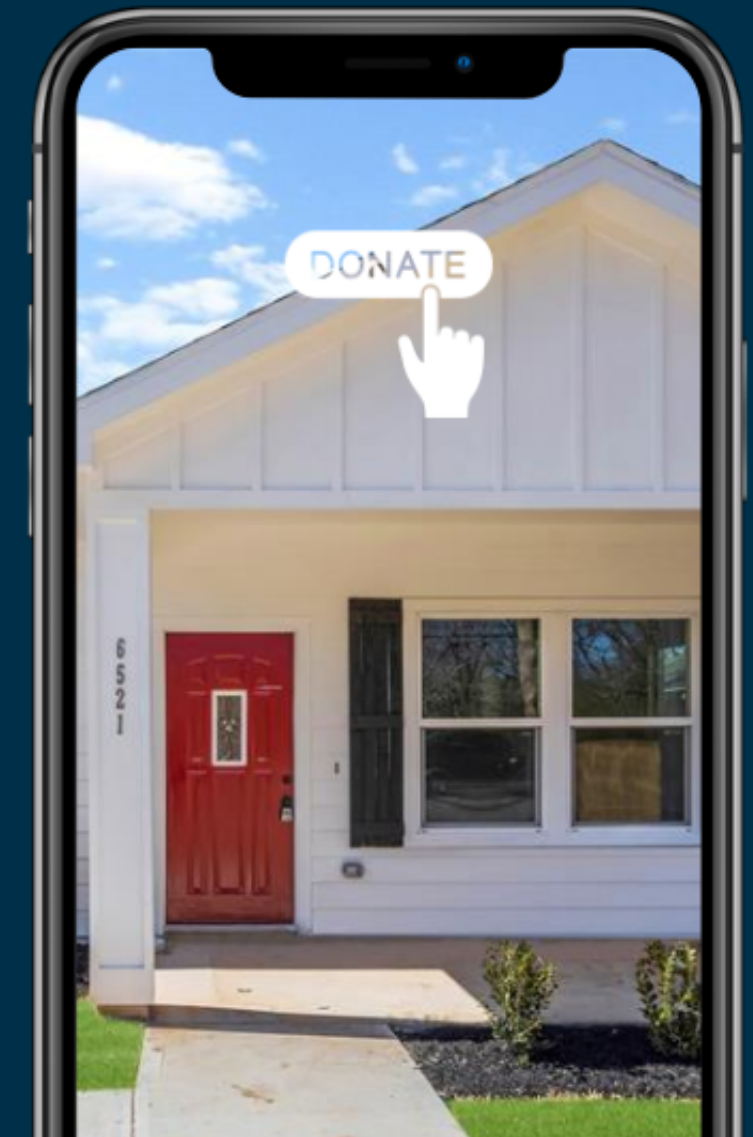
The FY 22 plan was improved by 65% from January to June 2022.

## Investing in Impactful Solutions



Sharing purposeful content and accomplishments enables our audience the ability to connect with the HLB mission. Openly sharing accomplishments and content leads to honest, heartfelt communication and ensures long-term success

- Create and market HLB Fund to complement and accelerate investments in housing, neighborhoods, and additional community development needs such as downpayment assistance.
- Promote investment and share impact of donor's support in targeted areas publicly
- Share information and educational multi-media like videos to engage current and prospective future donors.
- Start a mission-affiliated blog and reoccurring promotion on tools such as Houston Business Journal
- Apply for federal grants and partner with the philanthropic and financial institutions to assemble more land and develop





# MEET & GREET



Progress

## Action Steps

## Progress

## Update

Identify HLB lead and introduce HLB Team to community



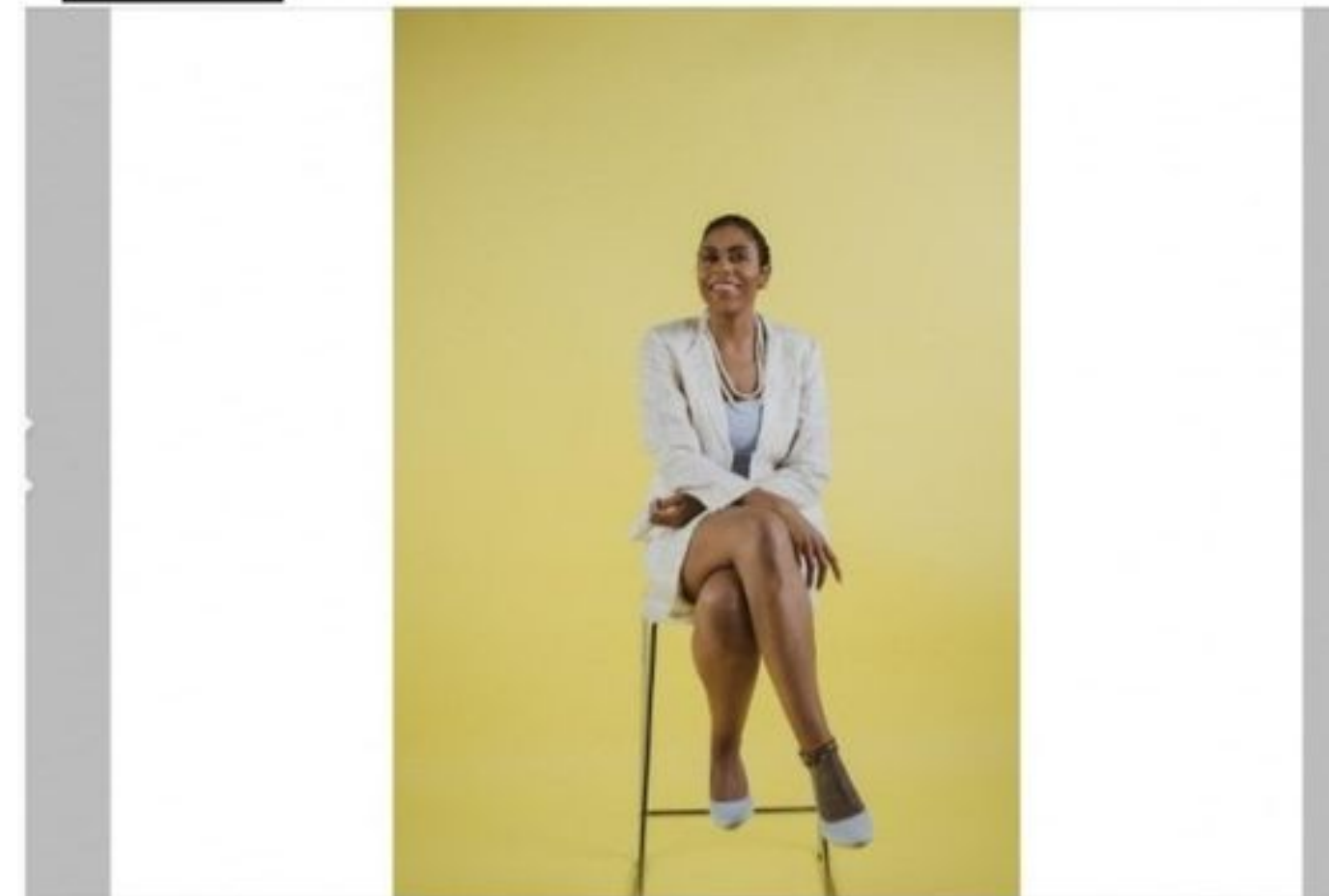
The HLB Team kicked off the Brownfields Activation Committee in April. Over 15 organizations were invited to learn how to apply and the next steps for the HLB Team.

