



BOARD OF DIRECTORS REGULAR MEETING January 14, 2021

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Board of Directors Regular Meeting Agenda

Thursday, January 14, 2021

Noon Central time

Note: This meeting will be held by videoconference due to City of Houston Stay Home Work Safe Order, and Governor Abbott's Executive Order regarding Public Meetings during the time of COVID-19. To access and view the meeting online, please go to:

Join Zoom Meeting at

<https://us02web.zoom.us/j/83062769648>

Or join by phone by calling:

877-853-5247 or

888-788-0099

Meeting ID: 830 6276 9648

The recording will be posted online after the meeting. Please contact 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 in advance by 5 p.m. on Wednesday, January 13, 2021. To register, please use our online form at www.houstonlandbank.org/resources, e-mail info@houstonlandbank.org or call us at 281-655-4600. The Chair will call upon speakers and allow three minutes per speaker.

III. Consideration and Adoption of Meeting Minutes

a. December 10, 2020 Board Meeting

IV. Chairman's Greeting: Matt Zeis

V. Committee Reports:

a. Finance Committee: Laurie Vignaud, Chair

b. Program Committee: Curtis Lampley, Chair

1. Update and Recommendations Regarding Round 3 Lot Sales for the HLB Home Building Initiative

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

2. Update Regarding Community Housing Development Organization Program
 3. Update Regarding HLB Builder Grant/Subsidy Program
 - c. Oversight Committee: Mario Castillo, Chair
 1. Procurements Update
 - d. Partnerships Committee: Courtney Johnson Rose, Chair
 1. Update and Recommendation Regarding Subgrant with My Connect Community for Feasibility Study Related to Preserving Housing Affordability
- VI. President's Report: Anne Gatling Haynes, CEO/President
- a. Affordability Research and Price Cap Analysis
 - b. Updates on Property Acquisition
 - c. Year-End Summary
- VII. Mayor's Office/Complete Communities Report: Ex Officio Director Christa Stoneham
- VIII. Board Action Items
- a. Consideration and Possible Action to Accept Program Committee and Staff Builder Lot Selection Recommendations for Round 3 Lot Sales Under the HLB Home Building Initiative [Address – HCAD# - Proposed Price (Builder) Listed Below]
 1. 3420 Russell – 0701060030008 – \$21,924 (Fifth Ward Community Redevelopment Corp.)
 - b. Consideration and Possible Action to Adopt the FY 2021-22 HLB Strategic Plan
 - c. Consideration and Possible Action to Accept Proposed Pre-Qualified Vendors for Urban Planning and Market Analysis Services, and to Establish a Not-To-Exceed Amount to be Paid for Services from Each Vendor for FY 2021 and FY 2022
 1. James Lima Planning and Development
 2. HR&A Advisors
 3. Torti, Gallas & Partners
 4. Gensler
 5. APD Urban Planning & Management
 6. Community Lattice
 7. Utile
 8. Asakura Robinson
 - d. Consideration and Possible Action to Authorize the CEO/President to Execute a Contract with APD Urban Planning & Management in an



Amount Not to Exceed \$83,918 for Urban Planning Services Related to Settegast Community Development Opportunity

- e. Consideration and Possible Action to Approve an Agreement with One World Strategy Group for Legislative Affairs Services in an Amount Not to Exceed \$50,020
- f. Consideration and Possible Action to Approve a Subgrant Agreement In the Amount of \$64,000 with My Connect Community for Feasibility Study Related to Preserving Housing Affordability

IX. Executive Session

- a. Discussion regarding the value or transfer of real property

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. Action Items from Executive Session
- XI. Board Member Comments
- XII. Adjournment



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

December 10, 2020

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 by video conference due to the City of Houston Stay Home Work Safe Order, and Governor Abbott's Executive Order Regarding Public Meetings during the time of the COVID 19 pandemic, in Houston, Texas, on Thursday, December 10, 2020 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:

Matt Zeis	Curtis Lampley
David Collins	Jesus DeAnda
Carol Galloway	Victor A. Mondragón
Mario Castillo	Courtney Johnson Rose
Christa Stoneham	Antoinette Jackson
Laurie Vignaud	Pastor Steve Hall

Board members absent were: John David Vasquez. Others in attendance included: Anne Haynes, the CEO/President for the Houston Land Bank; Jennifer Allison, Vice President of Operations and Programs; David Benson, Director of Organizational Excellence for HLB; Marye Barba, Administrative Assistant for HLB; Ivan Zapata, Program Manager of Real Estate and Acquisitions for HLB; Greg Erwin and Mark Glanowski (Paralegal) of Winstead PC, outside legal counsel for the HLB; Gonzalo Gonzalez, Director of Finance and Accounting for HLB; Gracie Saenz, In-house counsel for HLB; Darice Harris, Legal Counsel and Program Director for HLB; Vincent Marquéz, of the HLB Advisory Board; Kellen Zale, of the HLB Advisory Board, Nicholas Foran of the HLB Advisory Board; Elijah Williams of the HLB Advisory Board; Anderson Stoute of the Houston Housing and Community Development Department; Rupa Sen of the Real Estate Department of the City of Houston; Jason Binford of ese Partners; Lauren Avioli; and James Rodriguez.

I. Call to Order and Roll Call

Chairman Matt Zeis called the regular meeting to order at 12:02 p.m. A roll call of the Board members in attendance immediately followed. Chairman Zeis noted that a quorum of the Board was present.

II. Public Speakers

Chairman Zeis then requested Ms. Haynes to introduce any persons who registered to address the Board today. Ms. Haynes announced that no persons registered to attend today's meeting.

III. Adopt Minutes of November Board Meetings

a. November 5, 2020 Special Meeting

Chairman Zeis noted that the minutes for the special 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. Director Galloway requested that the minutes be revised to note that she had difficulty connecting to the virtual meeting. Chairman Zeis requested a motion to adopt the minutes as amended.

Director Castillo made a motion to adopt the minutes, as amended, of the November 5, 2020 special meeting, which motion was duly seconded by Director DeAnda and passed with the unanimous vote of the Board.

b. November 12, 2020 Regular Meeting

Chairman Zeis then noted that the minutes for the 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, Chairman Zeis requested a motion to adopt the minutes.

Director Castillo made a motion to adopt the minutes of the November 12, 2020 regular meeting, which motion was duly seconded by Director DeAnda and passed with the unanimous vote of the Board.

IV. Chairman's Greeting—Matt Zeis

Chairman Zeis thanked the Board members in attendance for volunteering and being available for this meeting concerning this worthy cause.

He also wished everyone a safe Christmas holiday later this month.

V. Committee Reports:

a. Finance Committee: Laurie Vignaud, Chair

Chairman Zeis stated Ms. Vignaud is not present for this portion of today's Board meeting; therefore, he reported that the Finance Committee met to review the Profit/Loss Balance Sheet, a copy of which is in the Board packet for the meeting.

b. Program Committee: Curtis Lampley, Chair

1. Update and Recommendations for Round 3 Lot Sales

Director Lampley reported that the Program Committee met on December 3, 2020 to discuss its recommendations for the Round 3 Lot Sales, creation of the Limited Alternative Land Use Program which was previously operated as the Right of First Refusal Program, and assisting the HLB builders concerning the increased costs for lumber.

He stated that 52 lots were included in the Round 3 Lot Sales, of those 30 lots are proposed to be sold plus two lots on hold from the Round 2 Lot Sale. Thirteen of the 38 approved HLB home builders submitted applications in this round and all thirteen were considered. Three lots are located in Settegast, four in the 5th Ward, thirteen in Trinity Gardens, three in Sunnyside, eight in Acres Homes, and one in Independence Heights. These lot sales are estimated to generate \$510,000 in revenue to the HLB. The houses to be constructed will range in sales prices from the \$212,000 ceiling price to \$162,000. The square footage of the houses will range from \$173 to \$92 per square foot. Director Lampley stated that the Program Committee is recommending 30 lot selection recommendations for the HLB Housing Initiative Round 3 which is on the Agenda for approval by the Board later in this meeting.

2. Update Regarding Creation of the HLB Limited Alternative Land Use Program

Next, he reported that the Program Committee the Limited Alternative Use Lots Program which will be designed to replace the Right of First Refusal Program which was suspended by the Board. Director Lampley then stated that the Program Committee also has been working with HLB staff to create a revised program in order that lots in the old Right of First Refusal Program can be sold pursuant to the new revised guidelines. This matter is not on the agenda for the Board to discuss or approval today.

3. Update and Recommendation Regarding Limited One-Time Assistance to HLB Builders to Mitigate Increased Building Costs

Lastly, Director Lampley mentioned that the Program Committee discussed providing builder subsidies to offset the increased lumber costs at several meetings with the HLB staff.

c. Oversight Committee: Mario Castillo, Chair

Director Castillo reported that the Oversight Committee met on December 8, 2020 to discuss the status of the Lot Maintenance Program Contract and the annual TRIZ compliance review.

Director Castillo stated that the Oversight Committee is examining the Lot Maintenance Program Contract and the current expenditures for lot maintenance against the budget, and streamlining the process of citations issued by the Department of Neighborhoods. He stated that HLB staff met with the Department of Neighborhoods to streamline an efficient process for notifying citations on HLB lots and to improve communications to quickly turn around issues with HLB lots. He hopes to have the recommendations of the Oversight Committee with regard

to the Lot Maintenance Program Contract available for the Board's review at the January 2021 meeting.

He reported that the annual audit TRIZ Compliance Review with regard to TRIZ Operations Funds and Acquisitions and Development was completed and no issues were found. HLB received two letters from the Houston Housing Community Development Compliance and Technical Support Section with regard to completion of the annual audit.

d. Partnerships Committee: Courtney Johnson Rose, Chair

Chairman Zeis noted that there will be no Partnerships Committee report for today's meeting.

VI. President's Report: Anne Gatling Haynes, CEO/President

Ms. Haynes reported that the Ad Hoc Committee met twice to discuss the Strategic Plan for the HLB. The draft of the Strategic Plan was placed in each of the Director's folders for review. A community meeting covering development in Settegast was held via Zoom wherein Director Collins meet with some of the private developers and community members of one particular community organization. Another meeting will be held in the next couple of weeks to further discuss the strategic plans for the HLB lots in Settegast.

Ms. Haynes then provided a map of the 76 lots under development in the Traditional Building Program to disclose where each lot is located in Houston. This map does not include the houses under construction under the New Home Development Program which are all in Acres Homes at the moment. This mapping technology will assist in keeping the Board updated where construction and development activities are occurring.

Currently there are 521 lots in the HLB lot inventory with about 229 of such lots being held for HCDD predominately in the New Home Development Program.

She mentioned that a community partner, My Connect Community, working in the Gulfton area, received a small grant for affordable housing feasibility study from JP Morgan Chase Foundation. HLB is working to support the Gulfton area, which is one of the Complete Communities located in southwest Houston, and will finalize its role for the Board to review and approve at the January meeting.

VII. Board Action Items

Ms. Haynes stated that this item will authorize the sale of up to 30 lots to selected qualified builders for development of new affordable homes.

a. Consideration and Possible Action to Accept Program Committee and Staff Builder Lot Selection Recommendations for the HLB Housing Initiative Round 3 [Address - HCAD# -- Proposed Price (Builder) Listed Below]

1. 0 Coke - 0562330000022 - \$10,320 (5th Ward CRC)

2. 0 Josephine - 0042340000011 - \$13,238 (5th Ward CRC)
3. 7006 Hoffman - 0660250100923 - \$16,305 (5th Ward CRC)
4. 0 Hoffman - 0660250070829 - \$16,014 (5th Ward CRC)
5. 6814 Bethune - 0781250050153 - \$16,292 (SXG Capital Group)
6. 6925 Hoffman - 0660250070828 - \$11,628 (Blue Starfish Construction)
7. 0 Sunnyhill - 0361190070007 - \$13,640 (L.I.Z. Enterprises)
8. 5409 Haight - 0381800000015 - \$13,705 (Habitat for Humanity)
9. 0 Haight - 0381790000013 - \$13,375 (Habitat for Humanity)
10. 0 Haight - 0381790000014 - \$12,216 (Habitat for Humanity)
11. 0 Orebo - 0162630000209 - \$15,916 (St. Bernard Project Inc.)
12. 0 Orebo - 0162630000210 - \$15,916 (St. Bernard Project Inc.)
13. 0 Orebo - 0162630000211 - \$15,916 (St. Bernard Project Inc.)
14. 6809 Bethune - 0781250060179 - \$16,400 (St. Bernard Project Inc.)
15. 0 Dewalt - 0710900230051 - \$16,344 (Nelrod)
16. 929 Dewalt - 0710900230050 - \$16,344 (Nelrod)
17. 4401 Sterling - 0761950140161 - \$10,673 (Holman Avenue)
18. 0 Farmer - 0351770000040 - \$12,375 (Holman Avenue)
19. 6506 Hoffman - 0660250110892 - \$17,440 (Ironclad Homes)
20. 6524 Hoffman - 0660250110896 - \$16,099 (Ironclad Homes)
21. 7446 Bywood - 0731320000403 - \$13,312 (Burghli Homes)
22. 7450 Bywood - 0731320000404 - \$14,378 (Burghli Homes)
23. 0 Bywood - 0731310000121 - \$12,714 (Burghli Homes)
24. 7418 Bywood - 0731320000396 - \$13,182 (Burghli Homes)
25. 7133 Bywood - 0731310000094 - \$12,600 (Burghli Homes)
26. 7138 Bywood - 0731310000114 - \$12,792 (Burghli Homes)

27. 7206 Bywood - 0731310000112 - \$12,324 (Burghli Homes)
28. 8203 N. Main - 0620540120004 - \$23,046 (Europa Homes)
29. 0 Alvin - 0641680180013 - \$10,454 (Lawrence Builders)
30. 7213 S. Hall - 0731310000176 - \$8,892 (Lawrence Builders)

Director Lampley made a motion to approve the recommendations for the HLB Housing Initiative Round 3 lots listed above, which motion was duly seconded by Director Collins and passed with a majority the vote of the Board. Director Jackson abstained because she is on the board of Habitat for Humanity. Director Lampley asked Director Collins if this is the largest number of lots approved by the Board under one Agenda item. Director Collins responded that to his recollection it is.

b. Consideration and Possible Action Regarding Amending the Fiscal Year 2021 Operations Budget to Reduce Expenditures by \$278,242

Mr. Gonzalez stated that he made a counter proposal to HCDD with regard to the reduction of certain expenditures as discussed at the last Board meeting. The approval of HLB's counter proposal by HCDD is pending today's vote on this Agenda item.

Mr. Gonzalez noted that one alternative considered to keep aligned with the Board's direction on existing external services for bookkeeping and accounting is to retain such services using the HLB Traditional Program income to finance them. He mentioned that the HCDD preference is that such external services will not be reimbursed via the Operations Agreement should HLB elect to retain such services. However, HCDD will reimburse as long as our overall expenditures are reduced to meet their target.

Director Vignaud made a motion to amend the Fiscal Year Operations Budget to reduce expenditures by \$278,242, which motion was duly seconded by Director Mondragón and passed with the unanimous vote of the Board.

c. Consideration and Possible Action to Establish One-Time Limited Assistance to HLB Builders to Mitigate Increased Lumber Costs, and Allocating a Maximum of \$60,000

Darice Harris next addressed the Board and stated that the approval of this item will enable a one-time grant subsidy of up to \$4,000 to eligible qualified HLB builders to mitigate recent lumber price increases on current projects, up to a maximum subsidy of \$60,000.

She then reported that it was brought to staff's attention beginning in May 2020 by some of the approved qualified builders that the prices of lumber and materials have been raised by their vendors. The Program Committee and staff have reviewed and discussed the lumber pricing spike due to the current pandemic economy and proposed a limited program where a subsidy can be granted to home builders who meet the eligibility qualifications in order to assist with the additional construction costs.

Ms. Harris noted that of the 76 lots that are under development, many are well below the \$212,000 maximum price cap, and therefore the sales price could be slightly raised to accommodate the lumber cost increase. Those builders will be eligible to request increased home sales pricing with the required demonstration of lumber pricing increases affecting them.

There are 14 lots that are already at or close to the maximum price and the lumber increases could push those houses above the \$212,000 ceiling price. These 14 lots are anticipated to be the ones that the approved builders would apply for direct financial assistance under this program. Four of these lots are still on hold and have not been closed yet due to the approved builders waiting to see if HLB will allow them to go over the \$212,000 ceiling price. For these four lots, staff included them into the count of 14. Staff recommends allocating a total of \$60,000 for the subsidy from program proceeds, which will include \$4,000 maximum increments for each lot. Staff further recommends that the following requirements be instituted for the subsidy:

1. The lot must be purchased/closed and home sales price must already be at \$212,000 or close enough to be moved past that amount by rising lumber costs.
2. If the approved builder is about to begin construction, they must provide a current lumber quote with the lot address they are applying for so staff can see the difference from what was projected in their original proforma.
3. If the approved builder has already purchased the lumber, they must provide the difference between what their proforma projected for lumber/materials versus what they actually paid for lumber/materials with a receipt.
4. The approved builders must apply directly with staff and receive Program Committee review and approval.

If approved, staff will send correspondence to all approved builders, along with clear guidelines of who qualifies for the subsidy grant, and open the award period for approximately 60 days or until the maximum allowed funds run out.

After much review, this proposal is HLB's attempt to relieve the burden of an increased home price on the buyer during this economic crisis, assuring an affordable home price, but still assist the affected home builders with conditions outside their control while continuing construction to meet the HLB goal of affordable housing.

Director Mondragón requested HLB staff to confirm that the invoices for lumber presented by the home builders matches up with the lot locations where the affordable house was constructed. Director Vignaud asked how many home builders can HLB help.

Director Lampley made a motion to establish this one-time limited assistance in an amount not to exceed \$60,000 to approved HLB home builders to mitigate increased lumber costs, which motion was duly seconded by Director Mondragón and passed with the unanimous vote of the Board.

d. **Consideration and Possible Action to Delegate Authority and Direct Staff to Acquire Up To 6.8 Acres in Houston's Near Northside Area for a Price Not to Exceed \$9.6 Million for the City of Houston's New Home Development Program Under the Auspices of the Amended and Restated Acquisition Agreement with the City of Houston (HCAD Numbers Listed Below)**

1. HCAD 0310230000001
2. 0310300000011
3. 0310300000008
4. 0310300000004
5. 0310300000005
6. 0310230000003
7. 0312350000001
8. 0312350000002
9. 0310160000001
10. 0310130000009
11. 0310130000005
12. 0310130000004
13. 0310130000003
14. 0310130000002
15. 0310130000011
16. 0310130000001

Chairman Zeis recommended that the Board move into Executive Session to discuss this Agenda item and asked if there is a motion so to do. Director Galloway made a motion for the Board to move into Executive Session to discuss this Agenda item which motion was then duly seconded by Director Lampley and passed with the unanimous vote of the Board.