Host call to action and open house with potential aligned partners. Attend and present HLB mission at conferences, ULI luncheons, Bisnow, Houston Business Journal, etc



HLB CEO was selected as HBJ's 40 under 40 and aspires to amplify the mission and support of the HLB organization.

1 OF 41 THUMBNAILS

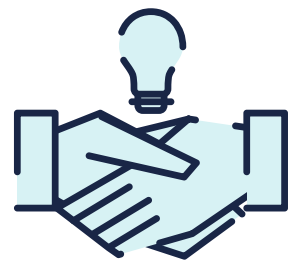


**Christa Stoneham, 36**  
**CEO and president, Houston Land Bank**

COURTESY CHRISTA STONEHAM







# PARTNERS & POLITICS



Progress

Action Steps

Progress

Update

Share 2022 HLB plan and quarterly updates with COH & HLB leadership



After the adoption of the strategic plan, the HLB Team will publicly share amongst stakeholders

Identify aligned programs at Harris County, HISD and public entities



HLB Team launched the Brownsfield Activation Committee (BAC), and Harris County has representatives apart of the BAC.

Establish a standard process for the transfer of surplus property at the City and County



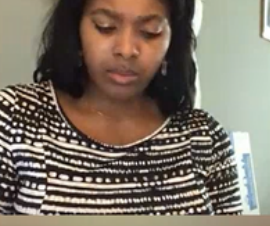
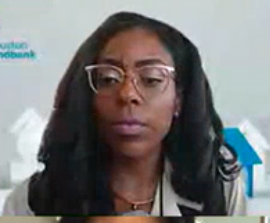
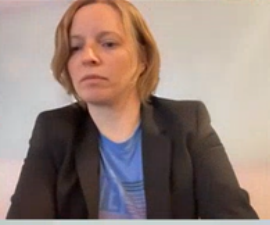
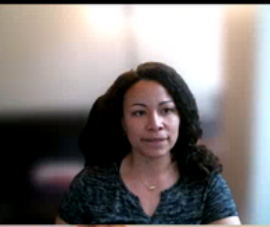
The HLB Compliance and Counsel Director, Data Analyst, and VP for acquisitions are researching and discussing potential properties and policies to move forward.

## BAC Discussion Items

menti.com, use code 21 60 99 2

- What feedback do you have on HLB's Brownfields Program? Is there is anyone missing?
- What are some expectations, requests, and priorities for the HLB Brownfields program?
- What does your organization or community need support with and how can these BAC meetings advance the redevelopment of brownfields in your community?

Brownfield Activation Committee Kick-Off Meeting-20220421\_141236-Meeting Recording



# Our Next Steps

Timeline for the upcoming quarter

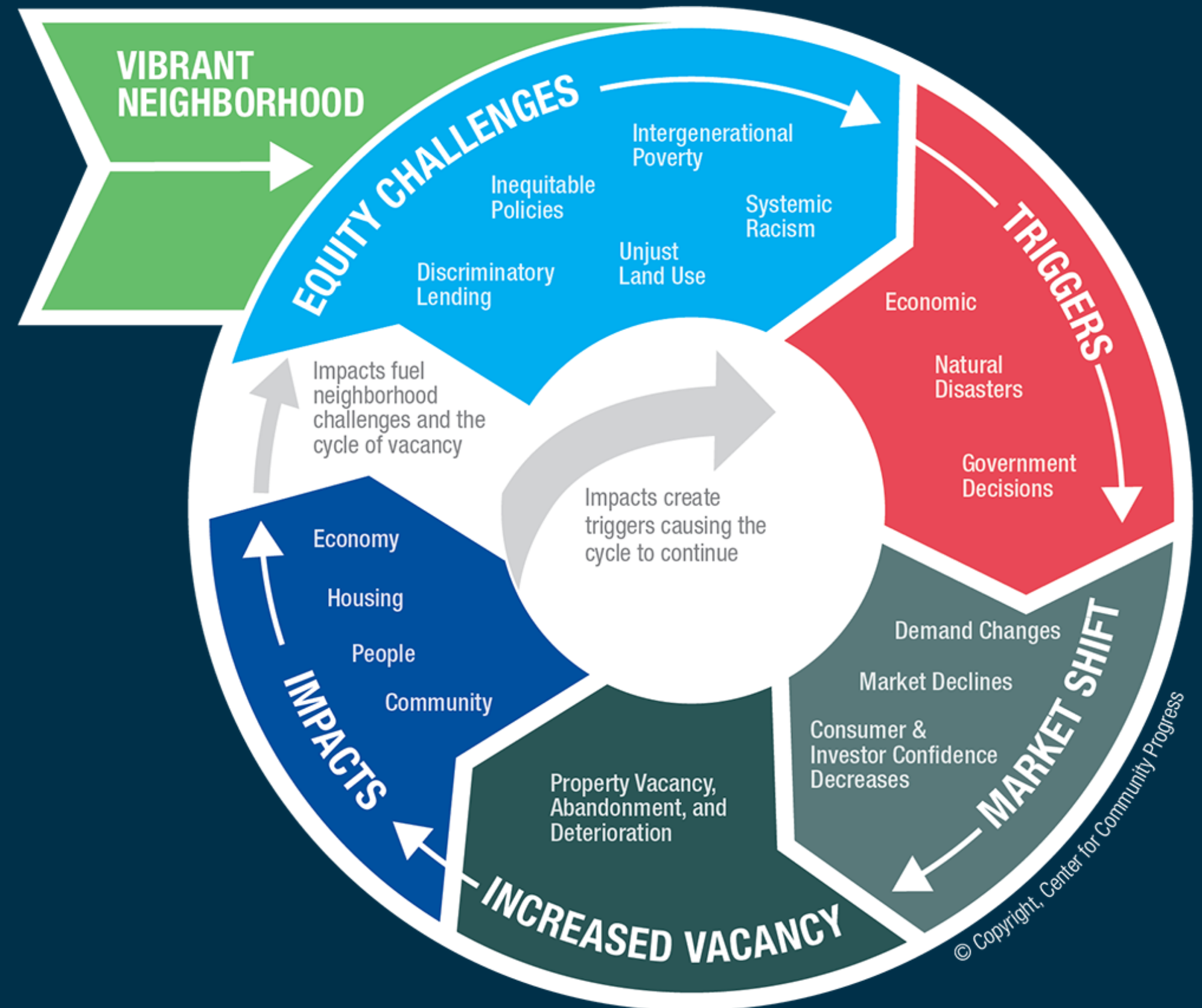
Tasks	June	July
● HLB Team to kick-off master plan community meeting	[Task duration bar]	
● Launch HLB social media rebranding	[Task duration bar]	
● HLB Inventory Assessment for Brownfields program	[Task duration bar]	
● HLB Strategic Planning sessions	[Task duration bar]	

# The Cycle of Vacancy

In April 2022, The average sales price of a home was \$410,923 and middle neighborhoods as a whole are under strain. Every person deserves to live in a community where property vacancy, abandonment, and deterioration do not exist. Even in the most vibrant communities, however, there are neighborhoods trapped in the grips of systemic racism and intergenerational poverty. Coupled with historically inequitable land use and lending practices such as redlining, and predatory lending, these neighborhoods are often the places where vacant, abandoned, and deteriorated properties are common.