The Board then entered into Executive Session at 12:51 p.m.

The Executive Session of the meeting ended at 1:38 p.m. Chairman Zeis announced the meeting has now re-entered into Open Session at 1:29 p.m.

Director Johnson Rose made a motion to authorize staff to purchase the north and south tracts for an amount not to exceed \$4.9 million covering acreage not to exceed 3.6 acres and negotiate an amendment to the agreement for an extension to require the Seller to remediate the middle tract, and that the total purchase price for all three tracts not exceed \$9.6 million for 6.8 acres, which motion was dully seconded by Director Lampley and passed with the unanimous vote of the Board.

e. Consideration and Possible Action to Approve an Agreement with CF Financials for Accounting Services in an Amount not to Exceed \$54,000

Director Collins made a motion to approve the agreement with CF Financials for accounting services in an amount not to exceed \$54,000, which motion was dully seconded by Director Lampley and passed with the unanimous vote of the Board.

f. Consideration and Possible Action to Approve an Agreement with McConnell Jones for Financial Services in an Amount not to Exceed \$40,000

Director Lampley made a motion to approve the agreement with McConnell Jones for financial services in an amount not to exceed \$40,000, which motion was duly seconded by Director Galloway and passed with the unanimous vote of the Board.

VIII. Executive Session Items (Discussion may occur in executive session as provided by State law, but all Board actions will be taken in public)

See Item VII.d. above.

IX. Action Items from Executive Session.

See Agenda item VII.d. above.

X. Board Member Comments

Director Johnson Rose asked if a vendor for Legislative Affairs has been selected. Chairman Zeis stated that the Ad Hoc Committee has selected a vendor and is working with the Houston Housing Department on the financing to confirm it supports the vendor.

Ms. Haynes thanked the Board for its time and commitment with regard to the numerous Board and committee meetings attended during 2020.

Director Galloway wished everyone a happy holidays.

XI. Adjournment

Chairman Zeis asked if there were any additional matters to be considered by the Board. Hearing none, the regular Board meeting adjourned at 1:35 p.m. upon the motion of Director Lampley, which was duly seconded by Director Collins.

Minutes Prepared By:

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

Signed on the _____ day of _____, 2021.

Secretary



Houston Land Bank

BALANCE SHEET

As of November 30, 2020

		NOV 2020
ASSETS		
Current Assets		
Bank Accounts		
Chase-Operations - 8465		576,843.96
Money Market - Lot Acquisition - 7058		176,645.03
Money Market Unrestricted - 7066		1,287,325.00
MoneyMarket-Unrstr.C Resev 5577		18,023.54
Petty Cash		12.63
Total Bank Accounts		\$2,058,850.16
Accounts Receivable		
Accts Receivable		999,807.14
Total Accounts Receivable		\$999,807.14
Other Current Assets		
Prepaid Expenses		
Prepaid Acquisition Costs		71,643.40
Prepaid Insurance		14,662.48
Prepaid Rent		4,875.00
Prepaid Subscription Services		3,018.80
Total Prepaid Expenses		94,199.68
Total Other Current Assets		\$94,199.68
Total Current Assets		\$3,152,856.98
Fixed Assets		
Equipment		12,005.12
xAccum. Depreciation		-3,726.33
Total Fixed Assets		\$8,278.79
Other Assets		
Earnest Fee		121,100.00
Investments Held For Sale		2,514,864.22
Security Deposit		4,875.00
Total Other Assets		\$2,640,839.22
TOTAL ASSETS		\$5,801,974.99



Houston Land Bank

BALANCE SHEET

As of November 30, 2020

		NOV 2020
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable		100,829.91
Total Accounts Payable		\$100,829.91
Credit Cards		
Chase Credit Card		4,444.08
Total Credit Cards		\$4,444.08
Other Current Liabilities		
Due to Tax Assessor		5,264.55
Liabilities Due to HCDD		463,643.69
Total Other Current Liabilities		\$468,908.24
Total Current Liabilities		\$574,182.23
Total Liabilities		\$574,182.23
Equity		
Retained Earnings-1		4,361,506.51
Net Income		866,286.25
Total Equity		\$5,227,792.76
TOTAL LIABILITIES AND EQUITY		\$5,801,974.99



Houston Land Bank

BUDGET VS. ACTUALS: FISCAL YEAR 2021 BAB - FY21 P&L DEPARTMENTS

November 2020

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
Acquisition and Development Agreement				
Acquisition Proceeds	165,251.83	366,767.08	-201,515.25	45.06 %
Disposition Proceeds	50.00	51,708.54	-51,658.54	0.10 %
Total Acquisition and Development Agreement	165,301.83	418,475.62	-253,173.79	39.50 %
Administrative Fees		11,250.00	-11,250.00	
HLB Program Revenue				
Disposition Proceeds	64,224.00	100,000.00	-35,776.00	64.22 %
Total HLB Program Revenue	64,224.00	100,000.00	-35,776.00	64.22 %
Operations Agreement	114,214.73	179,709.00	-65,494.27	63.56 %
Total Income	\$343,740.56	\$709,434.62	\$ -365,694.06	48.45 %
GROSS PROFIT	\$343,740.56	\$709,434.62	\$ -365,694.06	48.45 %
Expenses				
Acquisition Cost - NHDP		310,629.17	-310,629.17	
Admin - Other				
Advertising & Marketing		1,286.67	-1,286.67	
Bank Service Charges	239.77	300.00	-60.23	79.92 %
Company Insurance				
General Liability	1,633.67	1,617.83	15.84	100.98 %
Officers & Directors Liability	729.13	286.98	442.15	254.07 %
Property Insurance	-540.75	3,439.52	-3,980.27	-15.72 %
Total Company Insurance	1,822.05	5,344.33	-3,522.28	34.09 %
Computer and Internet Expenses	9.99	589.94	-579.95	1.69 %
Conference & Meeting	25.00	45.00	-20.00	55.56 %
Depreciation Expenses	200.09	2,388.51	-2,188.42	8.38 %
Dues and Subscription	446.00	1,305.00	-859.00	34.18 %
Filing Fees		127.73	-127.73	
Office Expenses	110.06	450.78	-340.72	24.42 %
Leasing Office Equipment	408.81	234.71	174.10	174.18 %
Meals & Entertainment		123.47	-123.47	
Office Supplies		158.79	-158.79	
Postage and Delivery	11.67	16.46	-4.79	70.90 %
Printing and Reproduction		162.42	-162.42	
Total Office Expenses	530.54	1,146.63	-616.09	46.27 %
Rental and Lease Expense	4,875.00	4,875.00	0.00	100.00 %
Software Usage	1,509.40	9,000.00	-7,490.60	16.77 %
Storage Rental	77.00	77.00	0.00	100.00 %
Telephone Expense	421.28	611.84	-190.56	68.85 %
Travel and Lodging Expenses				
Lodging Expense		150.00	-150.00	
Mileage Expense		166.67	-166.67	



Houston Land Bank

BUDGET VS. ACTUALS: FISCAL YEAR 2021 BAB - FY21 P&L DEPARTMENTS

November 2020

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Parking		49.70	-49.70	
Travel Expense		125.00	-125.00	
Total Travel and Lodging Expenses		491.37	-491.37	
Total Admin - Other	10,156.12	27,589.02	-17,432.90	36.81 %
Employee Cost				
Health Insurance	6,622.25	8,424.08	-1,801.83	78.61 %
Payroll Services Fee	126.88	223.79	-96.91	56.70 %
Payroll Taxes	3,574.79	14,002.39	-10,427.60	25.53 %
Wages and Salary	57,974.87	81,544.39	-23,569.52	71.10 %
Total Employee Cost	68,298.79	104,194.65	-35,895.86	65.55 %
Legal Fees	33,750.55	5,750.00	28,000.55	586.97 %
Miscellaneous Expense	-1,120.00		-1,120.00	
Professional Services				
Accounting Fee	4,750.00	8,921.67	-4,171.67	53.24 %
Audit Fees		0.00	0.00	
Consulting Fee	350.00	32,013.89	-31,663.89	1.09 %
Contract Work		9,166.67	-9,166.67	
Total Professional Services	5,100.00	50,102.23	-45,002.23	10.18 %
Property Cost - Maintenance		5,638.84	-5,638.84	
Property Expenses				
Standard Lawn Mowing	38,546.25	48,609.59	-10,063.34	79.30 %
Total Property Expenses	38,546.25	48,609.59	-10,063.34	79.30 %
Total Property Cost - Maintenance	38,546.25	54,248.43	-15,702.18	71.06 %
Property Cost - Disposition HLB				
Closing Cost	14,603.76	5,500.00	9,103.76	265.52 %
Lots COGS	19,226.45	62,500.00	-43,273.55	30.76 %
Permits	2,073.28		2,073.28	
Pesticide or Weed Treatment		11.37	-11.37	
Property Taxes	234.32		234.32	
Total Property Cost - Disposition HLB	36,137.81	68,011.37	-31,873.56	53.13 %
Property Cost -Disposition NHDP				
Clearing and Lawn Maintenance	50.00		50.00	
Closing Cost - NHDP		12,000.00	-12,000.00	
Legal Fees - NHDP	5,891.30	11,666.67	-5,775.37	50.50 %
Pesticide or Weed Treatment		11.37	-11.37	
Property Taxes - NHDP		107.34	-107.34	
Repair and Maintenance	162.13	4,666.67	-4,504.54	3.47 %
Security and Secure Property Co		4,716.33	-4,716.33	
Soft Cost of Construction - NHDP		3,726.00	-3,726.00	
Water and Utilities	-105.57	1,646.67	-1,752.24	-6.41 %
Total Property Cost -Disposition NHDP	5,997.86	38,541.05	-32,543.19	15.56 %



Houston Land Bank

BUDGET VS. ACTUALS: FISCAL YEAR 2021 BAB - FY21 P&L DEPARTMENTS

November 2020

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Total Expenses	\$196,867.38	\$659,065.92	\$ -462,198.54	29.87 %
NET OPERATING INCOME	\$146,873.18	\$50,368.70	\$96,504.48	291.60 %
Other Income				
Interest Income	33.53	219.51	-185.98	15.27 %
Total Other Income	\$33.53	\$219.51	\$ -185.98	15.27 %
NET OTHER INCOME	\$33.53	\$219.51	\$ -185.98	15.27 %
NET INCOME	\$146,906.71	\$50,588.21	\$96,318.50	290.40 %



Houston Land Bank

PROFIT AND LOSS

July - November, 2020

	JUL 2020	AUG 2020	SEP 2020	OCT 2020	NOV 2020	TOTAL
Income						
Acquisition and Development Agreement						\$0.00
Acquisition Proceeds	136,039.98	229,110.29	49,061.09	24,553.84	165,251.83	\$604,017.03
Disposition of Lots	76,150.00	15,000.00	15,000.00	115,000.00		\$221,150.00
Disposition Proceeds	17,769.76	3,838.88	7,627.83	53,474.36	50.00	\$82,760.83
Total Acquisition and Development Agreement	229,959.74	247,949.17	71,688.92	193,028.20	165,301.83	\$907,927.86
Administrative Fees	11,250.00	3,750.00	3,750.00	22,500.00		\$41,250.00
HLB Program Revenue						\$0.00
Disposition Proceeds	157,448.00	52,367.00	33,769.00	90,569.00	64,224.00	\$398,377.00
Total HLB Program Revenue	157,448.00	52,367.00	33,769.00	90,569.00	64,224.00	\$398,377.00
Operations Agreement	152,532.03	112,632.27	129,366.32	141,592.96	114,214.73	\$650,338.31
Total Income	\$551,189.77	\$416,698.44	\$238,574.24	\$447,690.16	\$343,740.56	\$1,997,893.17
GROSS PROFIT	\$551,189.77	\$416,698.44	\$238,574.24	\$447,690.16	\$343,740.56	\$1,997,893.17
Expenses						
Admin - Other						\$0.00
Advertising & Marketing		352.00	352.00	1,584.00		\$2,288.00
Bank Service Charges	216.14	312.27	177.50	244.90	239.77	\$1,190.58
Company Insurance						\$0.00
General Liability	1,633.67	1,633.67	1,633.67	1,633.67	1,633.67	\$8,168.35
Officers & Directors Liability			582.99	729.13	729.13	\$2,041.25
Property Insurance					-540.75	\$ -540.75
Total Company Insurance	1,633.67	1,633.67	2,216.66	2,362.80	1,822.05	\$9,668.85
Computer and Internet Expenses	19.98	1,159.92	9.99	838.77	9.99	\$2,038.65
Conference & Meeting	250.00		100.00	150.00	25.00	\$525.00
Depreciation Expenses	200.09	200.09	200.09	200.09	200.09	\$1,000.45
Dues and Subscription	1,135.57	947.99	883.54	1,091.79	446.00	\$4,504.89
Filing Fees	63.36	23.50	47.00			\$133.86
Office Expenses	275.00			105.97	110.06	\$491.03
Leasing Office Equipment	229.00	229.00	470.25	482.50	408.81	\$1,819.56
Office Supplies	123.62					\$123.62
Postage and Delivery	16.65	26.01	31.94	226.00	11.67	\$312.27
Total Office Expenses	644.27	255.01	502.19	814.47	530.54	\$2,746.48
Rental and Lease Expense	4,875.00	4,875.00	4,875.00	4,875.00	4,875.00	\$24,375.00
Software Usage	1,509.40	1,509.40	1,509.40	1,509.40	1,509.40	\$7,547.00
Storage Rental	77.00	77.00	77.00	77.00	77.00	\$385.00
Telephone Expense	380.97	558.79	420.97	421.28	421.28	\$2,203.29
Travel and Lodging Expenses						\$0.00
Parking	35.64					\$35.64
Total Travel and Lodging Expenses	35.64					\$35.64
Total Admin - Other	11,041.09	11,904.64	11,371.34	14,169.50	10,156.12	\$58,642.69



Houston Land Bank

PROFIT AND LOSS

July - November, 2020

	JUL 2020	AUG 2020	SEP 2020	OCT 2020	NOV 2020	TOTAL
Employee Cost						\$0.00
Health Insurance	5,772.67	6,522.22	6,241.68	5,336.36	6,622.25	\$30,495.18
Payroll Services Fee	173.17	188.25	128.22	135.24	126.88	\$751.76
Payroll Taxes	6,021.30	4,259.86	4,305.24	4,130.14	3,574.79	\$22,291.33
Wages and Salary	80,028.93	56,928.33	57,238.72	56,478.72	57,974.87	\$308,649.57
Total Employee Cost	91,996.07	67,898.66	67,913.86	66,080.46	68,298.79	\$362,187.84
Legal Fees	11,965.50	10,672.30	11,721.90	14,116.70	33,750.55	\$82,226.95
Miscellaneous Expense	1,120.00	3,761.38	14,016.46	-18,897.84	-1,120.00	\$ -1,120.00
Professional Services						\$0.00
Accounting Fee	10,100.00	9,475.00	7,975.00	5,750.00	4,750.00	\$38,050.00
Audit Fees	14,500.00		500.00			\$15,000.00
Consulting Fee	350.00	350.00	1,350.00	15,955.00	350.00	\$18,355.00
Total Professional Services	24,950.00	9,825.00	9,825.00	21,705.00	5,100.00	\$71,405.00
Property Cost - Maintenance						\$0.00
Property Expenses						\$0.00
Standard Lawn Mowing	45,102.33	43,693.54	44,488.39	45,121.19	38,546.25	\$216,951.70
Total Property Expenses	45,102.33	43,693.54	44,488.39	45,121.19	38,546.25	\$216,951.70
Total Property Cost - Maintenance	45,102.33	43,693.54	44,488.39	45,121.19	38,546.25	\$216,951.70
Property Cost - Disposition HLB						\$0.00
Closing Cost	17,093.23	8,562.68	2,883.22	8,635.58	14,603.76	\$51,778.47
Lots COGS	55,472.71	49,817.88	1,865.34	12,481.24	19,226.45	\$138,863.62
Permits	112.64	3,795.97	392.61	1,250.00	2,073.28	\$7,624.50
Property Taxes	3,854.95	491.99		643.54	234.32	\$5,224.80
Total Property Cost - Disposition HLB	76,533.53	62,668.52	5,141.17	23,010.36	36,137.81	\$203,491.39
Property Cost -Disposition NHDP						\$0.00
Cleaning and Supplies	1,700.00	540.00	545.00	1,255.00		\$4,040.00
Clearing and Lawn Maintenance				500.00	50.00	\$550.00
Clearing and Lawn Maintenance - NHDP	2,400.00	850.00	700.00			\$3,950.00
Land Trust Fee	7,000.00		3,500.00	17,500.00		\$28,000.00
Legal Fees - NHDP	10,239.10	23,466.00	24,924.70	18,884.70	5,891.30	\$83,405.80
Lots Sold - NHDP						\$0.00
Initial Cost of Lot	6,220.00		4,000.00	22,831.82		\$33,051.82
xImpairment on Lot Sold - (Contra)	-3,300.00		-3,560.00	-19,094.49		\$ -25,954.49
Total Lots Sold - NHDP	2,920.00		440.00	3,737.33		\$7,097.33
Marketing and Showcase		742.50	742.50	872.25		\$2,357.25
Property Taxes - NHDP			0.00			\$0.00
Repair and Maintenance	273.76	115.00			162.13	\$550.89
Security and Secure Property Co		299.00		32.95		\$331.95
Soft Cost of Construction - NHDP	1,150.01	1,480.00		1,149.80		\$3,779.81



Houston Land Bank

PROFIT AND LOSS

July - November, 2020

	JUL 2020	AUG 2020	SEP 2020	OCT 2020	NOV 2020	TOTAL
Water and Utilities	1,282.16	437.15	752.63	1,571.28	-105.57	\$3,937.65
Total Property Cost -Disposition NHDP	26,965.03	27,929.65	31,604.83	45,503.31	5,997.86	\$138,000.68
Total Expenses	\$289,673.55	\$238,353.69	\$196,082.95	\$210,808.68	\$196,867.38	\$1,131,786.25
NET OPERATING INCOME	\$261,516.22	\$178,344.75	\$42,491.29	\$236,881.48	\$146,873.18	\$866,106.92
Other Income						
Interest Income	28.22	34.03	49.57	33.98	33.53	\$179.33
Total Other Income	\$28.22	\$34.03	\$49.57	\$33.98	\$33.53	\$179.33
NET OTHER INCOME	\$28.22	\$34.03	\$49.57	\$33.98	\$33.53	\$179.33
NET INCOME	\$261,544.44	\$178,378.78	\$42,540.86	\$236,915.46	\$146,906.71	\$866,286.25



ACCOUNTANT'S COMPILATION REPORT

Management is responsible for the accompanying financial statements of Houston Land Bank, which comprise the governmental fund balance sheet and statement of net assets as of September 30, 2020 and the related statement of governmental fund revenues, expenditures and changes in fund balance and statement of activities for the three months ended September 30, 2020, in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

Management has elected to omit substantially all of the disclosures required by generally accepted accounting principles. If omitted disclosures were included in the financial statements, they might influence the user's conclusions about the Organization's financial position, changes in net assets, revenue and expenditures. Accordingly, these financial statements are not designed for those who are not informed about such matters.

McConnell & Jones, LLP
Houston, Texas
December 31, 2020

HOUSTON LAND BANK
(A Component Unit of the City of Houston)

COMPILATION REPORT

FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2020

HOUSTON LAND BANK
(A Component Unit of the City of Houston)

COMPILATION REPORT

FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2020

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Statement of Governmental Fund Revenues, Expenditures, and Changes in Fund Balance and Statement of Activities	3

HOUSTON LAND BANK
(A Component Unit of the City of Houston)
GOVERNMENTAL FUND BALANCE SHEET AND STATEMENT OF NET ASSETS
AS OF SEPTEMBER 30, 2020

	General Fund	Adjustments	Sept. 30, 2020
ASSETS			
Current assets:			
Cash and cash equivalents	\$ 1,799,075	\$ -	\$ 1,799,075
Accounts receivable	1,032,752		1,032,752
Escrow	-		-
Prepaid Subscription Services & Other	29,512		29,512
Prepaid insurance	18,228		18,228
Total current assets	<u>2,879,567</u>		<u>2,879,567</u>
Noncurrent assets:			
Security deposit	4,875		4,875
Equipment less accumulated depreciation of \$3326	8,679		8,679
Earnest Fees	117,350		117,350
Investment properties held for sale:			
Housing Dept-NHDP restricted	90,673		90,673
Housing Dept-Acquired NHDP restricted	1,218,515		1,218,515
Housing Dept-Strategic properties restricted	362,666		362,666
Housing Dept - CHDO restricted	29,467		29,467
HLB - Restricted-SOP	175,953		175,953
HLB - Unrestricted purchase lots	515,237		515,237
Total non-current assets	<u>2,523,415</u>		<u>2,523,415</u>
Total Assets	<u><u>5,402,982</u></u>		<u><u>5,402,982</u></u>
LIABILITIES			
Current liabilities:			
Accounts payable	126,242		126,242
Chase credit card	11,678		11,678
Payroll Liability	-		-
Due HCDD	415,720		415,720
Due Tax Assessor	5,122		5,122
Funds held in escrow	-		-
Option fee	250		250
Total current liabilities	<u>559,012</u>	<u>-</u>	<u>559,012</u>
Total Liabilities	<u>559,012</u>	<u>-</u>	<u>559,012</u>
FUND BALANCE/NET ASSETS			
Fund balance::			
Retained earnings	4,361,506		4,361,506
Change in net assets	482,464		482,464
Total fund balance unrestricted	<u>4,843,970</u>	<u>-</u>	<u>4,843,970</u>
Total Liabilities and Fund Balance	<u><u>\$ 5,402,982</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 5,402,982</u></u>

See Accompanying Accountants' Report

Page 2

HLB Board Mtg -- Jan. 14, 2021 -- Page 25

HOUSTON LAND BANK
(A Component Unit of the City of Houston)

**STATEMENT OF GOVERNMENTAL FUND REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE AND STATEMENT OF ACTIVITIES
FOR THREE MONTHS ENDED SEPTEMBER 30, 2020**

	General		July 2020 - Sep 2020
	Fund	Adjustments	
REVENUES			
Grants-COH acquired properties	\$ 414,211	\$ -	\$ 414,211
Grants-COH all other	548,667		548,667
Revenue from HLB lots sold	243,584		243,584
			0
Total Revenues	<u>1,206,462</u>	<u>-</u>	<u>1,206,462</u>
EXPENDITURES			
Administrative Expenses:			
Advertising fee	704		704
Bank charges	706		706
Computer/internet	1,190		1,190
Conference & meeting	350		350
Contract work	0		0
Depreciation	600		600
Dues and subscriptions	2,967		2,967
Insurance	5,484		5,484
Legal fees	34,360		34,360
Miscellaneous	18,898		18,898
Office expenses/supplies	1,401		1,401
Printing and reproduction	0		0
Professional fees	44,600		44,600
Rental and leasing	14,856		14,856
Software and subscription services	4,528		4,528
Telephone expense	1,361		1,361
Travel/lodging expense	36		36
Employee Costs:			
Health Insurance	18,537		18,537
Payroll taxes	14,586		14,586
Payroll processing fees	490		490
Salaries & wages	194,196		194,196
Property Expenses:			
Property Cost NDHP			
Closing costs-NHDP	0		0
Cost of property sold - original cost	10,220		10,220
Cost of property sold - Impairment (contra)	(6,860)		(6,860)
Land Trust Fee	10,500		10,500
Legal Fees	58,630		58,630
Property Taxes	0		0
Real Estate Commissions	0		0
Repairs and Maintenance	7,124		7,124
Security	299		299
Soft Cost of Construction	2,630		2,630
Utilities	2,472		2,472
Marketing and showcase	1,485		1,485
Property Cost HLB			
Closing cost - HLB	28,539		28,539
Construction Cost	0		0
Cost of lots sold	107,156		107,156
Property Taxes	4,347		4,347
Other Misc. cost	0		0
Permits	4,301		4,301
Filing fees	133		133
Other acquisition related cost	0		0
Property maintenance/lawncare	133,284		133,284
			-
Total Expenditures	<u>724,110</u>	<u>-</u>	<u>724,110</u>
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	482,352	-	482,352
Other income:			
Interest income	112		112
EXCESS (DEFICIT) OF REVENUES AND OTHER FINANCING SOURCES OVER EXPENDITURES	482,464	-	482,464
FUND BALANCE/ NET ASSETS:			
Beginning of year	4,361,506		4,361,506
End of period	<u>\$ 4,843,970</u>	<u>\$ -</u>	<u>\$ 4,843,970</u>



PRESIDENTS REPORT

14 January 2021

General Activities/Announcements

- **Year End Report!** HLB has released its inaugural end of year review. The report provides all the information about our progress and organization up through the end of the year, with the FY20 Financials. This will be distributed digitally via our newsletter database, but we will also be printing limited copies as they will be helpful to provide a window into the organization.
- **FY22 Budget** will kick off next month, as we start to put our strategic plan into action.
- **Houston Housing Collaborative**, HLB was asked to present to the diverse group of affordable housing organizations on January 15, 2020. We will be presenting our year-end review, and addressing the beginning of 2021 legislative session.
- **Near Northside Property Closed!** As a milestone for the organization, HLB closed on 3.6 of the 6.8 Acre property in Near Northside for NHDP. The remainder of the property remains on an option contract for further review. These properties collectively will support 120-160 affordable homes in the next couple of years.

December Dashboard: *Although the stories behind these numbers are more important than the numbers.....it helps to see the 'scale' of our efforts on a monthly basis*



HLB Lot & Property Maintenance

- Coordinated with Department of Neighborhoods to increase efficiencies.
- NHDP Continued Construction Review Crown Ridge Builders 99%.
- Developing additional protocols for monitoring NHDP properties.

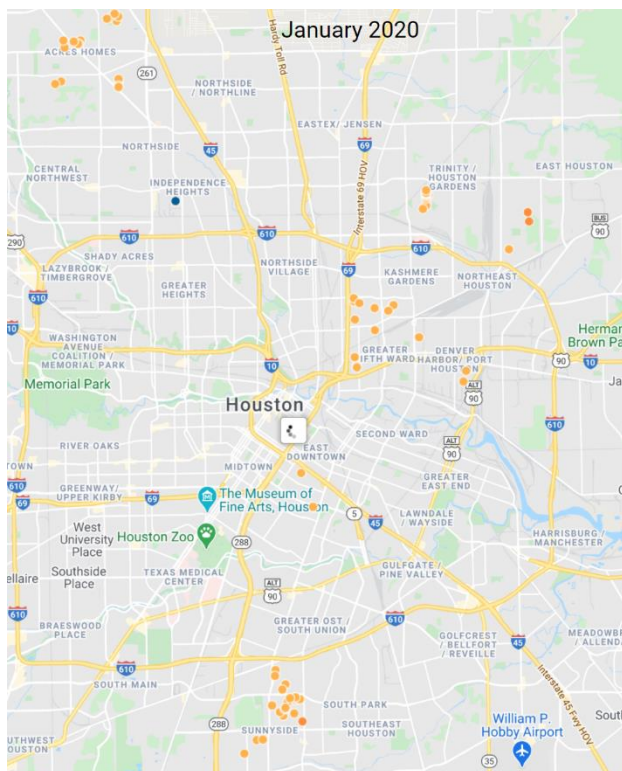
HLB Inventory & Builders under Development

- As of January 1, 2020 (final numbers +/- 5 per week due to ongoing property review around outstanding contracts, as well as any other reconciliation):

520 Properties in Inventory

229 Holding for Housing

- New HLB Home Initiative is in full swing.
 - Active work to solicit lumber pricing subsidy requests, and Builders were engaged in an information session with the
 - Round 3 lot sales** – 30 Lots are finalizing closing documents and will start to close later this month. These properties are in Sunnyside, Settegast, Trinity Gardens and Acres Homes
 - Properties for sale by builders are posted on the website!**
- Current Monthly Talley of HLB Home Building Initiative- sale development activity (based on prior lot disposition contracts):
 - 59 homes sold in 2019**
 - 21 homes sold to date in 2020**
 - 76 homes are under development.** these are from prior and new



contracts (15 in 5th Ward; 2 in Denver Harbor; 17 in Acres Homes; 2 in 3rd Ward; 24 in Sunnyside; 2 in Independence Heights; 11 in Trinity Gardens; 3 in Settegast)

- 39 lots are in permitting/replatting**
- 28 in active construction**
- 9 are in marketing/sale**

Map: HLB Lots under Development
(HLB Building Initiative Program)

NHDP-Highlights

- NHDP in Acres Homes:
 - Updated listings on website.
 - **39 Houses SOLD** to date
 - **PreSales:** Finalizing Pre-Sales for new homes in construction.
 - **18 Homes are under construction** at approximately 66-88% construction and will be listed for pre-sale in the next weeks. All still in Acres Homes
 - 20+ are in the pre-development phase in Settegast, Sunnyside but we do not have a confirmed list
- We are reviewing 5 finalists for Listing Brokers now , out of 7 proposals, and anticipate bringing these to the Board of Directors next month.

Acquisitions & Development - HLB

- HLB Acquisitions: Focused on three neighborhoods that will be finalized during BOD Strategic Planning.
- The property foreclosure auction has been closed since April 2020.
- Advancing conversations with HCDD related to development activity on lots acquired, including procurement of development agent

Acquisitions, City of Houston Partnership, NHDP

- All activities are focused for the NHDP program, per the 'Acquisition and Development' Grant Agreement, approved by City Council on August 31, 2018, and Amended on April 1, 2020.
- NHDP acquisition Activity Update
 - 5-10 Neighborhood focus areas, as determined by HCDD.
 - **Over 950 total properties reviewed thus far.**
 - Progress to date
 - 156,000 SF vacant land contracts closed after approval by the Board of Directors.
 - Over 200,000 sf of land in various size parcels in neighborhoods Near Northside, Second Ward and Magnolia, currently undergoing due diligence and feasibility review for consideration starting this month
 - HCDD will need to request additional funds from City Council to continue acquisitions efforts and continue to build pipeline.

Operations & Finance

- Finance:
 - Started planning for FY22 Budget Cycle while finalizing FY21 Approval by HCDD

- Researching options for future land acquisition financing with CDFI organizations, developing scenarios for creating more of a 'revolving fund' for acquisitions.
- Procurements
 - Procurements schedule updated and reviewed with Oversight Committee
 - One World Strategy Group with Josh Sanders is the recommended vendor for legislative affairs services after review of five responses by an evaluation committee of HLB board members and staff; the proposed agreement is on the January Board agenda.
 - Real estate brokerage and marketing services responses have undergone preliminary evaluation; interviews are being held this month and selection is expected by the end of February at latest.
 - We continue to develop the solicitation approach for construction- and development-related services; our intent is to establish pools of pre-qualified vendors in key areas where services are used routinely and pre-qualification can expedite work. We have received guidance from the City's procurement staff and HLB counsel.
- Communications
 - We are working with a writer retained by the Center for Community Progress to develop one or more stories for potential national placement; contact information for HLB homebuyers has been shared and follow-up is planned for later this month (HLB homeowners were asked for permission before sharing their contact information).
- Board Support
 - Board bios are drafted – thanks to everyone for sharing your information and comments. We plan to post these online soon.
- Lot Maintenance
 - Led meeting with DON staff re improving communication around maintenance of HLB properties and remediation of violations
 - Worked with other team members to develop list of properties for DON data request (all DON activity at any HLB property in CY 2019 or 2020, including any property owned by HLB any time during the two-year period)

Legal and Compliance, HLB Lot Disposition Program Management

- Facilitation and management of Builder grant/subsidy program regarding lumber pricing
- Facilitate compliance with HCDD regarding year end homes sold
- Draft Subgrant Agreement for My Connect Community Partnership
- Draft contract documents and facilitate lot purchases under traditional program
- Facilitate proposal for Limited Alternative Land Use Program



- Correspond and facilitate legal issues with outside counsel
- Monitor replatting, encroachment, and title clearance issues on lots in HLB inventory
- Facilitate compliance on houses under construction and builder monthly reporting





REQUEST FOR BOARD ACTION

Meeting Date: January 14, 2021

Agenda Item VIII.a : Consideration and Possible Action to Accept Program Committee and Staff Builder Lot Selection Recommendation for the HLB Housing Initiative

ACTION SUMMARY

Approval of this item will accept Program Committee and Staff builder lot selection recommendation for the HLB Housing Initiative and initiate execution of a contract for sale of a lot to 5th Ward CRC.

BACKGROUND/OVERVIEW

The Program Committee and staff have engaged in an extensive collaborative effort to facilitate the third round of lot sales in HLB's inventory under the current Program Guidelines. The approved builders were invited to attend a virtual builder forum where Staff discussed the program guidelines and procedures for submitting applications to purchase lots. The approved builders were sent an email blast letting them know that the lots were up for sale and invited to the public website site which listed the 52 lots for sale. They were then allowed a specific amount of time to submit an application, which included plans/specs, pricing within a construction proforma, and a projected timeline to build for each lot they wished to purchase. During the submission period, staff held open houses each Wednesday for 2 weeks to answer any questions the builders had regarding the Program Guidelines and application submission process. Once the submission period ended, the review period began. The multi-step review process that first included verification of submission of the required documents, such as evidence of entity formation, and a subsequent ranking of applications based on proposed price per square foot, neighborhood context, home enhancements, demonstrated track record, and proximity to other current developments—all as were outlined in the board approved program guidelines.

The Program Committee is now recommending that approved builder 5th Ward CRC be awarded an 8400 SF lot located in 5th Ward to build a 1501 SF multi-generational duplex. This single family structure is designed to allow families who may have elderly or disabled relatives assemble in a cohesive unit, while still having their own separate interior space and outside entrances. Although there is an adjoining wall inside of the duplex, there is also an adjoining door which provides interior access to each unit within the home. There are no plans to have any portion of the duplex rented or leased, as all of the residents will be in the same family.

The details of the lot proposed for sale are listed on the following page.

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

**PROPOSED ROUND 3 LOT SALES
FOR HLB HOUSING INITIATIVE
January 14, 2021**

Builder	HCAD	Address	Purchase Price	Home Sales Price	Next Steps
5 th Ward CRC	1. 0701060030008	1. 3420 Russell	1.\$21,924	1.\$211,678	Placed on agenda for Board approval

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

houstonlandbank.org



REQUEST FOR BOARD ACTION

Meeting Date: January 14, 2021

Agenda Item VIII.b.: Consideration and Possible Action to Approve FY21-22 Strategic Plan , Primary Goals and Strategies Framework

ACTION SUMMARY

Approval of this agenda item will direct staff to create complete workplan aligned with the goals and strategies as outlined in the attached powerpoint.

BACKGROUND/OVERVIEW

The Strategic Plan was a process introduced in April/May 2020, and a facilitator, Rhett Dietrich, was engaged for a scope of work to help the organization frame its strategic goals. Due to initial delays related to Covid-19 and Board Appointments/Orientation, the activity launched in earnest in August with initial Board Surveys. The input has now been assembled into a simple strategy, which reflects and integrates input from Board of Directors, Mayor's Office & HCDD, and Staff, and reflects the focus on our two core programs while starts to look at additional expansions of effort to further support Houstonians. This plan supports our focus for the strategic use of program funds (lot sales), supports the ability to efficiently build a FY22 budget, and streamlines structure and process for more efficient use of BOD time.

Initial Input

- Board Committee meetings, suggestions & requests over the past year
- BOD Survey (September) to provide initial reflections, and goals for the organization
- 8 October 2020 Special Meeting presentation
- BOD Survey to rate/prioritize values, additional input in October
- 2 Ad-Hoc Strategic Plan Committee Discussions in October/November
- Draft framework of goals distributed to Ad-Hoc Committee & Available to BOD in December.
- 2 staff sessions in December to brainstorm on sub-strategies and projects that would meet and refine those goals

This Document

- To be reviewed for Framework, Goals and Strategies
- Detailed sub-strategies worksheets provided as illustration to see how work will happen to meet those goals, and which Committees would be assigned oversight of those goals
- Staff will take and refine these Sub Strategy worksheets with timelines and workplans
- There is a related detailed Appendix for all related notes/survey info and backup of the process.