Communities experiencing these conditions often become stuck in a negative cycle where vacant, abandoned, or deteriorated properties intensify poor living conditions impacting the economy, community, housing stock, and individuals which in turn fuels neighborhood challenges and increases levels of vacancy and abandonment.

Resilient Houston, created in 2020, provides a framework for collective action for every Houstonian; and the Houston Land Bank will adopt and implement the most critical Resilient Houston goals and strategies relevant to its mission.



# Who is the Houston & History of Impact

**'03 Interlocal Agreement Initiated**

Initiated Interlocal Agreement with taxing authorities to acquire tax-foreclosed properties and return them to productive use.

**'04-'18 LARA Activity and Disposition**

1,400+ Properties were acquired through tax auction and strike off. 669 properties sold to non-profit and for-profit home builders. 53 properties were sold for other purposes.

**'19 HLB acquires property**

HLB acquired 70,000 SF of property in three distinct neighborhoods supporting Complete Communities and has an additional 27,000 SF of Transit Oriented Development sites.



**'99 Land Assemblage Redevelopment Authority (LARA) created**

Principally funded by the City of Houston and staffed by City of Houston employees. Initial activity focus was a pilot program of 120 lots in the Fifth and Third Wards.

**'05-'07 Houston Hope Program created and expands LARA's neighborhoods**

Houston neighborhoods such as Acres Homes, Clinton Park, Trinity Gardens, and Settegast were added to expand LARA's reach.

**'18 Houston Land Bank (HLB) Created**

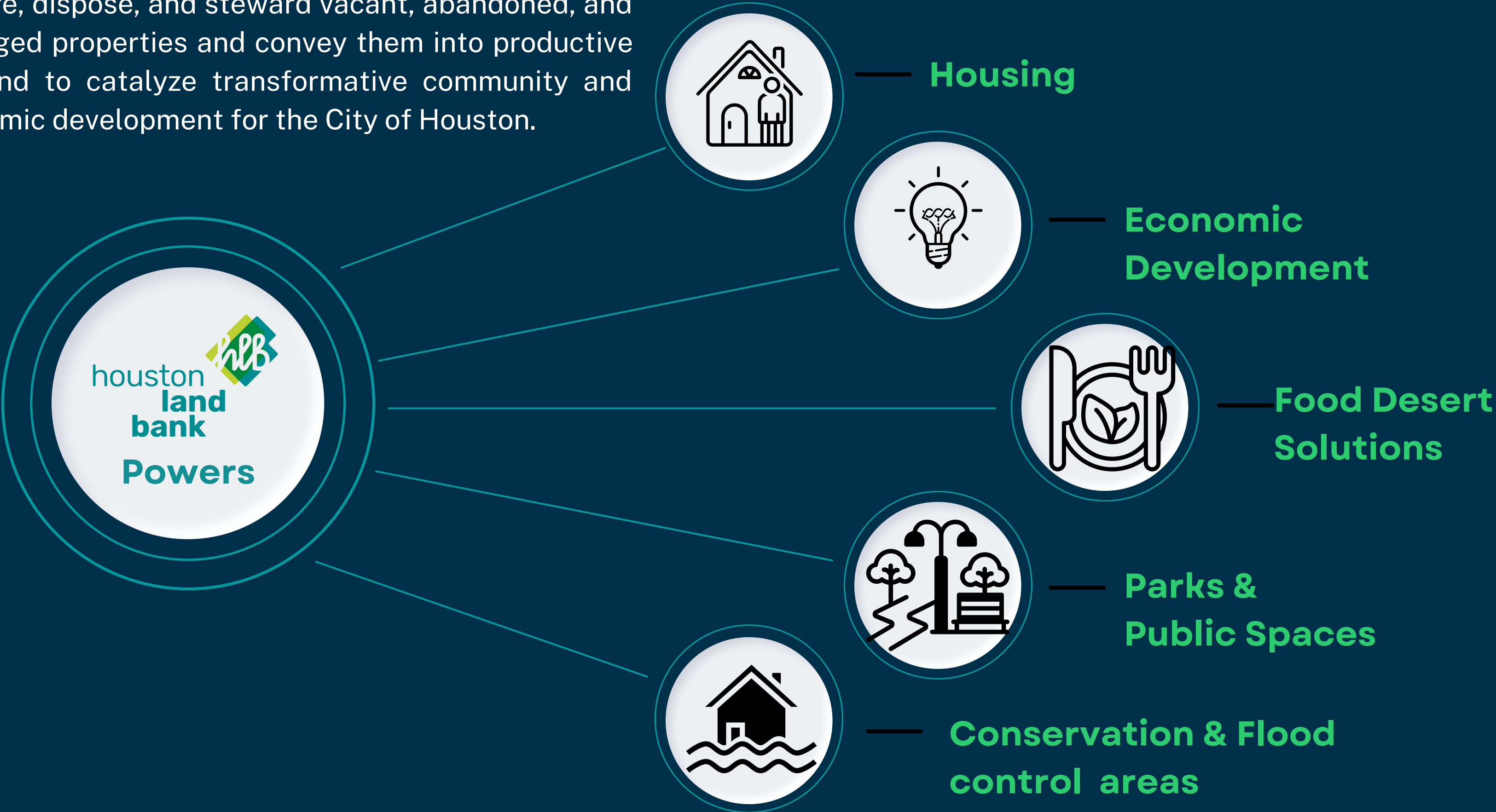
Land Assemblage Redevelopment Authority is reorganized and changes name to Houston Land Bank with an expanded mission and scope of work and hired independent staff to support

**'20-'22 HLB Builders construct affordable homes for Houston Families**

After HLB kicked off the traditional home program, HLB builders began providing affordable housing to Houston:

- 2020: 20 homes
- 2021: 40 homes
- 2022: on track to reach 100 homes

The Houston Land Bank mission is to strategically acquire, dispose, and steward vacant, abandoned, and damaged properties and convey them into productive use and to catalyze transformative community and economic development for the City of Houston.



# Houston Land Bank Board of Directors

A 13-member board of directors governs the Houston Land Bank (HLB). Board members are appointed by the Mayor of Houston, Houston City Council, Harris County Commissioners Court, and the Houston Independent School District Board of Trustees.

The HLB Board's expertise includes subject matter experts in affordable housing policies, architecture, real estate development, banking, and engineering. In addition to community advocates, lawyers, and faith-based leaders.