Strategic Plan– Draft Framework

January 14 , 2021

HLB Board Mtg -- Jan. 14, 2021 -- Page 35

Process to date

Initial Input

- Board Committee meetings, suggestions & requests
- BOD Survey (September) to provide initial reflections
- 8 October 2020 Special Meeting presentation
- BOD Survey to rate/prioritize values, additional input
- 2 Ad-Hoc Strategic Plan Committee Discussions
- Draft framework of goals distributed to Ad-Hoc Committee & Available to BOD in December.
- 2 staff sessions to brainstorm on sub-strategies and projects that would meet and refine those goals

This Document

- To be reviewed for Framework, Goals and Strategies
- Detailed sub-strategies worksheets provided to see how work will happen to meet those goals, and which Committees would be assigned oversight of those goals
- Staff will take and refine these Sub Strategy worksheets to accommodate specific timelines and workplans
- Detailed Appendix for all related notes/survey info and backup

An 18-month plan FY21 & 22

- Reflects and integrates input from Board of Directors, Mayor's Office & HCDD, Staff
- Supports focus for strategic use of program income (lot sales),
- Supports building of FY22 budget
- Streamlines structure and process for more efficient use of BOD time

Summary strategic plan framework

Overarching Goals – Program Themes

- Increase Affordability Options to Support More Houstonians
- Build Inventory to Provide More Affordable Housing in Rapidly Changing Neighborhoods
- Demonstrate Comprehensive Approach to Neighborhood Development
- Organizational Excellence

Goal Strategies-How We Achieve Impact

- With Strategic Geographic Focus
- Implement Program Refinements
- Strengthen Community Engagement to Ensure Work on Behalf of Community
- Identifying New Partners and New Resources to do the Work More Impactfully, Strategically

Goal Principles-What we Value to Achieve Goals

- Being a Good Neighbor (the Best!)
- Remain Agile to Opportunity
- Encourage Innovation
- Consider the 'Two-for-One' Impact
- Compliance and Accountability

Implementation Roadmap

Strategic Plan Summary Framework FY21-22

		1 Increase Affordability Options	2 Build Inventory	3 Demonstrate Neighborhood Development
A Strategic Geographic Focus	HLB	HLB Inventory Clusters	HLB Inventory Clusters	'Settegast' Flagship Demonstration District
	NHDP	Complete Communities	Complete Communities	Complete Communities Identified Projects
B Program Improvements	HLB	*Increase production *Update affordability reach *Increase house types *Increase quality and innovate construction	*Increase inventory *Identify pipeline of properties to identify new resources *Identify new property sources, *Refine processes	* 'Complete a Block' assembly * Pilot quality standards, new housing types, construction innovation, contra-dumping
	NHDP	*Construction QA & QC	*Identify pipeline of strategic properties	*Align market to product
C Community Engagement	HLB	*Increase awareness of program, homebuyer resources *Develop pipeline of neighborhood buyers *Increase homebuyer satisfaction	*Increase messaging of HLB Value Proposition, *Develop RE Workshops for neighborhoods *Good Neighbor PLUS *Increase marketable land	* Pilot Community Advisory Group, * Pilot unique neighborhood partners, new engagement strategies
	NHDP			*More Yard Socials & new program marketing
D Strategic Projects, Partners & Resources	HLB	*501C3 to increase resources, *Review alternative strategy for cost benefit to builders *Review role/partners in alt housing types * Innovate Community	*Interlocal & Legislation *Develop policies to support homeowners *Review alternative land types, *Explore strike fund & financing *Support acq for alternate uses	* Pilot Public Private Partnership Strategy for planning and infrastructure, * Pilot Master Developer, * Pilot new staff role for increased engagement,

Strategic Plan Summary Framework FY21-22

4

Organizational Excellence

A Strategic Geographic Focus

HLB

HLB Inventory Clusters

NHDP

Complete Communities

B Program Improvements

HLB

- *Refine Committee working structure and processes
- *Streamlined process for BOD materials & procurement
- *Increase Economic Development activities through our work
- *Source new resources

NHDP

- *Work with HCDD on construction pipeline efficiencies

C Community Engagement

HLB

- *Increase accessibility to program information
- *Marketing organization broadly & routinely
- *Better organizational visibility in neighborhoods
- *Increased stakeholder engagement

NHDP

- *Program marketing

D Strategic Planning, Partners & Resources

HLB

- *Legislation advancement, new interlocal agreement
- *501C3 and other structures to help secure resources
- *Define/clarify impact measurement
- *Data Driven research approach to strategy development
- *Pilot projects, grants to support new projects and new roles in CC to explore solutions

1 Increase
Affordability
Options

B Program
Improvements

Committee: Partnership & Program
Lead Staff for GOAL: Darice, Jen (By Program)



HLB
NHDP
HLB-SP

	Strategy	Activity	Outcome		Resources	Term
0	Increase Production	0.1 Increase efficiencies in process to sell more lots	FY21: 100 Lots 75 homes FY22: 125 Lots/100	DH	<u>Partners:</u> Builders <u>Resources:</u> Prop Mgmt Utilization	Short
1	Establish refined affordability ranges/price caps to extend reach	1.1 Design Review with Builders 1.2 Ensure product at various price points in neighborhoods 1.3 Refine NHDP pricing & marketing to build pipeline, align housing type 1.4 Research housing options for specific vulnerable communities	Better options for existing residents, and new markets	DH JA	<u>Partners:</u> Non Profit Builders/ realtors <u>Resources:</u> Grant to reduce house prices further to meet neighborhood residents, Vulnerable Communities veterans/homeless	Short Long
2	Develop Construction Innovation Strategy	2.1 Analysis - Deep dive pro-forma 2.2 Incentivize Builders to innovate with product 2.3 Research options for providing cost benefit to builders (materials, greening)	Develop lower costs of construction	IZ	<u>Partners:</u> GHBA <u>Resources:</u> Grant to help support innovation pilots	medium
3	Ensure Quality Standards	3.1 Provide long term affordability through resilient/sustainable materials, reduce costs to buyer 3.2. Increasing public health 3.3 Construction QA/QC 3.4 Construction QA/QC	Assure affordability, reducing maintenance and operation costs for homeowners	RB	<u>Partners:</u> Resilient Houston, Solar Manufacturer, County Health <u>Resources:</u> Grants to help support product upgrades for residents	short
4	Review/Implement alternate housing models, and more refined quality standards	4.1 HLB Template Plans 4.2 Incentivize duplex & townhome models where appropriate 4.3 Review alternative models to support specific markets of homebuyers	Increase production of housing, diversify product to meet market needs, Consider alternative roles for HLB	DH	<u>Partners:</u> Builders, AIA, GHBA, Supportive Hsg Svcs <u>Resources:</u> Grant for HLB Plans Grants/Partners for alternative housing models	Medium Long

1 Increase Affordability Options

C Community Engagement

Committee: Partnership & Program
Lead Staff for GOAL: Darice, Jen (By Program)



HLB
 NHDP
 HLB-SP

	Strategy	Activity	Outcome		Resources	Term
0	Increase Neighborhood Engagement	0.1 Develop routine opportunities for engagement of homebuyers/ community (touches) 0.1 Develop HLB Signage on lots	FY21: 8 Events , 100 persons/150 touches FY22: 12 Events, 150 Awareness of HLB	JA	<u>Partners:</u> HAR, HBREA <u>Resources:</u>	Short
1	Increase awareness of program affordability, increase pipeline	1.1 Increase availability of resources/process and properties available on website 1.2 'Office Hours' to provide accessibility, + 'Open Houses' 1.3 Listing Brokers to develop one-sheet overview of resources 1.4 Yard Socials 1.5 Research affordability, surveys to tune product needs 1.6 Develop engagement with Schools (backpack) and Faith Based Org to reach new buyers	Better options for existing residents, and new markets	DH/ JA JA	<u>Partners:</u> Listing Brokers <u>Resources:</u> Grant to reduce house prices further to meet neighborhood residents,	Short Long
2	Increase Affordability Program Participation	2.1 Program seminars to builders 2.2 Partner with Lending /SETH Program to increase resources 2.3 Partner with HCDD to consider innovations to their DPA program	Increase homebuyer benefits, making homes more accessible	DH	<u>Partners:</u> CLT, Lenders, SETH, HAR <u>Resources:</u> Look for partner to help support increased participation of programs	short
3	Develop Homebuyer Customer Satisfaction Program	3.1 Develop ongoing homebuyer support plan 3.2 Follow up recent homebuyers with additional information 3.4 Pilot 1-T HB 'tool kit' , 'garden kit, or other unique useful swag	Develop long term homebuyer engagement for support and loyalty	JA	<u>Partners:</u> HAR, HBREA <u>Resources:</u> Grants to help support homebuyer resources	medium

2

Build Inventory

C

Program
Improvements**Committee:** Real Estate Development**Lead Staff for GOAL:** Ivan, Gonzalo (By Program)HLB
NHDP
HLB-SP

	Strategy	Activity	Outcome		Resources	Term
0	Increase Inventory	0.1 Acquire property in <u>both programs</u> to support increased production of affordable housing. FY21: HLB: \$500K in Settegast FY21: NHDP: \$5M in CC	Acquire Land to provide a total of FY21: 150 Homes FY22: 250 Homes *resource dependent	IZ	<u>Partners:</u> HCDD <u>Resources:</u> Brokerage Community, Portfolio Landholders, New Monies	Short
1	Identify Property Pipeline	1.1 Provide pipeline and track record, strategic plan for FY21-2 Expected Resources, manage ongoing 1.2 Provide updated data on lot cost 1.3 <u>Develop NHDP Land pipeline for Bond Issuance request in all Complete Communities</u> 1.4 <u>Research w/data other neighborhoods for acquisition opps</u>	Increase awareness of HLB Value Proposition, and demonstrate need for acquisition resources	IZ	<u>Partners:</u> Kinder Institute <u>Resources:</u> New Staff position for RE Analysis and Research Tool (Building Blocks)	Short
2	Review other land pipeline opportunities	2.1 Partner with City Departments with surplus/dangerous buildings 2.2 Outreach to large portfolio property owners 2.3 <u>Develop routine process to review what's on market, quarterly</u> 2.4 <u>Review opportunities to broadcast search to Brokers (rfq properties)</u> 2.5 <u>Consider other roles/land use types (underutilized comm/ind)</u>	Identify and secure other pipeline of properties	IZ	<u>Partners:</u> City Depts, Portfolio Property Owners, Research partners <u>Resources:</u> Interlocal Agreement Development	Medium
3	Refine Acquisition Process	3.1 <u>Develop routine acquisition activity</u> 3.2. <u>One-sheet marketing for land donation/acquisition intake</u> 3.4 <u>Review Best Practices nationally</u>	Increase breadth and efficacy of efforts	IZ	<u>Partners:</u> Linebarger <u>Resources:</u>	Short

2

Build Inventory

C

Community
Engagement**Committee:** Real Estate Development**Lead Staff for GOAL:** Ivan, JenHLB
NHDP
HLB-SP

	Strategy	Activity	Outcome		Resources	Term
0	Increase Neighborhood Stakeholder Engagement to secure lots	0.1 Increase external partnering to increase pipeline of lots at neighborhood scale 0.2 Increase information on website about donation/purchasing lots 0.3 At Yard Socials and Broker Workshops increase information about opportunity to purchase lots	FY21: 15 Lots FY22: 50 Lots	IZ JA	<u>Partners:</u> Neighborhood Faith Based Org <u>Resources:</u> Workshops, signs	Short
1	Provide increased Awareness of RE Market, Heirship and other RE Process Practice to Secure Neighborhood Property for Neighborhood	1.1 Lot Signs to help direct 1.2 Engage faith-based organizations to help host RE Market Strategies workshops 1.4 Develop policy recommendations around options for land owners to preserve neighborhood tenureship and additional community purposes/projects	Help Support neighborhoods with information to support their RE decisions and long term neighborhood preservation, preventing displacement	JA IZ	<u>Partners:</u> Neighborhood Organizations <u>Resources:</u> Marketing Materials, Kinder Institute or other Research Org	Short Medium
2	Develop 'Toolbox' / Resources for Area Owners to Bring more properties to market	2.1 EPA Brownfields Funding education & direct engagement w/underutilized property owners 2.2 In research NHDP properties, provide additional resources to property owners to assure expedited development	Reduce vacant underutilized property, increase land productivity	IZ	<u>Partners:</u> HAR, GHBA <u>Resources:</u> EPA Grant Funding,	medium
3	Good Neighbor PLUS	3.1 Develop activities and other outreach based on HLB Board Mtg -- Jan. 14, 2022 maintenance to increase awareness of HLB activities and lot security	Increase Impact of our feet on the ground'	RB	<u>Partners:</u> Lot Maintenance Contractors <u>Resources:</u>	short

3 Neighborhood Development

C Program Improvements

Committee: Real Estate Development
Lead Staff for GOAL: Ivan, Ron



HLB
NHDP
HLB-SP

	Strategy	Activity	Outcome		Resources	Term
0	Demonstrate Neighborhood Focus Approach at Settegast	0.1 Demonstration District Pilot: Settegast to provide roadmap for increased HLB activity, based on significant land ownership, and development of infrastructure	FY21: Neighborhood Vision, Development Plan, Infrastructure Financing Plan	IZ	<u>Partners:</u> Builders <u>Resources:</u> Consultant Planning support	Short
1	Establish Lot Disposition Development Strategy	1.1 Tune Lot Disposition Process to incentivize product to meet community affordability ranges 1.2 Pilot: Consider quality standards by developing plan with one builder with community input 1.3 Pilot: Consider increasing density with unique house type where feasible 1.3 Refine NHDP product, with HCDD, to meet community need. 1.4 Identify one property utilized housing complementing activity	Increased affordable options for existing residents and businesses	DH RB JA IZ	<u>Partners:</u> Non Profit Builders/ realtors <u>Resources:</u> Grant to reduce house prices further to meet neighborhood residents AMI,	Short Medium
2	Pilot Acquisition Strategy	2.1 Pilot 2C strategies in Settegast to assess their viability-infill, land for complementary uses, 2.2 Consider purchasing 'tear down' unoccupied property	Pilot ways to access more properties for homes and related community uses	IZ	<u>Partners:</u> Neighborhood Organizations <u>Resources:</u> Review mini-acquisition fund	medium
3	Pilot Construction innovation Strategy	3.1 Solicit and work with one builder on unique construction type (modular/prefab housing)	Pilot ways for construction efficiencies	RB	<u>Partners:</u> GHBA <u>Resources:</u> Grant to help support innovation pilots	short
4	Good Neighbor	4.1 Increase lot maintenance strategies to combat illegal dumping	Decrease negative lot appearance	RB	Partners: Council, DPW, DON, Lot Maintenance Vendors	Medium

3 Neighborhood Development

C Community Engagement

Committee: Program & Partnership Lead Staff for GOAL: Ivan, Jen

HLB
NHDP
HLB-SP



	Strategy	Activity	Outcome		Resources	Term
0	Develop Pilot Community Advisory Committee	0.1 Outreach to existing community organizations to re-introduce the land bank- Pilot Settegast 0.2 Identify stakeholder group to participate in Activation Advisory Committee-Pilot Settegast	FY21: 2-3 Community Engagement Events CAC Formed FY22: Regular Engagement with CAC-Project Updates	JA	<u>Partners:</u> Community Organizations <u>Resources:</u>	Short
1	Pilot ways to engage new organizational partners	1.1 Outreach to one area School, to connect to parents where we are building housing 1.2 Outreach to faith-based organizations and Real Estate community 1.3 Meeting with new Council Member 1.3 Research organizations that may support community (housing, jobs) that could have more of a presence in Settegast.	Expand partners to expand reach in neighborhood	JA JA AH/ JA	<u>Partners:</u> School Administration/Parents and Faith Based Communities <u>Resources:</u>	Short Long
2	Pilot Community Engagement Strategies	2.1 Unique events to participate in Covid/Non Covid (Holidays on the Porch) 2.2 Increase presence-Consider short term contract/junior hire part time 2.3 Pilot increase of Social Media Engagement/Surveys/Office Hours 2.4 Consider staff position for	Provide more presence in neighborhood, engage more people	JA	<u>Partners:</u> GHBA <u>Resources:</u> Grant to help support additional staffing	medium

4 Organizational Development

C Program Improvements

Committee: Oversight and Compliance

Lead Staff for GOAL: Gonzalo, David

HLB
NHDP
HLB-SP



	Strategy	Activity	Outcome		Resources	Term
0	Increase Workflow Efficiencies	0.1 Finalize SOP's and Reporting Processes 0.2 Consider additional automations in Property Management software 0.3 Use Data/Research to make more effective decisions	Increased pace of production goals	GG	<u>Partners:</u> Staff <u>Resources:</u> Consider improved use of existing tools, or new PM tools; Additional training.	Short
1	Streamlined BOD Processing	1.1 Restructure Committees, align with strategic goals, increase committee working sessions 1.2 Board Packet & Agenda availability streamlined 1.3 BOD Onboarding process & Documentation refined	Improve BOD experience and Increase Pace of Efficacy	DB DH	<u>Partners:</u> Board of Directors <u>Resources:</u> TBD	Short
2	Increase Economic Development Activities	2.1 Connect Lot maintenance vendors/staff to homebuyer opportunities 2.2 Develop Start Up Builders Program, with more support 2.3 Host local hire sessions 2.4 Research ways to support Economic Development initiatives in Complete Communities	Use our ongoing activities to further provide benefit to communities	JA IZ DH IZ	<u>Partners:</u> Listing Brokers, GHBA, LiftFund <u>Resources:</u>	Short Medium
3	Research and Advance New Resources/Tools	3.1 501C3 Application to increase potential philanthropic support 3.2. Review best practices for strategic acquisition 3.3 Develop earned income program ideas such as Fees/ Consulting	Increasing Diversity of Resources to Support Organizational Sustainability	GG	<u>Partners:</u> HCDD, County <u>Resources:</u>	short

4 Organizational Development

C Community Engagement

Committee: Program & Partnership Lead Staff for GOAL: Anne (+VP Partnership)

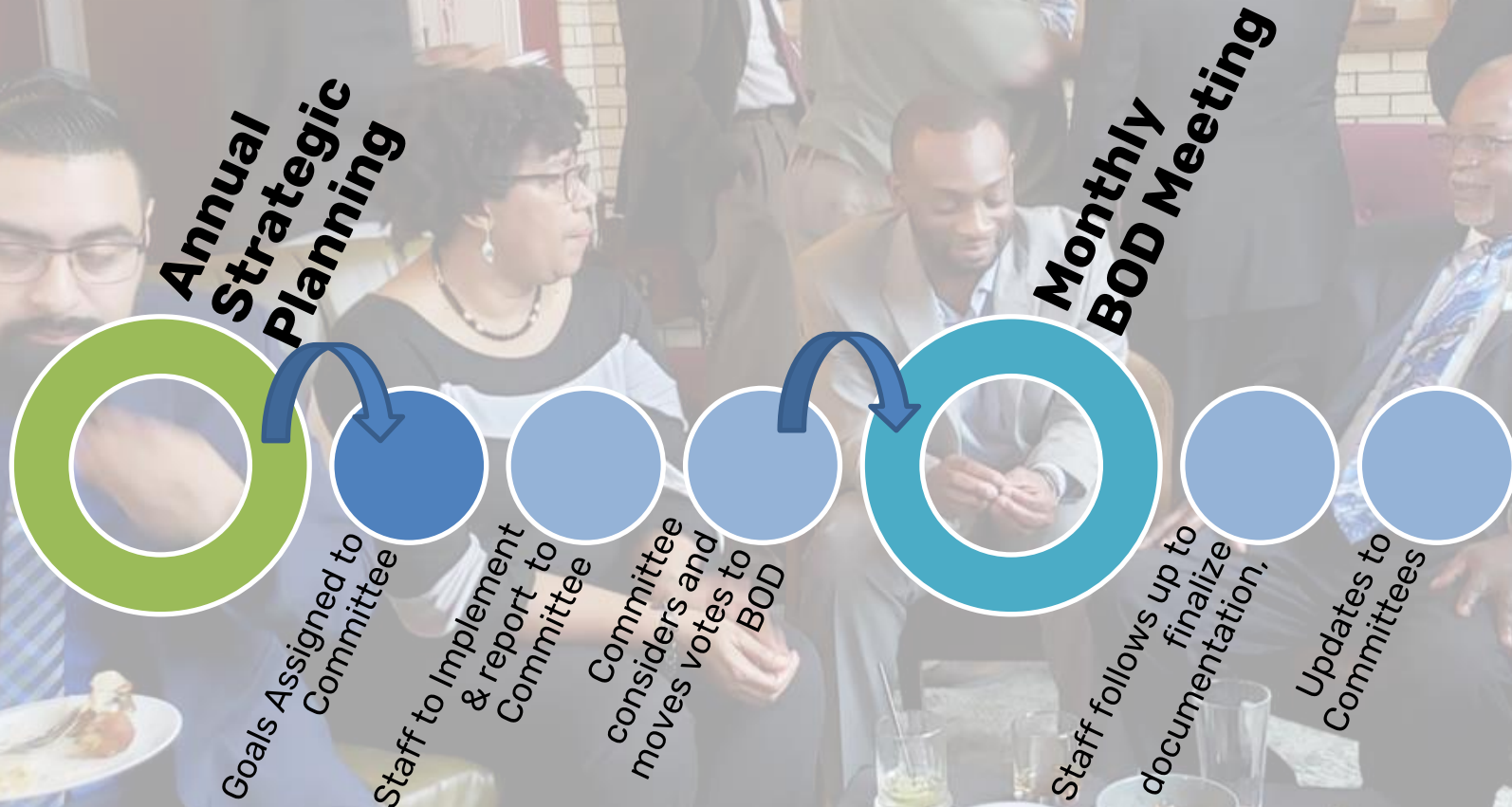


HLB
NHDP
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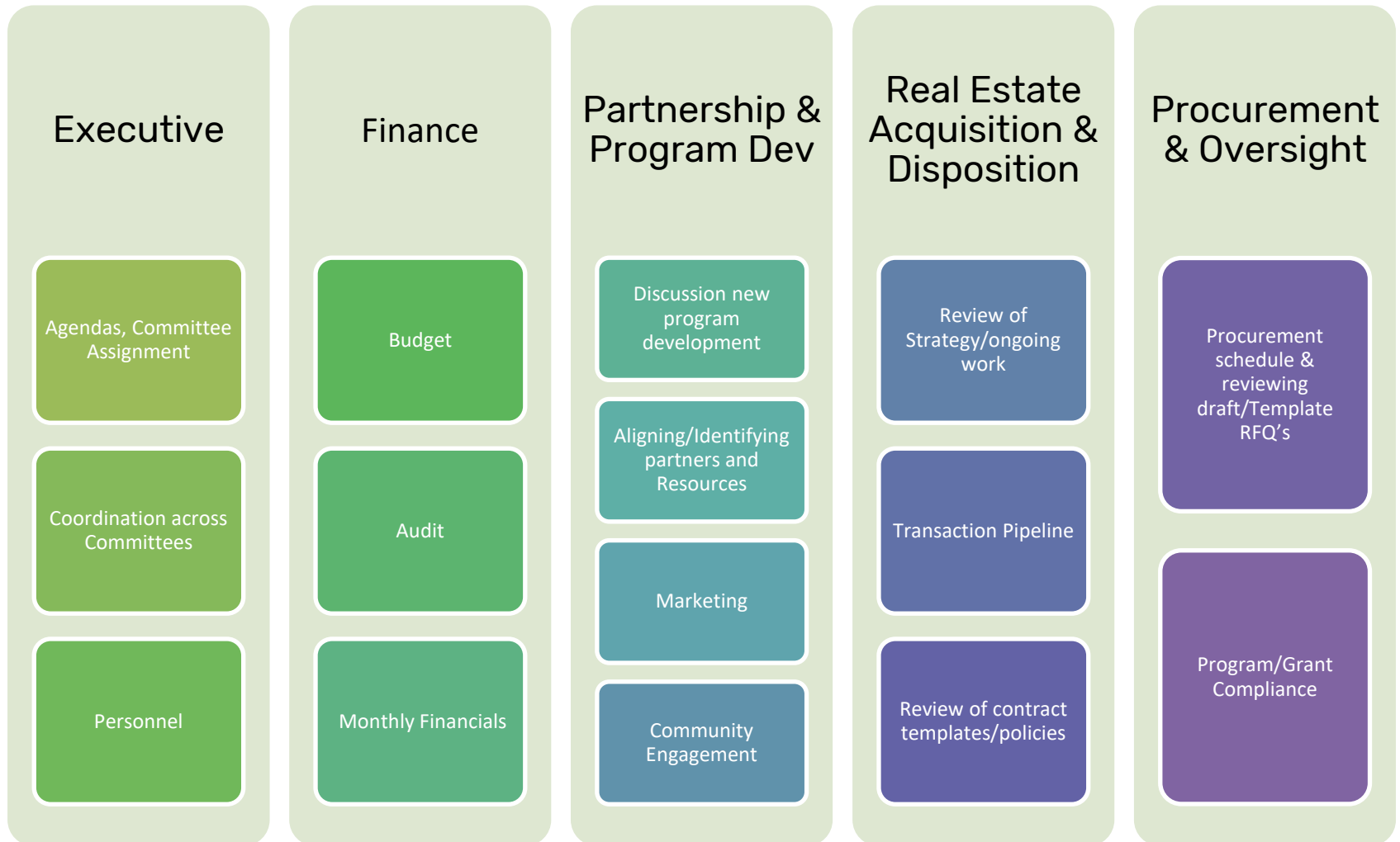
	Strategy	Activity	Outcome	Resources	Term
0	Increase Accessibility to Program Information	0.1 Update website with easier to follow program information (infographic and better map) 0.2 Update website with Impact measures more prominently presented & communicated 0.3 Quarterly Newsletters 0.4 Broadcast of BOD Meetings (Facebook Live)	Increased use of Website to engage communities regularly	<u>Partners:</u> Builders <u>Resources:</u> Prop Mgmt Utilization	Short
1	Develop Organizational Marketing Strategy	1.1 Work with professional advisory services to refine message and collateral 1.2 Develop additional media/content through workshops and other outreach 1.3 Build Social Media Audience 1.4 Increase presence at local media such as radio, conferences	Improved messaging about HLB unique activities, value proposition, to improve external stakeholder engagement	<u>Partners:</u> City, <u>Resources:</u> Professional Services, Consider contract, part or full time hire.	Medium Long
2	Provide Better Organizational Visibility in Neighborhoods	2.1 Signs on properties 2.2 Compliance with Builders to provide information on what is coming to neighborhoods 2.3 Consider billboards/PSAs 2.4 Consider additional staff hire	Develop better access to 'what is coming' & continues engagement	<u>Partners:</u> <u>Resources:</u> New Staff position	Short Medium
3	Increase Stakeholder Outreach	0.1 Twilight on the Terrace, Tour of HLB Properties, Annual Meeting	FY21: Zoom Pilot FY22: Annual Event	AH <u>Partners:</u> Board of Directors <u>Resources:</u>	Short

**How do goals
and related
work get
implemented?**

Utilize Committees to Advance Goals/Outcomes

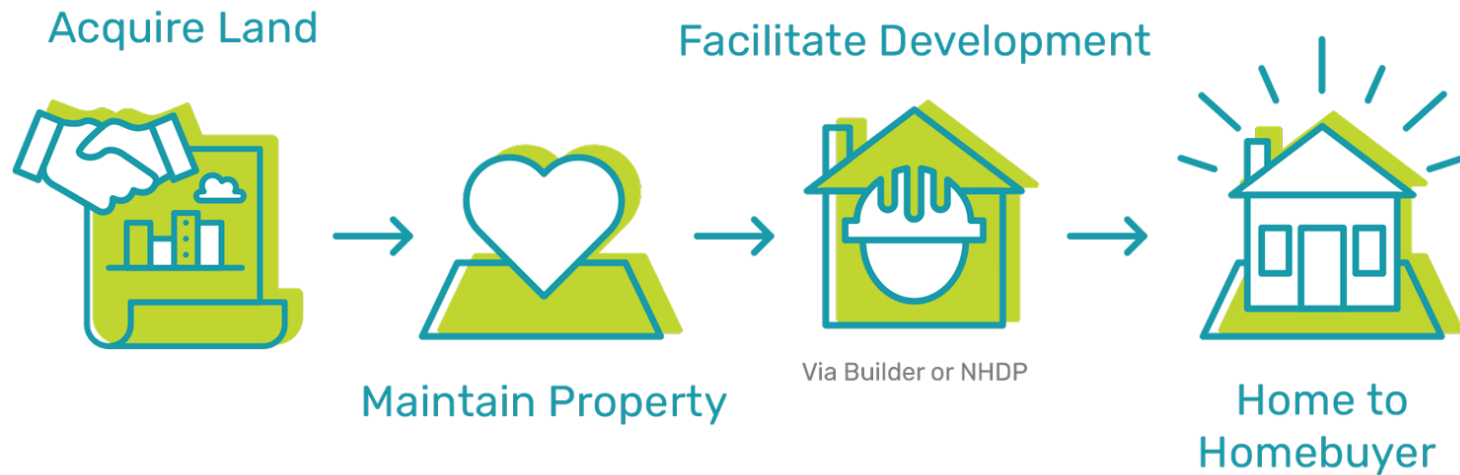


Proposed Committees



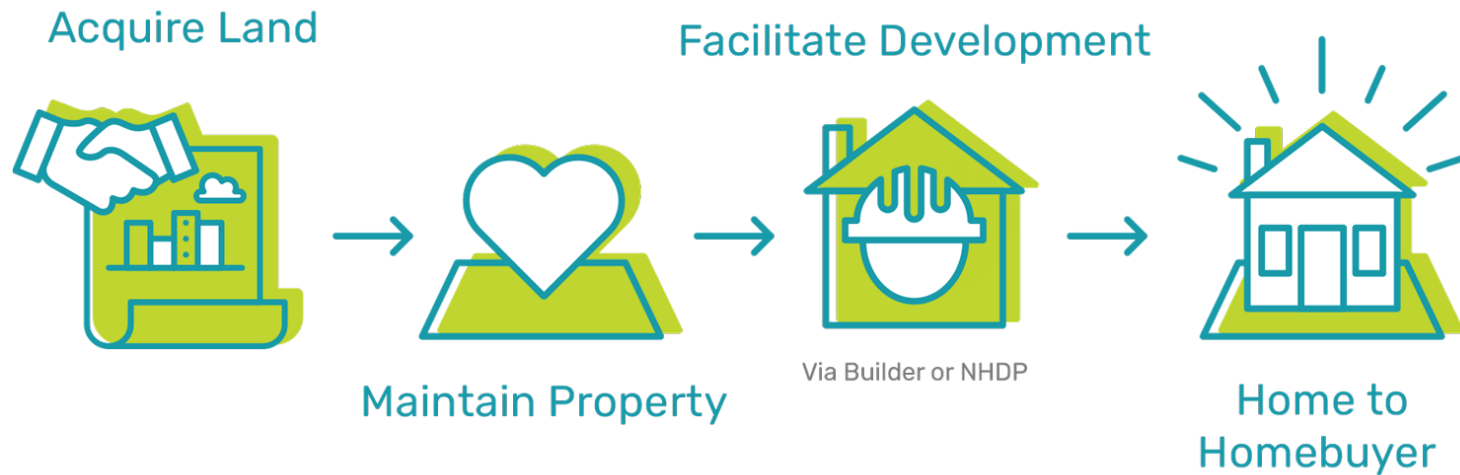
Refining the mission & values

[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.

[HLB] mission



Strategically securing underutilized property and conveying into productive use in order to advance inclusive and prosperous communities

[HLB] values: *Transformations not just transactions*



be a **good neighbor** in communities we serve



identify highest and best use for sites that **support community needs** and **initiatives, prevent displacement, secure inclusive prosperous places,**



collaborate with partners on key initiatives to support equitable and transformative development



Provide proactive and **transparent access to data,** activities, and operations



Demonstrate continuous improvement and **be agile to opportunity**



REQUEST FOR BOARD ACTION

Meeting Date: January 14, 2021

Agenda Item VIII.c.: Consideration and Possible Action to Accept Proposed Pre-Qualified Vendors for Urban Planning and Market Analysis Services, and to Set a Not-To-Exceed Allocation to be Paid for Services from Each Vendor

ACTION SUMMARY

Approval of this agenda item will permit HLB CEO/President to execute consultant agreements with the following Urban Planning and Economic Development firms. These firms and their services will support various small contract services for site and neighborhood analysis pursuant to advancing affordable housing and related neighborhood development activities.

BACKGROUND/OVERVIEW

An RFQ (Part A) for Urban Planning and Market Analysis services was released and 14 responses were received. Additionally, within that RFQ, an RFP (Part B) was presented specifically to provide planning and analysis services to a specific geographic area within the Settegast neighborhood in northeast Houston. HLB staff review committee reviewed and scored the 14 responses according to the Evaluation Criteria set forth in the RFQ however, not all 14 responses to Part A submitted a response to Part B. Seven firms, representing a variety of specialties and expertise, were selected.

This RFQ/RFP was released in June, after review by the Program Committee and Board of Directors, posted to the website on June 11, 2020, and was advertised in the Houston Business Journal and the City of Houston Office of Business Opportunity. As well, this solicitation was emailed directly to firms known to personnel at the HLB, and to agency partners (such as HCDD and Department of Planning) to distribute to their networks.

Not all firms will be engaged, although the limits in Exhibit A, below, were provided based on possible and likely work, based on current program activity including activities supporting the Houston Land Bank, and its work on behalf of City of Houston. The anticipated scope of work is represented in the RFQ request, but can be summarized as:

- Market Analysis
- Urban Programming and Community Engagement
- Master Urban Planning at the Neighborhood Scale
- Development Feasibility

EXHIBIT A

The firms and their anticipated not to exceed maximum spend in FY21 and 22:

Firm Name	Specialty	FY21 Expected Limit	FY22 Expected Limit	Notes	Anticipated Program
1. James Lima Planning & Development	Market Analysis/Development Economics/Urban Planning	15,000	25,000	Market Analysis	HLB
2. HR&A Advisors	Market Analysis/Development Economics	0	25,000	Market Analysis	A&D
3. Torti, Gallas, & Partners	Urban Planning	0	25,000	Test Fits	A&D
4. Gensler	Urban Planning	20,000	25,000	Land Analysis	HLB (contribution to grant funded project)
5. APD Urban Planning & Management	Urban Planning	30,000	55,000	<u>Settegast Scope Separate Contract for Board Approval, over 2-FY</u>	HLB /HCDD (Includes possible contribution by developer)
6. Community Lattice	Environmental Planning	15,000	25,000	Research, Advisory, Outreach	.5 HLB/.5 A&D
7. Utile	Urban Planning	25,000	50,000	Test Fits, Maps	.5 HLB/.5 A&D
8. Asakura Robinson	Urban Planning & Dev Economics	40,000	50,000	Test Fits/Market Analysis	A&D
		145,000	280,000		
	<i>A&D Expenses</i>	<i>60,000</i>	<i>162,500</i>		
	<i>HLB Expenses</i>	<i>85,000</i>	<i>117,500</i>		

*FY21 expected expenses would be covered in the approved FY21 budget, and FY22 budget proposal will include the remainder of these.



REQUEST FOR BOARD ACTION – URBAN PLANNING RFQ PART B

Meeting Date: January 14, 2021

Agenda Item VIII.d.: Consideration and Possible Action to Authorize the CEO/President to Execute a Contract with APD Urban Planning in an Amount Not to Exceed \$85,000 for Planning Services Related to Settegast Community Development

ACTION SUMMARY

Approval of this agenda item will permit HLB CEO/President to execute the attached contract with APD Urban Planning & Management, LLC., the Urban Planning RFP Selection Committee's recommended firm for urban planning and market analysis services of undeveloped area in Settegast.

BACKGROUND/OVERVIEW

An RFQ (Part A) for Urban Planning and Market Analysis services was released and 14 responses were received. Within that RFQ an RFP (Part B) was presented specifically to provide planning and analysis services to a specific geographic area within the Settegast neighborhood in northeast Houston. HLB staff committee reviewed and scored the 14 responses according to the Evaluation Criteria set forth in the RFQ however, not all 14 responses to Part A submitted a response to Part B. The top 5 Part A scores, that also submitted a response to Part B, were selected to be scored according to the Evaluation Criteria by the Selection Committee. The Selection Committee was made up of Courtney Johnson Rose of the Board of Directors, Christa Stoneham the Mayor's Ex Officio appointment to the Board of Directors, Lynn Henson from the Planning Department, and Ron Butler and Ivan Zapata of Houston Land Bank Staff.

After reviewing and scoring the 5 Part B responses, the committee met to discuss the collective results and scores. The committee's discussion ultimately led to a ranking of top three collective selections. Each firm met with the selection committee in which a presentation by the firm was made and the committee asked each firm the same predetermined questions. Based on those interviews the committee again ranked the three firms and APD Urban Planning and Management, LLC. was consistently ranked as the top choice by the committee members. As such a follow up interview was scheduled to discuss in more detail its planning capacities and proposed scopes of work.