The Board of Directors purpose is to govern and guide the reactivation of vacant properties in Houston's neighborhoods, especially tax delinquent, abandoned, and damaged, and:

- 1) Provide opportunities for single-family housing, and housing as needed by the neighborhood and local market.
- 2) Promote small businesses and neighborhood reinvestment by area stakeholders
- 3) Support Mayoral neighborhood-based initiatives such as Complete Communities

## CITY OF HOUSTON MAYORAL APPOINTEES



## CITY OF HOUSTON COUNCIL APPOINTEES



## HISD APPOINTEES

## HARRIS COUNTY APPOINTEES

# Houston Land Bank Staff

The HLB team is focused on becoming a key resource within our communities, a reliable and supportive voice for our homeowners as they invest in their futures, and an indispensable partner to the City of Houston. We work hard to achieve these goals and have fun along the way. Our company culture is the single most important contributor to making HLB a unique and special place to work.

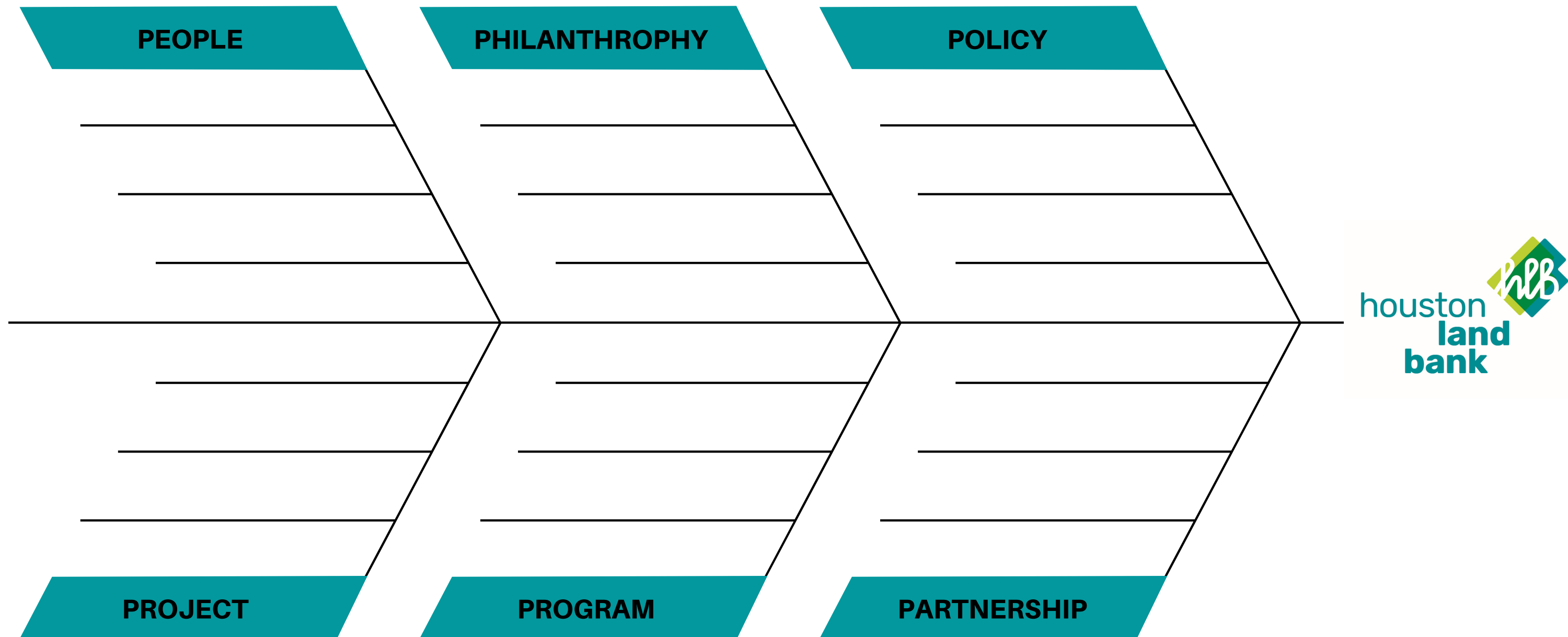
We have cultivated a creative, hardworking team of professionals that invoke collaboration, compassion, and dedication. Every day offers rewarding opportunities to engage with a vast array of community members, from elected leaders to our local urban garden harvester.

The organization has a commitment to communities and incorporates T.O.E.S. (Transparency, Ownership, Equity, and Stewardship) as guiding principles to ensure this commitment to our communities.

**INSERT GROUP PHOTO**

# PLAN OF ACTION

The Houston Land Bank' serves as a convener and implementer to promote and provide community and economic development in Houston's low-to-moderate income communities. HLB takes pride in engaging residents at all levels of community revitalization, in addition to strategically acquiring properties to address community priorities. HLB creates policies and programs to stimulate the development of affordable housing, workforce housing, grocery stores, retail space, and other community amenities. HLB builds a collaborative of cross-sector partners to support integration, coordination and ongoing communication