Of the three finalist firms—APD Urban Planning, Asakura Robinson, and Utile—it is the recommendation of the Selection Committee to formally select and approve contracting with APD Urban Planning and Management, LLC. for the Settegast/East Houston Development Strategy.

APD Urban Planning & Management LLC based out of Atlanta, GA has over 30 years of experience successfully planning and implementing community redevelopment initiatives. It has a successful track record working closely with local governments and their community partners through the completion of numerous assignments where they provided urban planning services like those requested through this RFP. Their recommendations are not only based on case studies and best practices but based on what has been successfully accomplished in other communities like Augusta, GA; Jacksonville, FL; Florence, SC; Kansas City, MO; Spartanburg, SC; Atlanta, GA; and the Historic Third Ward Strategic Implementation Framework in Houston.

Based on the scope of work provided in APD's response, HLB will seek to contract for the following proposed phased services and deliverables at a cost of approx. \$83,918 but not to exceed \$85,000. The contract value for 83, 918 is well within the total annual budget for professional services of 620,000, of which 291,285 have been committed in either RFQ, existing or expected contracts.

In short, these services will produce a vision and infrastructure development plan for the undeveloped area of Settegast that takes into consideration community and stakeholder input of the final design, infrastructure cost analysis plus financing options, and housing typology with site design and various options or layouts to assess yield and distribution of affordable housing and related community amenities.

The anticipated scope of work:

- Community Engagement & Neighborhood Vision
- Infrastructure Planning & Public Finance Feasibility
- Conceptual Development Plan-Scale and Phasing



CONSULTANT AGREEMENT

This Consultant Agreement (this “Agreement”) is executed as of October 1, 2020 (the "Effective Date") between APD Urban Planning and Management, LLC (“Consultant”) and Houston Land Bank (“HLB”) (collectively “Parties”) and sets forth the essential general terms of the business relationship between the Parties. The Consultant was selected through a competitive procurement of the 2020 RFQ for Urban Planning Services.

1. **SERVICES.** HLB may contact Consultant for independent scopes of work as needed regarding matters related to services outlined in the 2020 RFQ for Urban Planning Services, but during the term of the agreement, it does not guarantee any work to Consultant with this Agreement (collectively “Services”).

2. **TERM AND TERMINATION.** The term of this Agreement shall be for the Effective Date through December 31, 2022, and may be renewed for a one year term thereafter upon mutual written agreement of HLB and Consultant. This Agreement and any Services provided pursuant to it may be terminated by HLB at any time.

3. **COMPENSATION.** Consultant shall be paid for Services in accordance with the rate sheet included in the RFQ Submittal, and attached hereto as Exhibit “A”.

4. **AUTHORIZATION.** Upon contact from HLB requesting Services, the consultant will prepare a scope of work and estimated fee based on billing rates and services as outlined in Exhibit A. No work is to commence until HLB has approved the full scope of Services from the Consultant.

5. **INSURANCE.** Consultant shall maintain adequate insurance covering all employees working on Services as required by law and shall provide evidence of said insurance upon request by HLB.

6. **INDEPENDENT CONTRACTOR STATUS.** Consultant is and shall at all times be an independent contractor with respect to the Services that it is rendering to HLB pursuant to this Agreement and Consultant shall at no times be an affiliate, employee, agent, partner or representative of HLB and Consultant shall not take any action nor in any way hold itself out as such. At no time shall Consultant have any authority or power to bind HLB or to act on behalf of HLB in any manner, including without limitation, making any direct or indirect representation or covenant by HLB to any third party.

7. **CONFIDENTIALITY.** Consultant agrees that the terms and conditions of this Agreement shall be confidential, and that Consultant shall take all steps reasonably required to preserve the confidentiality of all communications between HLB and Consultant, Consultant further agrees that any trade secrets, material non-public information or any other like information of value relating to the business of HLB or any of its affiliates, including but not limited to, information relating to

pricing, potential transactions, processes, systems, methods, formulae, patents, patent application, research activities and plans, contracts, names of potential customers, which it will acquire during its engagement by HLB or any of its affiliates or which it may hereafter acquire during the term as the result of any disclosures to it, or in any other way, shall be regarded as held by the Consultant in a fiduciary capacity solely for the benefit of HLB, its successors or assigns, and shall not at any time, either during the term of this Agreement or thereafter, be disclosed, divulged, furnished, or made accessible by the Consultant to anyone, or be otherwise used by it or its employees or agents except in the course of business of HLB. The covenants set forth herein shall survive the expiration of the term and termination of this Agreement and shall remain in full force and effect regardless of the cause of such termination.

8. PROPERTY OF HLB. During the course of performing the Services, Consultant's directors, officers, employees, or other representatives may, independently or in conjunction with HLB, develop information, produce work product, or achieve other results for HLB in connection with the Services it performs for HLB. Consultant agrees that such information, work product, and other results, systems and information developed by Consultant and/or HLB in connection with such Services (hereinafter referred to collectively as the "Work Product") shall, to the extent permitted by law, be a "work made for hire" within the definition of Section 101 of the Copyright Act (17 U.S.C. § 101), and shall remain the sole and exclusive property of HLB. To the extent any Work Product is not deemed to be a work made for hire within the definition of the Copyright Act, Consultant with effect from creation of any and all Work Product, hereby assigns, and agrees to assign, to HLB all right, title and interest in and to such Work Product, including but not limited to copyright, all rights subsumed thereunder, and all other intellectual property rights, including all extensions and renewals thereof. Consultant further agrees to provide all assistance reasonably requested by HLB, both during and subsequent to the term of this Agreement, in the establishment, preservation and enforcement of HLB's rights in the Work Product.

9. RETURN OF HLB PROPERTY. Upon any termination of the Agreement, Consultant agrees to immediately turn over to HLB any and all records, files, documents, writings and data of every kind and nature (the "Files") relating to the Services performed and agrees not to retain any copies or other electronic reproductions of the Files, including voicemails, dictation recordings, and video files, unless consented to by HLB.

10. DISPUTE RESOLUTION. Each party commits that in the event of a dispute, which can be defined as an allegation by either one of the Parties against each other regarding claims arising out of or relating to any aspect of this Agreement and the Services, is referred to herein as a (the "Dispute"). The Parties shall first endeavor to resolve the Dispute by good faith negotiations between or among the Parties. In the event the Parties are unable to resolve the matter, the Parties agree to attempt to mediate their Dispute within thirty (30) days after the Dispute initially arose, using a third party mediator approved by both Parties. All mediation proceedings shall be confidential, and no information exchanged in such mediation shall be discoverable or admissible in any litigation involving the Parties. HLB reserves the right to any and all additional contract remedies under the law if mediation is not successful.

11. ENTIRE AGREEMENT. This Agreement, together with all exhibits, constitutes the entire agreement between the Parties with respect to the subject matter hereof. This Agreement

supersedes, and the terms of this Agreement govern, any prior agreements with respect to the subject matter hereof with the exception of any prior confidentiality agreements between the Parties. This Agreement may only be changed by mutual agreement of authorized representatives of the Parties in writing.

IN WITNESS WHEREOF, the Parties hereto have caused this Consultant Agreement to be executed as of the Effective Date.

HOUSTON LAND BANK

By: _____
Name: _____
Title: _____

**APD URBAN PLANNING AND
MANAGEMENT, LLC**

By: _____
Name: _____
Title: _____

Exhibit “A”



Settegast/ East Houston Development Strategy

Final Proposal

Updated September 30th, 2020

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Cover Letter

Houston Land Bank Selection Committee,

On behalf of our Team I am pleased to submit our response to the RFP for Settegast/East Houston Development Strategy (Part B). Our Team includes our firm, APD Urban Planning & Management, and Kimley Horn and Associates, D+J Designworks, as subcontractors. It is our understanding that the Houston Land Bank is seeking consultants to create a vision and implementation strategies in the Settegast neighborhood in East Houston that is respectful and inclusive of the existing community, proposes economic development opportunities for existing and new residents, and considers the realities of the real estate market.

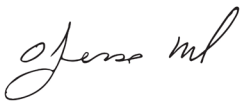
APD Urban Planning & Management LLC (APD-U) has over thirty years of experience successfully planning and implementing community redevelopment initiatives. Our firm has a successful track record working closely with local governments and their community partners through the completion of numerous assignments where we provided urban planning services as those currently being requested through this RFP. Not only have we successfully completed these types of project, but also our firm has subsequently been retained by many clients to manage and guide the implementation of key recommendations the plans set forth. We are particularly proud of this aspect of our work because it is reflective of the realism of our urban planning and the knowledge, we have assembled relative to how plans transition into implementation and executed projects. Our recommendations are not only based on case studies and best practices but based on what we have done in other communities successfully in Augusta, GA; Jacksonville, FL; Florence, SC; Kansas City, MO; Spartanburg, SC; Atlanta, GA; and the Third Ward in Houston, TX.

Our background as a developer working in older urban neighborhoods gives our firm a unique understanding of how neighborhoods are formed, their life cycle, their unique historic fabric and character. Perhaps most importantly we understand the relationship between designing great neighborhoods and integrating existing residents and stakeholders into the redevelopment process. We know how to intervene in ways that stabilize neighborhoods on behalf of existing residents, respect existing historic culture, while at the same time setting the stage to achieve a mixed-income neighborhood through good design, planning, and implementation services. Our Team has the experience necessary to attract qualified private sector investments that will leverage public sector funding to projects.

We have carefully reviewed the requested services in the RFP document. Based on this review we have assembled a team of professionals that have the capacity and professionalism to assist the Houston Land Bank. Kimley Horn’s extensive expertise in transportation planning, infrastructure, and landscape architecture, D+J Designworks talent in designing context sensitive solutions through master planning, and APDU’s in-depth knowledge of community planning, market analysis, and real estate development in communities in different market cycles including disinvested neighborhoods.

Through our response we will show that our work is designed to respect a community’s character and people while offering implementation strategies that are based on the realities of the existing market. We look forward to an opportunity to work with the Houston Land Bank in such an important endeavor.

Respectfully submitted,



O. Jesse Wiles
President and Chief Executive Officer
APD Urban Planning & Management LLC.

Personnel



Education
Master of Community Planning & Master of Public Administration, *University of Cincinnati*

Bachelor of Science, Urban Affairs, *University of Cincinnati*

Professional Affiliations/ Certifications
American Planning Association

Georgia American Planning Association Chapter

Savannah Historic Review Board (Past Member)

O. Jesse Wiles Principal/Chief Executive Officer

FOCUS AREAS		
Project Management	Urban Planning	Historic Preservation
Real Estate Development	Project Source Financing	Public-Private Partnerships

APD Urban Planning and Management, LLC (APD-U) Principal Jesse Wiles’ experience includes over 30 years as a leading consultant for urban and neighborhood redevelopment, particularly in disinvested urban communities, and has a wide range of experience in community planning, real estate development, property acquisition/disposition, and financing. Mr. Wiles was a leading developer of historic property in Savannah’s national acclaimed Victorian/Historic Districts and has managed the disposition of Freddie Mac-owned foreclosed single-family properties throughout the country. Mr. Wiles’ work and extensive experience served as the basis for the formation of APD-U through which he has helped many public and private clients stabilize, plan, design, and implement award winning neighborhood redevelopment initiatives throughout the country (National HUD Secretary Opportunity Empowerment Award for the Laney Walker/Bethlehem Neighborhood Redevelopment Project, Augusta GA/2013; South Carolina Achievement Award for Economic Development for the Florence Neighborhood Revitalization Strategy, Florence/2018). Mr. Wiles has dual M.S. in Community Planning & Public Administration and a B.S. in Urban Affairs from the University of Cincinnati (OH).

RELEVANT PROJECT EXPERIENCE

Historic Third Ward Strategic Implementation Framework , Houston, Texas
In 2017 the Emancipation Community Development Partnership (ECDP) and the Project Row Houses solicited for a comprehensive Strategic Implementation Framework to guide future affordable housing development in the Historic Third Ward neighborhood of Houston. Jesse led the team in developing a final report that was a toolkit and strategy document for the large number of governmental, non-profit, and private organizations involved in affordable housing in then neighborhood.

Atlanta Housing Authority Real Estate Advisory Services, Atlanta, Georgia
As part of APD-U’s ongoing contract to provide the Housing Authority Real Estate Advisory Services, the firm has completed a variety of assignments including: redevelopment and financing scenarios for 11 large vacant sites through the city; redevelopment and market analysis for the Roosevelt Hall building in the Atlanta University Center neighborhood; community charrettes and visioning sessions with a variety of neighborhoods throughout the city; and support services for the Choice Neighborhood Implementation grant. Jesse manages client and stakeholder relations.

Westside TAD Strategic Implementation Plan
The Westside TAD Strategic Implementation project area consisted of the Vine City and English Avenue neighborhoods, located to the west of downtown Atlanta. The project goal was to create a cohesive, sustainable vision that will guide future redevelopment, build human capital and increase job creation as an economic strategy. Jesse led the scope of the project which included project management, conducting market analysis, developing financing strategies, recommending strategies for implementation, supportive services, and marketing and branding.



Education
Master of Science, Social Administration/Community and Social Development, *Case Western Reserve University*

Bachelor of Science, Rehabilitation Science, *University of Texas Southwestern Medical School*

Professional Affiliations/ Certifications
American Planning Association, Georgia Chapter

National Association of Social Workers

National Association of Housing and Redevelopment Officials

Certified Grants Consultant and Evaluator

Leadership Irving

Bridget Wiles Chief Operations Officer

FOCUS AREAS		
Project Management	Affordability Analysis	Public-Private Partnerships
Organizational Assessment	Marketing and Branding	Policy Regulation Compliance

As Chief Operations Officer, Bridget leads multidisciplinary teams to plan and implement various neighborhood revitalization strategies through an adept understanding of neighborhood context. Bridget is also responsible for managing the day-to-day operations and functions of APD-U. She is also responsible for project management and implementation of all technical assistance initiatives and monitors all APD-U projects for federal, state and local compliance with funding and program guidelines. She is responsible for the development of project policy and program guidelines, including program and project evaluation, to ensure sustainable project management and timely project execution. Bridget brings over twenty years of social work and community development experience and expertise to the team. This work has been instrumental in her development of new techniques in understanding community assets including conducting organizational assessments and capacity building studies, identifying catalytic project areas, and creating final recommendations for plan implementation.

Bridget has a Bachelor of Science in Rehabilitation Science from the University of Texas Southwestern Medical School ,and a Master of Science in Social Administration and Community and Social Development from Case Western Reserve University. She is also a member of the American Planning Association, Georgia Chapter and the division of Planning in the Black Community, as well as the National Association of Social Workers.

RELEVANT PROJECT EXPERIENCE

Cincinnati’s West End Housing Framework
The PORT of Greater Cincinnati Development Authority commissioned a housing framework to guide the sustainable and equitable revitalization of the West End community without negatively impacting this historic community of Cincinnati. Bridget’s roles for this project included project management, community engagement lead, stakeholder and focus group design, and strategy recommendations developer.

Charlotte PRO Neighborhoods Plan
The City of Charlotte and the Carolina Small Business Development Fund requested assistance to develop a proposal for the JP Morgan Chase Partnership for Raising Opportunity (PRO) in Neighborhoods initiative. The proposal would include a long-term, holistic equitable economic development plan that brings the assets of the community and addresses potential displacement concerns for the Historic West End community in Charlotte. Bridget served as the project manager for this project.

Dothan Comprehensive Affordable Housing Study
The City of Dothan commissioned a comprehensive affordable housing study to assess the current state of affordable housing in the City based on existing conditions and market realities. Bridget served as the project manager developing implementable action strategies to address affordable housing gaps identified by the assessment.



Steven Gonzales

Senior Analyst

FOCUS AREAS

Data Analysis	Affordability Analysis	Market Analysis
Real Estate Development	Financial Modeling	Programmatic Cost Modeling

Education

Bachelor of Science,
Public Policy,
Minor in Economics,
Georgia State University

Professional Affiliations/ Certifications

Urban Land Institute

As a senior analyst, Steven provides a variety of research and analysis support for multiple projects and services offered by APD-U. His responsibilities include leading a conditions survey of existing neighborhood conditions, participating in stakeholder focus groups, providing comprehensive housing and commercial market analysis, constructing applicable financial models, and recommending implementable policies and programs. The culmination of his work is based on local realities. Additionally, he ensures all policies and recommendations are data driven, allowing public sector clients to make the best decisions for their residents, stakeholders, and communities.

Steven's previous careers in research and data analysis have provided him the opportunity to experience planning and economic development from both the public and private perspectives. Some of his work includes legislative bill summaries and research, prepare labor and market comparison reports for metro Atlanta, compile needed economic and labor data for RFIs, and research and build company profiles to identify a company's need for transportation demand management. Steven is fluent in Spanish.

RELEVANT PROJECT EXPERIENCE

Atlanta Housing Authority Real Estate Advisory Services, Atlanta, Georgia

As part of APD-U's ongoing contract to provide the Housing Authority Real Estate Advisory Services, the firm has created redevelopment and market analysis for the Roosevelt Hall building in the Atlanta University Center neighborhood; community charrettes and visioning sessions with a variety of neighborhoods throughout the city; and support services for the Choice Neighborhood Implementation grant. Steven has created market analysis for different land use types including incubator space, retail, and housing for AHA as well as developing financial analysis and proformas for specific projects.

Cincinnati's West End Housing Framework

The PORT of Greater Cincinnati Development Authority commissioned a housing framework to guide the sustainable and equitable revitalization of the West End community without negatively impacting this historic community of Cincinnati. Steven lead the data analysis on resident displacement, determined the current state of the neighborhood's price appropriate housing through community engagement, and achieved implementable action strategies to address price appropriate housing gaps in a manner that is transparent and acceptable to West End residents.

Charlotte PRO Neighborhoods Plan

The City of Charlotte and the Carolina Small Business Development Fund requested assistance to develop a proposal for the JP Morgan Chase Partnership for Raising Opportunity (PRO) in Neighborhoods initiative. The proposal would include a long-term, holistic equitable economic development plan that brings the assets of the community and addresses potential displacement concerns for the Historic West End community in Charlotte. Steven lead the existing conditions analysis and economic development analysis work for this project.



Grace Barrett

Real Estate Development Specialist

FOCUS AREAS

Real Estate Development	Financial Modeling	Historic Preservation
Affordability Analysis	GIS Analysis	Condition Surveying

Education

Master of City and Regional Planning
& Master of Real Estate Development,
Georgia Institute of Technology

Bachelor of Science,
Geography,
University of Georgia

Professional Affiliations/ Certifications

Certificate in Geographic
Information Science, University of
Georgia

Urban Land Institute

While at APD-U Grace has assisted with both neighborhood and economic development planning, in addition to real estate related work. Her real estate development work includes the creation of complex proformas, financial scenarios and cost analysis.

Prior to APD-U Grace worked in the non-profit sector, specifically in the affordable housing arena. Her work during this time included creating a streamlined data collection and management system in order for the agency to be more efficient in measuring and tracking their social impact footprint. This experience provided her with insight on the importance of quality data collection and management, as well as the various ways data can be used to highlight social impact, not only for nonprofits but for the clients and communities that APD-U serves as well.

Grace has a Bachelor of Arts in Geography, with a certificate in GIS, from the University of Georgia. She is also one of the first students to complete a dual graduate program at Georgia Institute of Technology with a Master of City and Regional Planning and a Master of Real Estate Development.

RELEVANT PROJECT EXPERIENCE

Charlotte PRO Neighborhoods Plan

The City of Charlotte and the Carolina Small Business Development Fund requested assistance to develop a proposal for the JP Morgan Chase Partnership for Raising Opportunity (PRO) in Neighborhoods initiative. The proposal would include a long-term, holistic equitable economic development plan that brings the assets of the community and addresses potential displacement concerns for the Historic West End community in Charlotte. For this project Grace assisted in data entry for the existing conditions survey, participated in the community engagement process and assisted in creating economic development strategies.

Highland Neighborhood Transformation Plan

The City of Spartanburg commissioned a transformation plan to guide the redevelopment of the Highland neighborhood, a downtown neighborhood steeped in history. The plan intends to create a balanced redevelopment effort to meet the needs of both current and future residents while ensuring legacy residents can remain in their neighborhood. Grace participated in all community engagement processes, developed financial analysis for development projects including development proformas and budgets. She also created phasing plans for the projects as well as outlined funding opportunities.

Developer Services

Grace has assisted with predevelopment services for various real estate projects in Atlanta. Specifically, she has assisted with initial visioning for the project, development budgets, and proformas highlighting the use of various tax credits to determine project feasibility.



Deborah Jensen, AIA, AICP
Principal

FOCUS AREAS

Urban Planning	Strategic Planning	Feasibility Studies
Urban Design	Architectural Design	Project Management



- Education**
Master of Architecture,
Georgia Institute of Technology
- Master of City Planning, Urban
Design Specialty
Georgia Institute of Technology
- Bachelor of Science,
Architecture,
Georgia Institute of Technology
- Professional Affiliations/
Certifications**
- American Institute of Architects,
Assoc.
- American Planning Association,
Utah Chapter
- American Institute of Certified
Planners
- Urban Land Institute

Deborah is a certified planner, urban designer and architectural associate. She is a skilled designer and project manager who has practiced for more than 21 years with municipalities and the private development community on land use plans, infill development plans, housing, retail, commercial and mixed-use projects. She established D+J Designworks in 2013 to serve the public sector and private developers. Her firm is an urban design, planning and site feasibility consulting practice and certified as a DBE by the State of Utah. Deborah focuses upon improving the public realm to benefit communities and their residents, while meeting the budget and performance criteria of her clients. Her work includes town master plans, such as the Forest Park Main Street Plan in Georgia, the Union Station master plan, and the Pittsburgh Cultural Trust master plan in Pennsylvania. She has assisted communities in the siting of major capital investments, such as the Knoxville Convention Center. She also designed master plans for mixed-use projects throughout the nation, such as Southpointe Town Center near Pittsburgh, Cahaba Center in Birmingham, and Marbles Farm in Heber City, Utah.

RELEVANT PROJECT EXPERIENCE

Forest Park Main Street Plan

The study area encompassed 125 acres of Forest Park, north of City Hall. Forest Park enjoyed new investment at the BRAC site of Fort Gillem, however the City was concerned that disinvestment in Main Street was creating blight, and a real impediment to future, quality development. A rich network of parks and green space organized a new land use plan. Strategic infill was developed to reinforced Main Street as the commercial core, with a mix of housing types to support a broad demographic. An illustrative master plan depicted final buildout, along with projected development site yield matrix and phasing. Design guidelines followed, to require quality building materials, and improve walkability.

Union Station Mall Redevelopment Plan

Union Station Mall, shuttered and for sale, sits beside the I-85 corridor just south of Atlanta, on a 60 acre site. Vacant since 2010, it has a blighting effect on the surrounding community. The city successfully bid for grant monies through ARC's Livable Centers Initiative program. A market study and stakeholder workshops led to a vision for redevelopment of the site that capitalizes on the BRT system. A series of block diagrams and sketch plans preceded the master plan. Retail and civic buildings, a new town square park, office, hotel, senior living and a mix of residential product in a walkable, pedestrian oriented environment, show the potential of the site.



Mike Shelton, P.E., AICP
Project Manager

FOCUS AREAS

Roadway Planning	Construction Management	Master Planning
Water and Wastewater System Design	Municipal Engineering	Conceptual Roadway Design



- Education**
Master of Science, Environmental
Science,
University of North Texas
- Bachelor of Science, Environmental
Science,
Texas Christian University

- Professional Affiliations/
Certifications**
Professional Engineering Texas
(#95893)
- American Institute of Certified
Planners
- American Water Works Association
- Underground Construction
Technology Association, Gulf
Chapter Board Member

With more than 24 years of experience, Mike has a broad depth of experience in municipal engineering, including master planning, hydraulic modeling, water and wastewater system design, roadway planning and conceptual design, and construction management. His diverse experience allows him to make sure your project objectives are met and provide effective coordination across design disciplines. Under Mike's leadership, Kimley-Horn has completed design and study projects for TxDOT, County governments, and Texas municipalities

RELEVANT PROJECT EXPERIENCE

- Santa Fe Waster and Wastewater Master Plan, Santa Fe, Texas
- Water Model Analysis, Houston, Texas
- Cedar Port Phase II Waster and Wastewater Master Plan, Chambers County Improvement District Master Plan
- Fulshear Water and Wastewater Impact Fee Study – Fulshear, TX
- Wastewater Treatment Plant Master Plan – Gainesville, TX
- Water and Wastewater Impact Fee – Saginaw, TX
- Water and Wastewater Master Plan – Decatur, TX
- Water and Wastewater Master Plan – Saginaw, TX
- Impact Fee Update – Decatur, TX
- 1.5 MG Jarvis Road Elevated Storage Tank – Saginaw, TX
- Trinity Falls 3.0 MG Elevated Storage Tank – McKinney, TX
- Wastewater relocation related to I-35 Frontage Road Widening – Gainesville, TX
- Thompson Street 16-Inch Water Transmission Main and FM 730 12-Inch Waterline – Decatur, TX
- Southeast 24-Inch Trunk Main – Saginaw, TX
- Development Review Services – Decatur, TX
- Charlotte Water Department - Long Creek Sanitary Sewer Stream Restoration – Charlotte, NC
- Water Department Designs Standards Update – Charlotte, NC



Jennifer Langford, AIA, CNU, PA

Architect, Principal

FOCUS AREAS

New Urban Design	Residential Building Design	Traditional Neighborhood Design
Commercial Building Design	Urban Infill	Sustainable Design



Education

Master of Architecture,
University of Virginia

Bachelor of Design,
University of Florida

Professional Affiliations/ Certifications

Certificate in American Urbanism
University of Virginia

Congress of New Urbanism,
Florida Chapter Board of Directors

American Institute of Architects

National Trust for Historic
Preservation

Builders Association of North
Central Florida

USGBC Heart of Florida, Chapter
President

Jennifer Langford has provided neighborhood and urban design through her company Jennifer Langford, AIA, CNU, PA as well as more traditional residential, commercial, mixed-use building design services since 2001. Jennifer graduated from the University of Florida with a Bachelor of Design, then studied at the University of Virginia for her Master of Architecture with a specialty in New Urban Design. After graduation, she was quickly hired to assist in development of the award-winning Haile Village Center and continued there for 6 ½ years. In 2001, she developed her own firm and has since amassed a respected and varied portfolio.

RELEVANT PROJECT EXPERIENCE

Highland Transformation Plan

Created varied housing types to address the need for diverse housing, while respecting the current scale, context and character of the existing neighborhood. Housing types created included single family, duplex, quad and townhouse. These renderings were provided to the City of Spartanburg to use for additional community engagement and initial marketing.

Laney Walker Bethlehem

After many years of decline, the Laney Walker Bethlehem neighborhood of Augusta became the focus of a community development project headed by the City of Augusta and the Augusta Housing and Community Development Department. Our firm was selected as part of a pool of professionals to provide Architectural Services. Our task was to design housing that would bring long term value to the neighborhood by creating high quality, efficient homes that complimented the historic urban context. With the help of the Mater Planner, ADP, the City was able to acquire enough properties and demonstrate the political will to reconfigure some properties and bring in upgraded utilities and services, making this new housing stock competitive with other new developments in the area. The following images represent a range of completed and now occupied homes.

Haile Village Center

As an employee of the Developer, Jennifer spent 6 1 /2 years working on the Haile Village Center as a primary focus. She was involved throughout the process of refining the Master Plan, designing and siting buildings and preparing construction documents. After establishing her own firm, she continued to design projects in the HVC, including mixed-use buildings, attached residential and single-family homes.

Proposed Approach

The Team’s approach to the scope of work requested to fulfill the project goals follows the three phases outlined in the RFQ document.

Phase I – Gather and Analyze

The initial planning phase develops the foundational relationship between knowledge, understanding, and action necessary for successful implementation projects. Planning begins with a thorough examination of local conditions, engagement with stakeholders and residents, and a breakdown of relevant information to form a cohesive and vivid picture of existing conditions. APD-U then connects these on the ground facts to the needs of the community through an emphasis on strategic planning tied to realistic goals and market realities. The results are plans ready for action. Following the examination of existing plans, studies, and neighborhood conditions, the APD-U Team would conduct an analysis of the data gathered. The analysis provides the basis from which recommendations and implementation strategies can be made. Market analysis studies are incorporated into the planning process within this phase of work.

Phase II – Design

The second phase is where the Team uses the knowledge gained through phase I in the design of specific concepts for the site. The scenarios are based on the properties highest and best use, while considering market constraints, and public engagement input. Cost scenarios are incorporated into this step to assess strengths and weaknesses for each scenario. Urban design considerations, housing scenarios, transportation and infrastructure play an important part in this stage of the planning process.

Phase III – Implement

In phase III is where the project concepts are narrowed down and finalized into one concept. We believe that for any plan to be truly successful an implementation strategy must be included that outlines action steps, who is responsible for carrying out the action steps, more detailed cost and funding considerations, and how soon in the redevelopment process we could expect the action to take place.

The project scope in the next few pages outlines these three phases in more detail.



Project Scope

Phase I

Task 1 Collect

The initial planning phase develops the foundational relationship between knowledge, understanding, and action necessary for successful implementation projects. APD-U’s commitment to planning and urban design reflects our belief that all good neighborhood planning, no matter the issue, should create actionable steps towards implementation. We think they are inseparable.

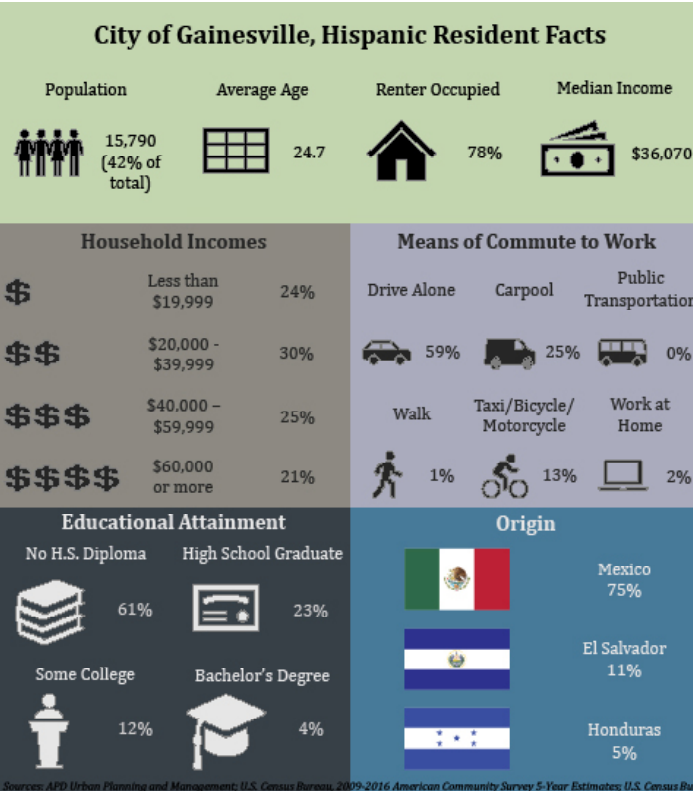
Task 1.1 Demographic Summary

The APD-U Team will conduct a high-level demographic analysis of key areas, which will inform implementation strategies. The APD-U Team will rely on the Houston Land Bank to provide ESRI GIS data for the study area geography inclusive of parcel and tax assessor data for the creation of maps and analysis of existing conditions and will utilize sources such as US Census and ESRI Business Analyst Tools. Areas of topical analysis will include: Geographic area and city context; demographics; population and employment characteristics; community resources; property characteristics; environment, and land use.

Deliverable: Settegast Demographic Summary

Task 1.2 Review of Previous Plans and Studies

The APD-U Team will review up to five (5) previous plans and existing studies. The following will be identified for each plan: elements of each plan which are most likely to still be relevant



Demographic Research Example - City of Gainesville

based on analysis of existing conditions, community input; elements or concepts of each plan that may require additional consideration; and elements or concepts of each plan that conflict with other plans. In other projects, the review of previous plans has served as a tool to understand the goals for the communities, preexisting efforts, and types of community engagements that have occurred in the past. The list of plans to be reviewed will be vetted with the client before this task is initiated. Plans to be reviewed could include:

- City of Houston General Plan
- Resilient Houston
- 1999-2003 Community Health Profiles

Deliverable: Previous Plans and Studies Summary

Task 1.3 Environmental Review

As described in the RFP response and questions, the project site currently has some environmental remediation challenges. The APD-U Team will work with client to determine a proposed boundary for an environmental review. This task would include an environmental site assessment similar to a phase I that would identify obvious, actual, and potential sources of contamination that could become an environmental liability.

Deliverable: Written report of findings, opinions, conclusions, and supporting documents.

Task 2 Analyze

Task 2.1 Existing Conditions Survey, Analysis and Map Series

The APD-U Team will create base maps using GIS data supplied by the client, and will use ESRI mapping application tools and google imagery to conduct a windshield survey to verify existing conditions at the parcel level within the Settegast Neighborhood. Parcels will be coded with a rating system to determine predominant housing typologies, existing condition, and tenure. The analysis will help identify and prioritize opportunities and threats based on conditions on the ground.

Deliverables: Existing Conditions Map and Summary Analysis

Task 2.2 Market Research/Scan

The APD-U Team will perform a market scan on four market segments: (1) Market rate housing; (2) affordable housing; (3) retail; and one additional market segments as needed. The analysis will focus on recent, current and projected supply and demand factors that will shape the market potential for the study area. The data collected will be aggregated into a Market San Report to inform the redevelopment of the project site.

Deliverable: Market Scan Report

Task 3 Listen and Verify

Task 3.1 Project Kickoff Visioning Session

The APD-U Team will hold a concept development/visioning session with the client and steering committee to establish:

- Goals, Objectives, and Guiding Principles of the site
- Project Context and interested parties
- Desired project boundary
- Desire for development options
- Discussion on values and team

Deliverable: Visioning Sessions Summary

Task 3.2 Steering Committee Meetings

The APD-U Team suggests the formation of a Steering Committee (SC), consisting of both public and private sector representatives selected at the discretion of the Houston Land Bank. The formation and input of the SC has been invaluable in other projects where implementation is a focus of a neighborhood plan. The SC will work with the APD-U Team to refine the project scope, refine the community participation process, assess project area dynamics, provide feedback on recent planning and development initiatives, identify opportunities for potential private sector involvement, and establish a framework for the project’s political support.

The SC will also be established as a purveyor for project follow up once the Plan for the Settegast Neighborhood is completed. The APD-U Team will document all meetings for the final report.

Deliverables:

- Bimonthly Conference Calls with Project Management Team;
- Four steering committee meetings, inclusive of project kickoff meeting and visioning session;
- Meeting agenda, schedule, and written meeting notes for all meetings; and
- Submission of monthly progress reports and invoices for all team member

Task 3.4 Stakeholder Interviews

The APD-U Team will conduct stakeholder interviews (up to 5) with members of the local community, organizations, necessary agencies, and others that are experienced in the local market and whose decisions can influence development costs and project interest. These interviews will identify any existing physical, demographic, or other market-based barriers to development and will shed additional light on area dynamics. They will also be a resource for identifying opportunities and constraints to pursuing the future, and they will provide vital input to the creation of the implementation plan. These interviews can also be shaped as focus groups of citizen advisory committees. Meeting can be held via online methods based on current dynamics with the COVID pandemic health restrictions. The APD-U Team will rely on the client to point to specific stakeholders and make the appropriate introductions.

Deliverables: Meeting Facilitation, Agendas and Notes

Task 3.5 Community Outreach and Engagement Framework

The APD-U Team begins each plan by developing a Community Outreach and Engagement Framework that recommends the procedures that will be utilized to get as much input as possible throughout all aspects of the plan. To develop the process the APD-U Team reviews public input from previous studies and identifies common themes, which are used as the basis for determining the direction of engaging the public during this process. It is important that we not duplicate previous efforts. The APD-U Team will rely on the client to provide outreach for the public meetings, reserve the appropriate space (if needed), and follow the recommendations to ensure that the public is knowledgeable about events pertaining to the plan. The Team will recommend various communication mechanisms to distribute information about the Plan.

Deliverable: Community Engagement and Outreach Framework

Task 3.6 Community Engagement Activity 1

Once the planning process begins, the APD-U Team will assess with the client the appropriateness of engagement methods for the community given health and gathering restrictions due to the COVID-19 pandemic. For this response, the APD-U Team is proposing an online community engagement tool for the first phase of the work to gather important data from current residents. We understand the limitations of online engagement, especially for communities of need, so every effort will be made to design ways in which these groups can be involved in the planning process. The APD-U Team proposed online surveys that will collect the following information:

- Visioning for the project site
- Program priorities for the community
- Visual Preferences for specific land uses and design
- Community Strengths, Weaknesses, Threats

Deliverable: Online engagement tools, project website, survey design, and summary of findings.