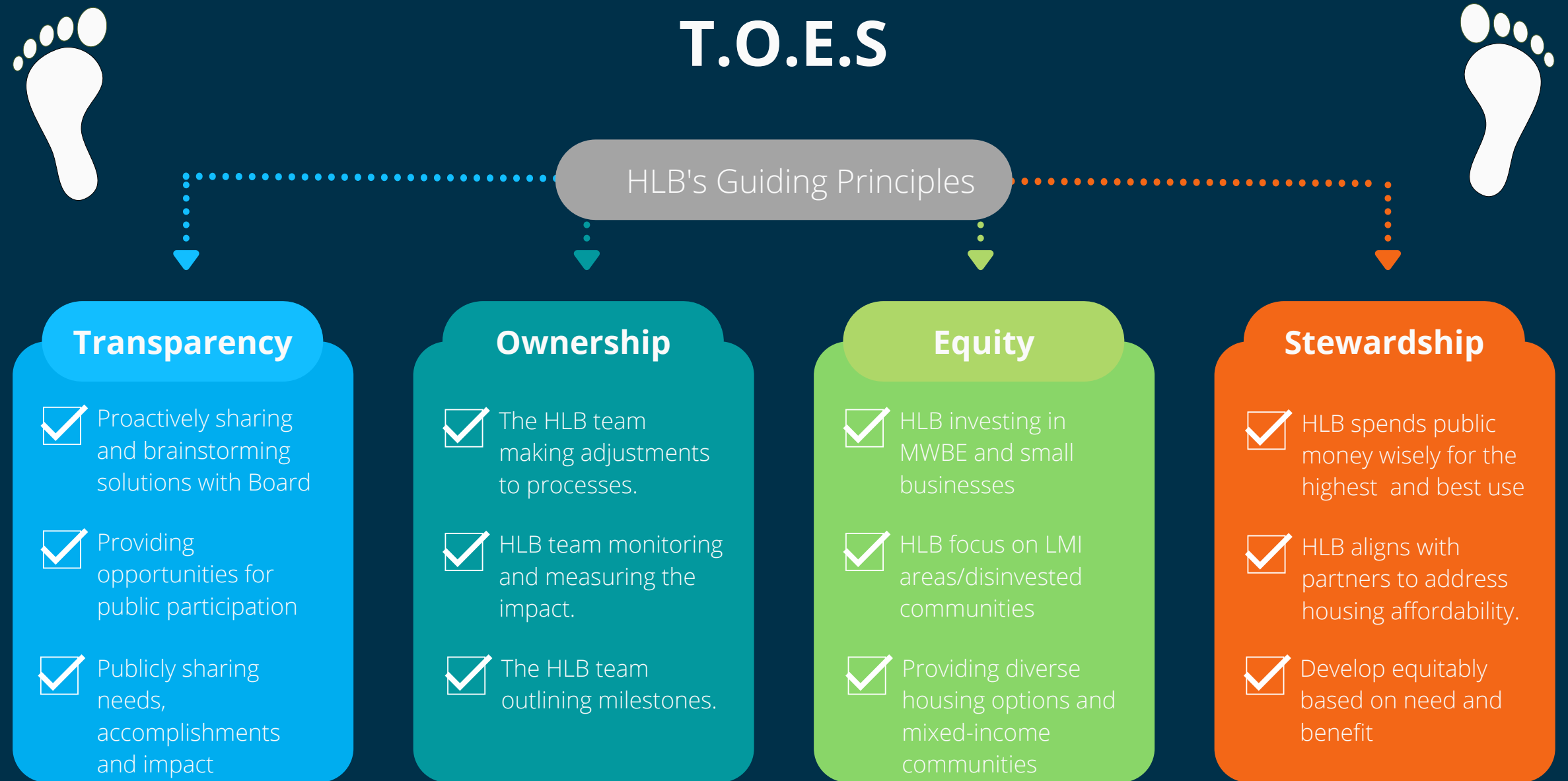




# GUIDING PRINCIPLES

The Land Bank has four key guiding principles incorporated into all projects, projects, and policies to ensure the long-term commitment to improving the lives of Houston's neighborhoods.

T.O.E.S. (Transparency, Ownership, Equity, and Stewardship) builds on community assets, increases capacity to address challenges, and provides system-level change for the organization. T.O.E.S. is a holistic approach to ground the Houston Land Bank's approach to community engagement and community development.



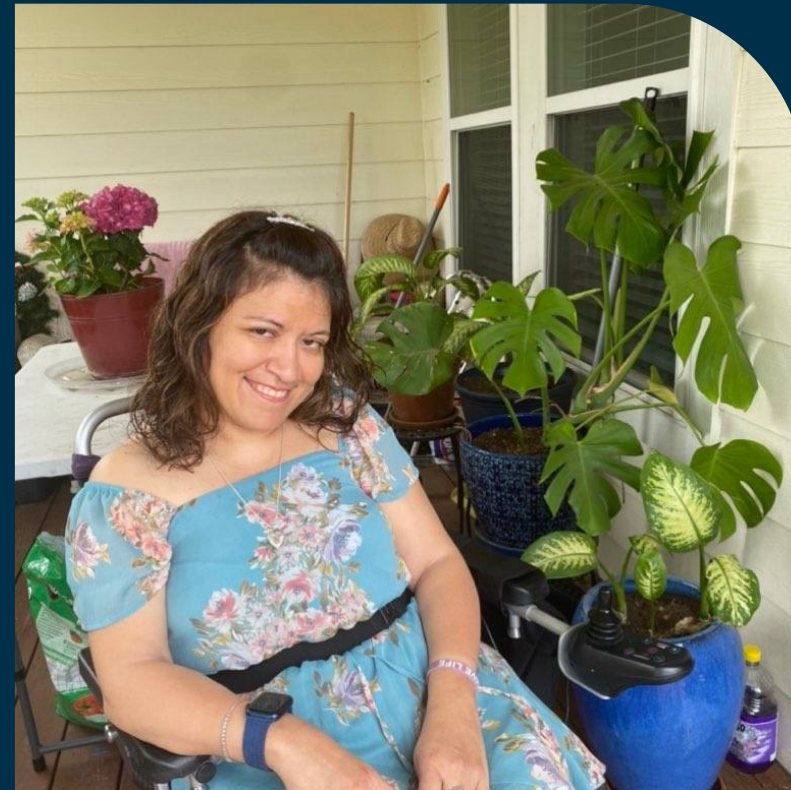
# WHO DOES HLB SERVE?

## 120% AMI AND BELOW HOMEOWNER HIGHLIGHTS

The Houston Land Bank believes all neighborhoods are communities of opportunity and strategically focuses on revitalizing aging areas and eliminating slums and blight.

Redevelopment requires improving critical elements of neighborhoods and creating opportunities for a range of housing types to meet neighborhood needs, emphasizing affordable housing for families of low and moderate incomes.

The Houston Land Bank works with income-eligible Houstonians who are either 120% AMI or 80% AMI through the New Home Development Program or the Traditional Home Development Program.



Anabel, Guidance Counselor  
Purchase Date: April 24, 2020

"I love the idea that my doors and hallways are wide enough for my wheelchair and when my friends with disabilities come over. Having my home means having the independence and the ability to move around freely, doing the things I enjoy! Having a good time with friends and family in my happy place is the ultimate!"

HLB BOD Meeting June 9, 2022



LaShundria, Social Worker  
Purchase Date: May 13, 2022

"Today, I am grateful to say I love my new home especially the backyard privacy and patio deck! The fact that my daughters and I can build equity, personalize our home, and have space to celebrate the holidays with our family and friends comfortably brings much joy to me and my girls. Thank God and the whole team involved!"



Zach and Annie, Oil Field Sales  
Purchase Date: October 29, 2021

"Our home is where we brought our first baby home from the hospital, and where we have watched her grow. We're so happy to have a home for her to explore and feel comfort in, run up and down the long hallways, play in the yard one day & pick fresh veggies from our new garden!"

# HOW DOES HLB WORK?



# Resilient Houston Goals and Actions

Resilient Houston provided a framework for collective action for every Houstonian and was developed in partnership with hundreds of diverse stakeholders who determined goals and targets in 2020. The Houston Land Bank aligns with five goals and fifteen actions to support equitable development to create additional living and job opportunities in urban core neighborhoods.

The Houston Land Bank will work with community and industry partners to develop and prioritize specific preventive and protective actions to ensure every resident has a safe and healthy environment. HLB will also work with these partners to create specific program and policy solutions to address development needs in pilot and future neighborhoods and advance public trust and community partnerships.

HLB has initiated several projects, programs, and partnerships to advance equity, empower public participation, and provide opportunities



The Houston Land Bank approved the creation of a 501c-3 named the HLB Fund in February 2022. HLB Fund will provide funds to support affordable housing and neighborhood development in neighborhoods of need. HLB Fund will align with Resilient Houston's strategy to:



# BROWNFIELDS & ENVIRONMENTAL JUSTICE

The U.S. Environmental Protection Agency (EPA) defines a brownfield as land for which expansion, redevelopment, or reuse may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. The Houston Land Bank was awarded \$600,000 in the Fall of 2020 to fund site assessments, cleanup planning, reuse strategies, and related community engagement and public education toward advancing revitalization and environmental justice projects.

The Brownfields Activation Committee led by HLB will build healthier communities by addressing environmental issues is to focusing on Houston's underserved communities, with 70 percent of the grant targeting four Complete Community neighborhoods.



# HLB Strategy

## Step 1

Investing in  
Impactful Solutions

## Step 2

Align with Strategic Partners &  
Stakeholders

## Step 3

Develop continuous flow of  
properties and homes in the  
pipeline

## Step 4

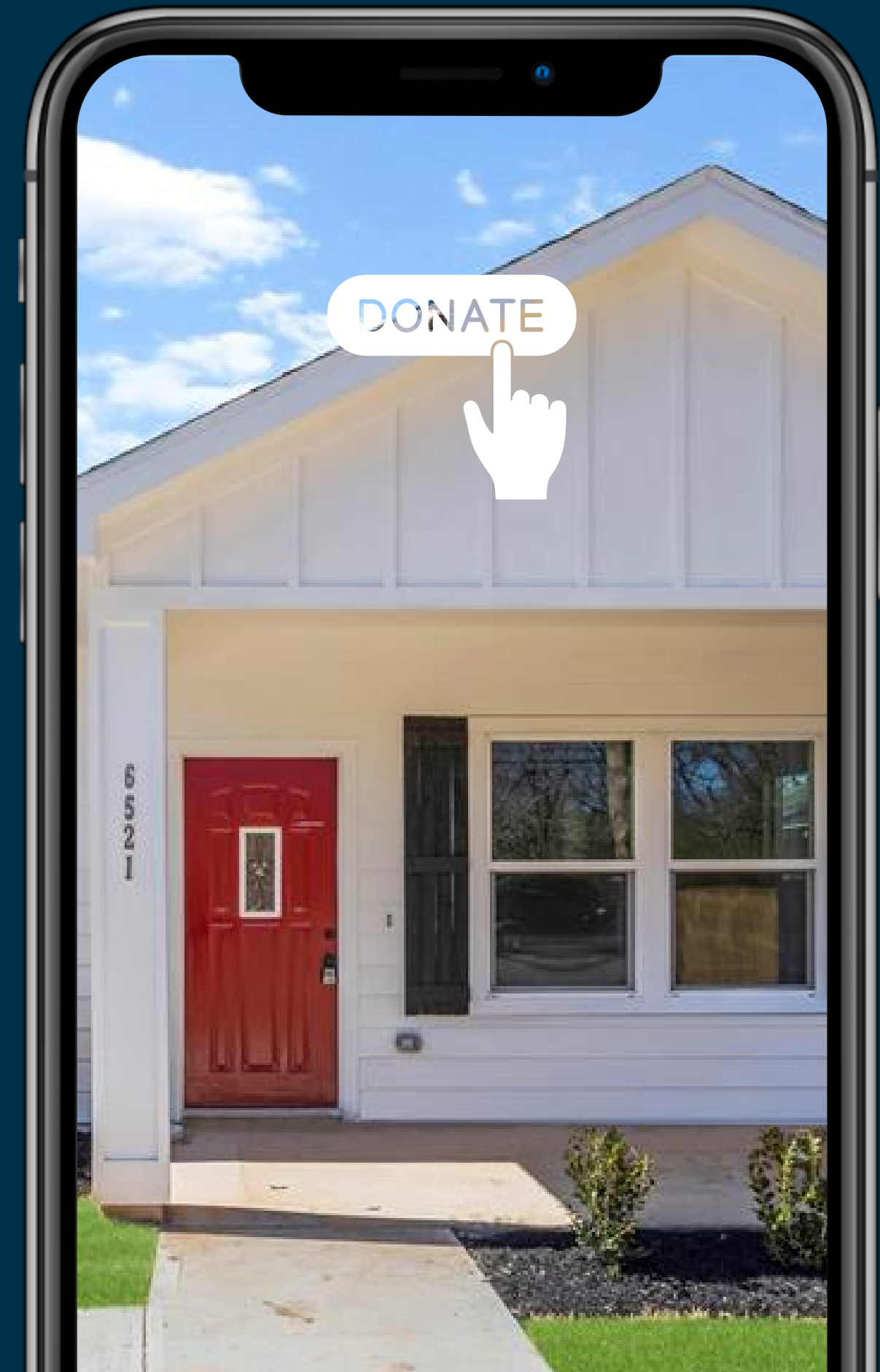
Integrate and educate  
community stakeholders and  
residents

# Investing in Impactful Solutions



Sharing purposeful content and accomplishments enables our audience the ability to connect with the HLB mission. Openly sharing accomplishments and content leads to honest, heartfelt communication and ensures long-term success

- Create and market HLB Fund to complement and accelerate investments in housing, neighborhoods, and additional community development needs such as downpayment assistance.
- Promote investment and share impact of donor's support in targeted areas publicly
- Share information and educational multi-media like videos to engage current and prospective future donors.
- Start a mission-affiliated blog and reoccurring promotion on tools such as Houston Business Journal
- Apply for federal grants and partner with the philanthropic and financial institutions to assemble more land and develop

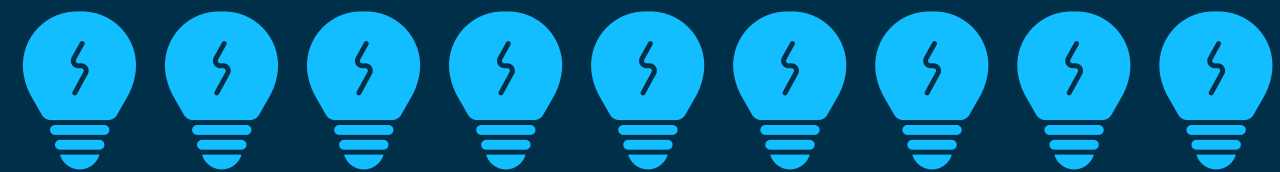




# Engage Strategic Partners & Stakeholders

Partnering with non-profits, community leaders, and private corporations who believe in the HLB cause, appreciate HLB's forward-thinking approach, and want to align themselves with an organization that will still be impacting change for years to come play a critical role in improving the quality of life in neighborhoods throughout the city:

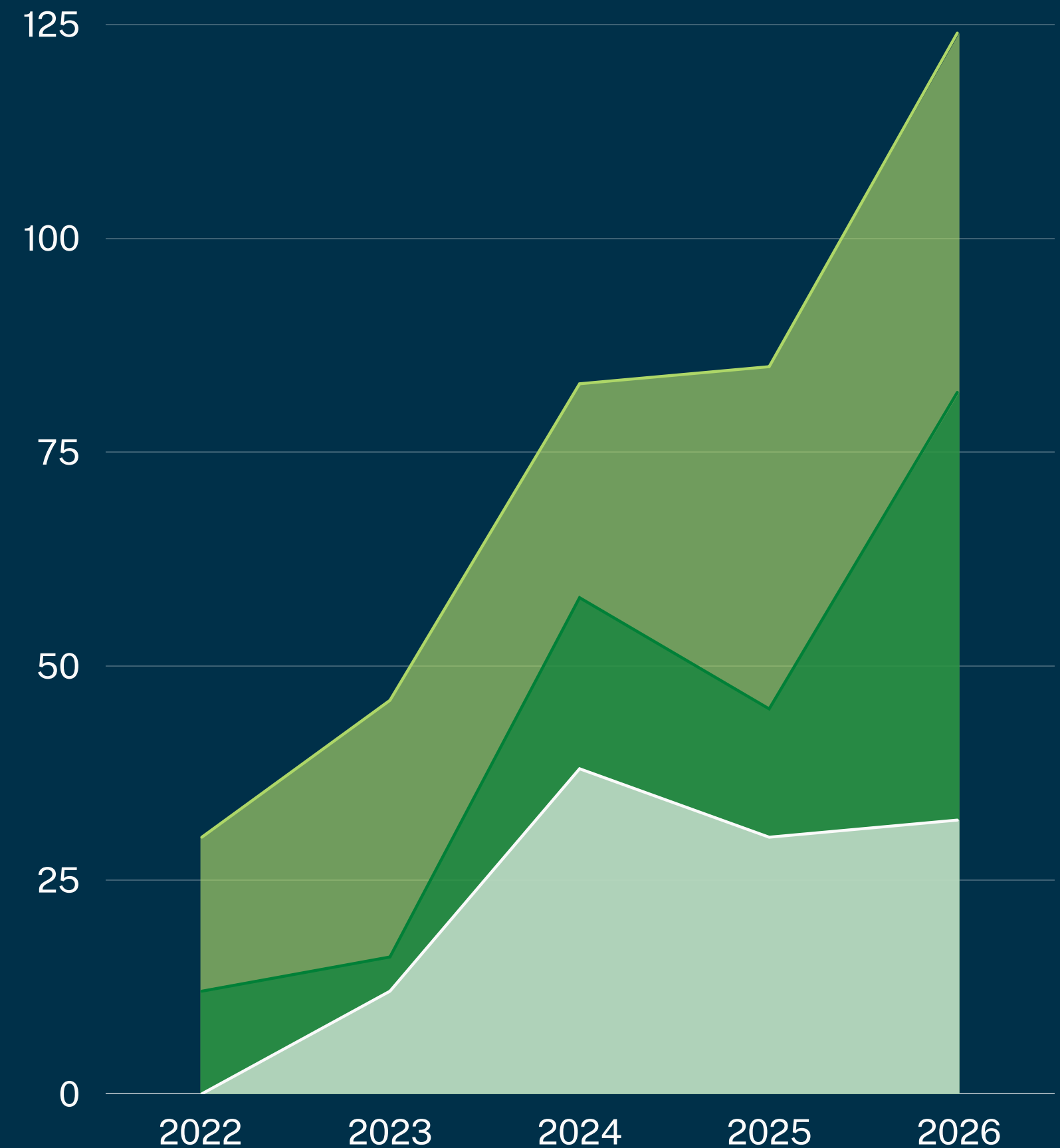
- Works with the development community to procure in-house floor plans for HLB builders and properties
- Refer homeowners from homebuyer education classes and LMI area banking products and incentives
- Partner with financial institutions to enable the leveraging of dollars put aside for growing an affordable housing market
- Prepare proposals, grant applications and presentations to partners in real estate development, environmental justice and equity



# Develop Continuous Flow of Properties and Homes in the Pipeline

Publicly-owned and tax delinquent properties can be developed to result in additional revenue-generation potential for the public. HLB will

- Renew an interlocal agreement for vacant and tax-delinquent properties
- Increase the speed and lower the cost of development; by fast-tracking permits and floor plans
- Acquire dangerous buildings and vacant properties by partnering Harris County and the City of Houston
- Partner with public land owners like the City, regional counties, METRO, Houston Housing Authority, area school districts, and other public agencies to leverage these land resources for public benefits, including economic development and housing opportunities.
- Acquire large tracts (5 acres or more) to master plan and replat
- Encourage accessory dwelling units (ADUs) as second houses — garage apartments, granny flats, backyard houses — built alongside single-family homes.



# Integrate and educate community stakeholders and residents

Increasing trust in community organizations and governance is essential to HLB. Accordingly, HLB will broaden the responsibilities to include roles as facilitator, supporter, collaborator, and empowerer of citizens and stakeholders. HLB will

- Create neighborhood and site redevelopment plans to reflect the character and history of neighborhoods
- Promote small businesses and neighborhood reinvestment by area stakeholders
- Support Mayoral, city and local neighborhood-based initiatives such as Complete Communities
- Work with neighborhoods to manage and promote the planning process, planning tools, and implementation resources
- Empower and integrate people from different backgrounds.
- Improve citizens' knowledge and skills in problem solving and real estate development
- Provide opportunities for single-family housing, and housing as needed by the neighborhood and local market.



# Houston Land Bank's Path to Success

## By 2026

·Fundraise an additional \$6 million to the HLB Fund to acquire and develop at least 9 acres of land inclusive of mixed-use developments. Construct at least 194 new single-family homes



## By 2023

Fundraise \$3 million to the HLB Fund to acquire and develop at least 4.8 acres of land inclusive of mixed-use developments. Construct at least 180 new single-family homes



## By 2032

·Fundraise an additional \$11 million to the HLB Fund to acquire and develop at least 14 acres of land inclusive of mixed-use developments. Construct at least 583 new single-family homes



## By 2036

Fundraise an additional \$19 million to the HLB Fund to acquire and develop at least 28 acres of land inclusive of mixed-use developments. Construct at least 1080 new single-family homes



## 2040+

Limitless Opportunities



## REQUEST FOR BOARD ACTION

Meeting Date: June 9, 2022

### Agenda Item VIII.a.: Consideration and Possible Action to Adopt the Proposed Fiscal Year 2023 Budget

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#### DISCUSSION SUMMARY

Approval of this item will adopt the Houston Land Bank's Proposed Fiscal Year 2023 Budget, which anticipates expenditures of \$4.47 million against projected revenues of \$4.77 million, generating an expected \$295,151 increase to fund balance. This budget will be revisited once final TIRZ allocation funding is confirmed, and HCDD support is confirmed, by Fall 2022.

#### BACKGROUND/OVERVIEW

The Proposed Budget for FY 2023 (July 1, 2022 through June 30, 2023) was put together under the collaborative effort of the Houston Land Bank staff members, and initial dialogue with HCDD; a preliminary version was reviewed in the March 2022 and May 2022 regular Board meeting.

There are numerous influences on the organization's annual budget including the foundational administrative overhead (staff and expenses) to run a local government corporation, the maintenance of our real estate assets, as well as program-specific activity and expenses. There are two major programs for the organization, one of which is the traditional lot sales to builders, and the other is based on an agreement with the City of Houston Housing and Community Development Department (HCDD) called the New Home Development Program. The proposed budget for FY 2023 HLB budget includes significant expenses and revenues that are projected based on the activity projected and controlled by the City. Therefore, expenses and revenues in the NHDP program activity are subject to change.

After the Board of Directors passes the budget, the budget will be submitted to HCDD for approval as required by the agreement between HLB and the City regarding Operational Agreement funding. If necessary to make adjustments based on input from the City, or in response to unanticipated circumstances during the fiscal year, the budget can be amended by board action.

The FY 2023 Proposed Budget is summarized in the table on the following page: a PowerPoint presentation is also being shared with the Board. Highlights include:

- Total projected revenues are \$4,768,127.
- Total projected expenditures are \$4,472,976.

- Projected change in net assets or increase in fund balance is \$295,151.

Proposed Fiscal Year 2023 Budget Summary

<b>HOUSTON LAND BANK</b>			
<b>Proposed Final Budget FY2023</b>			
<b>Account</b>	<b>FY2022 BOD Amended Approved Budget</b>	<b>FY2023 BOD March Budget Approval</b>	<b>FY2023 Proposed FY2023 Final Budget</b>
HLB Traditional Disp Proceeds	937,500	937,500	1,100,000
A&D Disposition Proceeds	703,988	422,385	422,385
Operational Reimbursement	1,782,214	1,783,097	1,776,992
Administrative Fees	93,750	56,250	56,250
Interest Income	3,000	2,500	2,500
Outside Sources Other (Grants & 501c3)	189,000	1,410,000	1,410,000
<b>Total Revenues</b>	<b>\$ 3,709,452</b>	<b>\$ 4,611,732</b>	<b>\$ 4,768,127</b>
Salaries & Fringe	983,212	1,080,399	1,045,030
Legal Fees	100,000	100,000	100,000
Professional Services	197,800	192,900	232,900
Lot Maintenance	502,666	324,007	324,007
Software & Subscriptions	57,740	49,514	51,229
Office Rent	47,700	48,000	46,800
Other (Insurance, Car Lease, and Supplies)	50,937	50,000	50,000
Grant & 501c3 Expenditures	189,000	1,410,000	1,410,000
HLB Traditional Acquisitions	725,000	500,000	500,000
HLB Traditional Disposition Cost	515,625	515,625	515,625
NHDP Disposition Cost	328,988	197,385	197,385
A&D Acquisitions	-	-	-
<b>Total Expenditures</b>	<b>\$ 3,698,668</b>	<b>\$ 4,467,830</b>	<b>\$ 4,472,976</b>
<b>Excess (Deficit)</b>	<b>\$ 10,784</b>	<b>\$ 143,902</b>	<b>\$ 295,151</b>
<b>Change in Fund Balance</b>			
<b>Estimated Beginning of Year</b>	<b>13,591,851</b>	<b>13,591,851</b>	<b>13,602,635</b>
<b>Estimated End of Year</b>	<b>\$ 13,602,635</b>	<b>\$ 13,735,753</b>	<b>\$ 13,897,786</b>



## Board of Director's Meeting

June 9, 2022

HLB BOD Meeting June 9, 2022

# FY 2023 Proposed Budget Recap

1. Projecting 110 lot dispositions under HLB Traditional Program and 15 house dispositions under the NHDP program.
2. Still expect funding from HCDD's TIRZ allocation under the Operations Agreement.
3. Anticipate operating newly created 501(c)3 entity with additional funding sources.
4. Headcount to remain the same versus prior fiscal year at a total of 9 staff members.
5. Legal fees to remain the same versus the prior fiscal year for administrative or real estate services.
6. Professional services to remain the same for planning activities, annual external audit, IT support, legislation implementation support, and grant writing services.
7. Lot maintenance reduced significantly as a result of aggressive lot dispositions and change in operational procedure for ROW won't be cost-burdened to HLB.
8. With the 501(c)3 fundraising activities intend on using those funds for additional builder subsidies, down payment assistance program for potential homebuyers, and expansion of staff.



# Fiscal Year Comparison

<b>HOUSTON LAND BANK</b>			
<b>Proposed Preliminary Budget FY2023</b>			
<b>Account</b>	<b>FY2022 Actuals 1.31.22</b>	<b>FY2022 BOD Amended Approved Budget</b>	<b>FY2023 BOD Preliminary Budget Approval</b>
HLB Traditional Disp Proceeds	227,390	937,500	937,500
A&D Disposition Proceeds	995,864	703,988	422,385
Operational Reimbursement	757,471	1,782,214	1,783,097
Administrative Fees	61,724	93,750	56,250
Interest Income	1,816	3,000	2,500
Outside Sources Other (Grants & 501c3)	9,950	189,000	1,410,000
<b>Total Revenues</b>	<b>\$ 2,054,215</b>	<b>\$ 3,709,452</b>	<b>\$ 4,611,732</b>
Salaries & Fringe	459,230	983,212	1,080,399
Legal Fees	45,373	100,000	100,000
Professional Services	215,436	197,800	192,900
Lot Maintenance	216,985	502,666	324,007
Software & Subscriptions	40,088	57,740	49,514
Office Rent	26,325	47,700	48,000
Other (Insurance, Car Lease, and Supplies)	46,670	50,937	50,000
Grant & 501c3 Expenditures	9,950	189,000	1,410,000
HLB Traditional Acquisitions	-	725,000	500,000
HLB Traditional Disposition Cost	26,788	515,625	515,625
NHDP Disposition Cost	56,183	328,988	197,385
A&D Acquisitions	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,143,027</b>	<b>\$ 3,698,668</b>	<b>\$ 4,467,831</b>
<b>Excess (Deficit)</b>	<b>\$ 911,188</b>	<b>\$ 10,784</b>	<b>\$ 143,901</b>
<b>Change in Fund Balance</b>			
<b>Estimated Beginning of Year</b>	<b>12,680,663</b>	<b>13,591,851</b>	<b>13,602,635</b>
<b>Estimated End of Year</b>	<b>\$ 13,591,851</b>	<b>\$ 13,602,635</b>	<b>\$ 13,746,536</b>

Board of Directors  
Fiscal Year 2023  
Preliminary  
Approved Budget in  
March 2022  
meeting.

# Fiscal Year Comparison

<b>HOUSTON LAND BANK</b>			
<b>Proposed Final Budget FY2023</b>			
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Interest Income	3,000	2,500	2,500
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Salaries & Fringe	983,212	1,080,399	1,045,030
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NHDP Disposition Cost	328,988	197,385	197,385
A&D Acquisitions	-	-	-
<b>Total Expenditures</b>	<b>\$ 3,698,668</b>	<b>\$ 4,467,830</b>	<b>\$ 4,472,976</b>
<b>Excess (Deficit)</b>	<b>\$ 10,784</b>	<b>\$ 143,902</b>	<b>\$ 295,151</b>
<b>Change in Fund Balance</b>			
<b>Estimated Beginning of Year</b>	<b>13,591,851</b>	<b>13,591,851</b>	<b>13,602,635</b>
<b>Estimated End of Year</b>	<b>\$ 13,602,635</b>	<b>\$ 13,735,753</b>	<b>\$ 13,897,786</b>

FY2023 Budget to date versus approved budget back in March 2022.

The budget can be amended during fiscal year if needed.

# Questions?