Phase II - Design

Phase II will allow the Houston Land Bank and community to assess difference scenarios for the redevelopment of the study area.

Task 4 Create Concept

Task 4.1 Neighborhood Framework

For this task the APD-U team will explore the site organizational strategies and key components including land use, activity nodes and connectivity. Site characteristics will be mapped including topography, drainage, and geographical features. These elements will be combined with the input received in Phase I to create a Conceptual Neighborhood Framework Plan that outlines specific land uses, block arrangements, and street configurations for the neighborhood. The conceptual framework will be presented to the client, and steering

committee for comment and review.

Deliverable: Draft Conceptual Framework

Task 4.2 Concept diagrams

The APD-U Team will prepare two (2) concept diagrams for one(1) selected area within the neighborhood which reflects repurposing of vacant parcels, restoration of existing structures if applicable, and additional program elements. These will include potential location of community amenities, required retention areas for sustainability purpose among other uses. Each concept would outline the proposed uses in the site plan by square foot, number of parking spaces proposed, and proposed number of single family, townhouses, apartments, commercial spaces, etc. An analysis of each project’s strength, weaknesses, opportunities, and threats will be created.

Deliverable: Two (2) Concept Diagrams, Program, SWOT Analysis for Concepts

Task 4.4 Housing Typology Board

The APD-U Team will create Housing Typology Boards to depict proposed character for this specific land use based on recommendations and input received through the proposed engagement processes. These could include examples of multifamily and single family product that would fit within the community.

Deliverables: Two (2) Housing Typology Boards

Task 4.5 Template Housing Options

The APD-U Team will develop three (3) schematic design house floor plans and elevations specifically for the Settegast neighborhood, further refining the findings from Task 4.4.

Deliverable: Three (3) schematic housing floor plans and elevations.

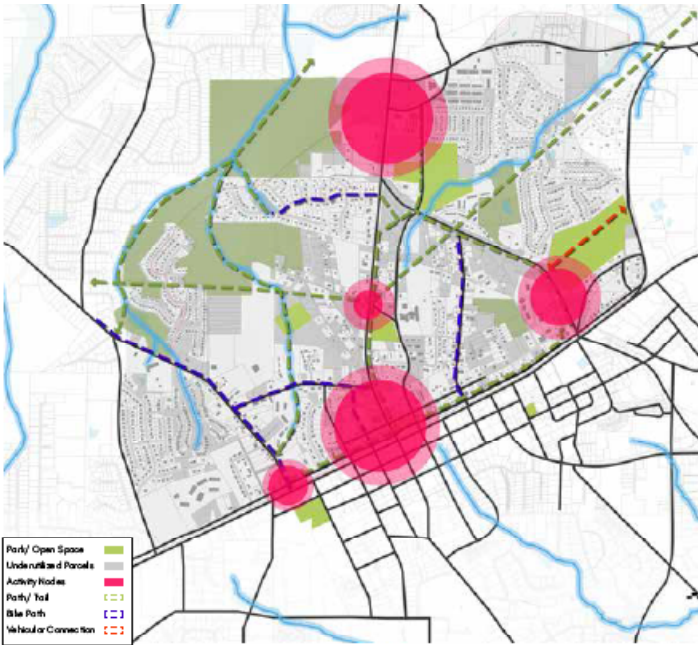
Task 5 Financial Feasibility

Task 5.1 Financial Proforma

The APD-U Team proposes to prepare a conceptual development proforma for the final concept plan. The purpose of the proforma is to test the development assumptions, based on the highest & best market opportunities and the ability to achieve the client’s goal for the site. This will include capital cost estimate and cash flow proforma, determination of supportable debt and equity, and identification of funding gaps. The purpose of this task is to determine the feasibility of the development and to identify potential funding gaps between the project cash flows and return on investment, as compared to the level of debt and equity required to undertake the development. A phasing plan will also be included based on the findings from the market scan.

Deliverable: Financial Analysis Model and Phasing Plan

Task 5.2 Infrastructure Cost Estimates



Example Framework - Northside Redevelopment Plan

Based on the preference concept the APD-U team will estimate the projected flows based on City of Houston standards. Estimates would include cost for tie into existing City of Houston water and wastewater lines, waterline taps and manhole connections. The need for a lift station will be assessed in existing and buildout conditions based on available topographic information. This task does not provide hydraulic analysis of either a water model or sewer model, which can be provided as an additional service upon written authorization.

Deliverable: A two page memorandum summarizing findings associated with the water and wastewater infrastructure analysis.

Task 6 Collaborate

Task 6.1 Community Engagement Activity 2

The second community engagement activity will share the two concept scenarios with a broader audience through online methods. This engagement can be designed as a virtual design charrette for a small group of 20 stakeholders, or a survey through the project website.

Deliverable: Summary of comments and findings

Phase III – Implement

Task 7 Final Concept

Task 7.1 Land Use Fit Analysis

Once a final concept is selected the APD-U Team will determine where and if future land uses should be altered to fit the vision for the community by comparing current future land use map to the Final Concept. The Team will map diagrammatically a proposed future land use map to meet goals and objectives



Example Illustrative - Atlanta Housing Real Estate Services

the plan.

Deliverable: Land Use Fit recommendations

Task 7.2 Final Illustrative

The APD Team will develop the Client approved conceptual plan into a final Illustrative Master Plan. At this stage, the Team will produce a final program for the site selected for final plan development including square footage per use/ parking provided/number of stories, etc. This color rendered line drawing will depicts streets, blocks, and parks/green space.

Deliverable: Final Concept Drawing Illustrative

Task 7.3 Community Retention Strategy

Settegast is described as one of the very few neighborhoods close to Houston’s downtown that is still affordable . Our research on housing affordability will validate this information and can be used to create a community retention strategies that points to programs and policies that can help protect existing residents.

Deliverable: Community Retention Strategy Document

Task 8 Document

Task 8.1 Funding Options

APD-U will identify potential funding sources for the concept project and the recommendations for neighborhood redevelopment. The analysis will also include a description of how each source can be used to leverage private investment through the creation of public/private development partnerships. In today’s development environment, very few organizations can accomplish development and revitalization on their own. The most dynamic and successful projects are accomplished through a cooperative arrangement that marries

the resources and expertise of public, private and nonprofit sectors. The APD-U Team will recommend funding strategies that will work in concert with each of the key components of the plan, looking at solutions aimed to expand opportunities for retail, housing, and supportive services in and around the neighborhood.

Deliverable: Funding Sources Matrix

Task 8.2 Implementation Recommendations

The Implementation recommendations will be the culmination of the above analyses for future implementation efforts. The APD-U Team’s primary focus is to offer viable recommendations that are grounded in the market realities of the study area’s strengths and weaknesses. It is crucial that short-term strategies focus on initiatives that the Houston Land Bank and implementation partners can undertake within the first few years. Undertaking incremental steps in the beginning stages of an implementation strategy should build momentum and give potential investors confidence in the plan.

For each action or strategy in the implementation plan, the APD-U Team will assign oversight responsibility, establish timetables for implementation and completion, and potential funding demands, and evaluate potential impacts. The implementation recommendations will be presented in a user-friendly matrix that can be distributed to various implementing organizations.

Deliverable: Implementation Recommendations

Task 8.3 Final Report

At the conclusion of all phases, a final project book will be produced. The contents will document the process used to develop the implementation recommendations and strategies, and provide clear, action steps for transitioning into implementation. The Plan will include all maps, charts, tables, graphic illustrations, supporting narratives, and any additional materials created during the course of the process that supports the implementation strategies recommended. The APD-U Team will present the draft report and implementation strategies to the Houston Land Bank for review and discussion. Feedback from the SC and other identified stakeholders will be expected within a 15-day period from the time the draft report is submitted.

Following feedback on the draft report, the APD-U Team will finalize and deliver the report to the Houston Land Bank within the agreed upon period of performance. The final report will be produced in a format that can be used by the Steering Committee, local non-profit developers, for profit developers, City officials, and other entities. This document is intended to be used as a resource document.

Deliverables:

- Electronic draft report for review
- Final Report in digital format

Similar Projects

The projects included below, and the projects included in the request for proposal highlight the extensive experience APD-U has creating and implementing plans in neighborhoods similar to Settegast.

NORTH SIDE REDEVELOPMENT PLAN

CITY OF DOUGLASVILLE

Douglasville, GA

Project Scope

In 2013 APD-U was tasked by the City of Douglasville to create a Redevelopment Plan for the North Side neighborhood. This community sits directly north of Downtown Douglasville. The goal of the Redevelopment Plan was to establish a framework for future growth in the community that protects existing residents and incentivizes development that aligns with the vision of the community and the broader city.

Our Work

APD-U collected existing conditions information for the North Side neighborhood including land use, zoning, building and parcel condition, and the condition of existing infrastructure. This information was utilized to develop a framework for future development as well as strategies for neighborhood redevelopment and revitalization. Short term projects were identified as well as short, mid, and long term opportunities for the community. Three Catalytic Project Areas and two Strategy Demonstration Areas were identified, each of which included a variety of policy or project-related recommendations. Project recommendations included conceptual site design and financial cost impact estimates.

Deliverables

APD-U completed the following task as part of the adopted plan for the City of Douglasville:

- Community Engagement through two open house sessions and stakeholder engagement.
- Retail Market Scan
- Collection of existing conditions through a windshield survey
- Development of land use and zoning recommendations
- Selection of catalytic projects
- Phasing and Implementation Plan

The Residential Strategy will look to attract new housing development, both single family and multifamily to the North Side.

1 INCENTIVES FOR DEVELOPERS

The lack of investment on the North Side can be partially explained by the perceived risk of early action on the part of developers.

The City can mitigate some of this risk by creating development willing to move fast.

2 INCENTIVES FOR HOMEOWNERSHIP

The North Side has seen declining homeownership over the past 10 years, with many single-family homes converted from ownership to rental properties.

Programs could be made available to increase local homeownership.

3 LAND USE/ZONING

Current regulations restricting the construction of multifamily rental and limiting the amount of units per acre has increased costs and restricted the development of walkable neighborhoods.

Down payment and closing cost assistance for new homeowners

Design guidelines to encourage a minimum standard of development quality

Training that prepares families for challenges of homeownership

4 PARK INVESTMENTS

Investments in greenspace can be a powerful tool in attracting new residential development, which often leads to higher rent local neighborhood amenities.

The City can use existing park improvement funding to attract residential developers willing to coordinate park improvements through a private-public partnership. The example below shows how park and residential development could be coordinated.

5 WALKING/BIKING INFRASTRUCTURE

New walking and biking infrastructure, in the form of sidewalks, shared-use trails, and bike paths, can help link new residential development with the neighborhood.

These infrastructure investments will make the North Side more attractive to new residential development and improve its quality in walking and biking are incorporated.

HERMAN E. PERRY PARK PROPOSED IMPROVEMENTS

WILLING WORKERS PARK W/ PROPOSED IMPROVEMENTS

RIVERFRONT PARK PROPOSED IMPROVEMENTS

CORNER OF DALLAS HWY & UPHAM MILL RD W/ PROPOSED IMPROVEMENTS

Strategies designed to attract new residents, provide opportunities for existing residents, and guide future development by repurposing vacant and underutilized properties for redevelopment and leveraging city assets.

GOALS

Cultivation Goals are focused on all goal types. These community-selected goals guide which actions and strategies are recommended.

- Connectivity**: Develop transportation infrastructure that connects the neighborhood to the rest of the city.
- Preservation**: Preserve historic and cultural resources and provide opportunities for reuse.
- Goods/Services**: Attract and support businesses, services, and amenities that provide opportunities for economic growth and job creation.
- Vibrancy**: Create a sense of place and community that attracts and retains residents and visitors.

ACTIONS

Cultivation Actions are policies or sets of policies that promote community revitalization and redevelopment in the long-term primarily through capital investments.

9 Cultivation Actions are shown on the right. Each of these actions will help support the success of the other actions, building a focused push towards positive long-term redevelopment.

These recommended actions will be shown in more detail on the 4 Strategy Posters found in Station 2.

- 1 Incentives for Developers
- 2 Homeownership Incentives
- 3 Land Use/Zoning
- 4 Marketing/Branding
- 5 Walking and Biking Infrastructure
- 6 Park Investments
- 7 Pedestrian Crossings
- 8 Traffic Calming

STRATEGIES

Cultivation Strategies are combinations of coordinated actions that are targeted towards a single development-related issue - like, residential, retail, greenspace, and pedestrian-oriented development.

To the right, all 9 Cultivation Actions are organized under their associated strategy. Some actions are used for more than one strategy.

This station provides more details on each of the four strategies. Visit each of the Residential, Retail, Greenspace, and Pedestrian posters to learn more.

RESIDENTIAL

2 1 3

RETAIL

4

GREENSPACE

6 7

PEDESTRIAN

5 8

PREDEVELOPMENT SERVICES FOR TRINITY EAST VILLAGE

EMANCIPATION COMMUNITY DEVELOPMENT PARTNERSHIP

Houston, Texas

Project Scope

APD-U worked with Trinity East Village CDC (TEVCDC), through the Emancipation Community Development Partnership (ECDP), to create alternative site plans, development programs and proformas for land owned by TEVCDC and other partners. The project area included land owned by TEVCDC, Midtown Redevelopment Authority, vacant lots and sites to be development by Center for Civic and Public Policy Improvement.

Our Work

The main focus of this project was to create a master plan that would guide future development in an area with high vacancy and fragmented property ownership. Previous planning efforts, such as the Third Ward Complete Communities Action Plan and the Houston Southeast Community Plan, and extensive community engagement informed the master plan. The master plan included a variety of housing typologies at various income levels to help create a more diverse neighborhood. Once the master plan was created, a detailed program and proforma were created to determine a phasing plan an initial development gap, and implementation strategies.

Deliverables

- Existing Conditions Map
- Conceptual Site Plans (2)
- Conceptual Site Plan Proformas (2)
- Action Plan Report

CLIENT:
Emancipation Community
Development Partnership
Trinity East Village CDC

CONTACT:
Herbert W. Greene
Trinity East Village CDC
Board President
hgreen19@comcast.net

Rev. Marilyn@att.net
Trinity East United
Methodist Church
Pastor
w.marilyn@att.net
(832)-671-5232

APD-U'S ROLE:
Community Engagement
Parcel Analysis
Site Planning

DATE OF SERVICE:
2018



CINCINNATI'S WEST END HOUSING FRAMEWORK

THE PORT OF GREATER CINCINNATI DEVELOPMENT AUTHORITY, THE SEVEN HILLS NEIGHBORHOOD HOUSES CENTER
Cincinnati, Ohio

Project Scope

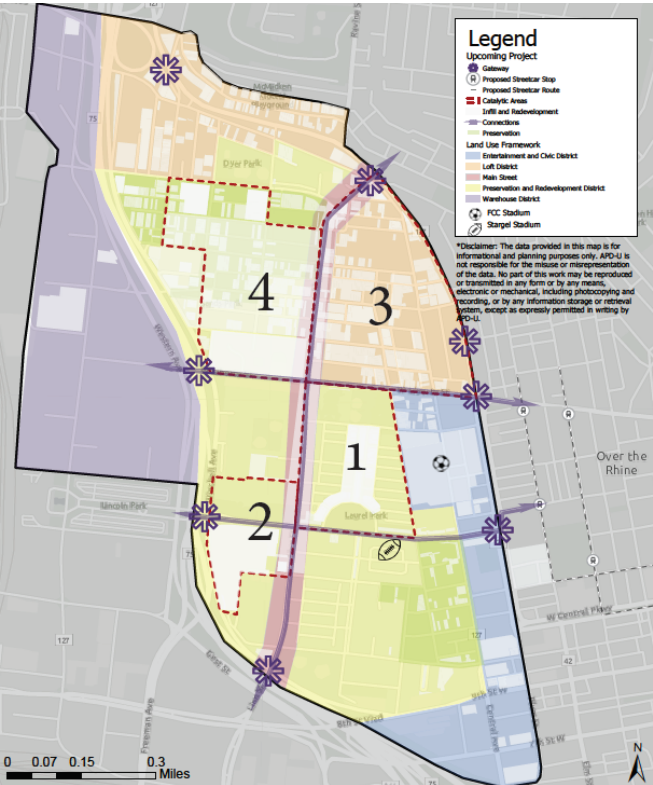
The PORT of Greater Cincinnati Development Authority commissioned a housing framework to guide the sustainable and equitable revitalization of the West End community without negatively impacting this historic community of Cincinnati. The key goals were to contextualize the threat of displacement, determine the current state of the neighborhood's price appropriate housing through community engagement, and achieve implementable action strategies to address price appropriate housing gaps in a manner that is transparent and acceptable to West End residents.

Our Work

The APD-U Team used a data-driven process as a foundation, and incorporated urban planning principles to create a housing study that considered the preservation of the history and the culture of the community as a basis for minimizing displacement. Existing conditions analysis of over 4,000 parcels, review of existing plans/studies/projects, and extensive stakeholder and community engagement provided the context for a community retention study and updated market profile. A housing analysis was conducted to understand the current local housing breakdown and housing gap. The subsequent Risk Displacement Analysis contextualized the threat of displacement if no investments or actions were taken in the neighborhood. A zoning analysis and location suitability analysis was also conducted to identify areas best suited for development of price appropriate housing and least likely to result in displacement. The result was the development of a West End Housing Framework that is supported by a housing vision approved by the community with recommendations that can be implemented by interested stakeholders.

Deliverables

- Parcel Analysis of parcel land uses, conditions, and tenure with accompanying map series.
- Displacement Risk Analysis with tiered potential population displacement.
- Community Retention Plan with current challenges and potential goals/strategies.
- Location Suitability Analysis with Catalytic Areas of Opportunity.
- West End Housing Framework Recommendations with roles and responsibilities.



CLIENT:
The Seven Hills
Neighborhood Houses
Center
901 Findlay Street
Cincinnati, OH 45214

CONTACT:
Alexis Kidd-Zaffer,
Executive Director,
The Seven Hills
Neighborhood Houses
Center
alexis.kidd@7hillsnh.com
(513) 407-5362

APD-U'S ROLE:
Community Engagement
Parcel Analysis
Demographic Analysis
and Mapping
Affordable Rental
Housing Preservation

DATE OF SERVICE:
2018 – 2019

Free

Houston Land Bank		
Tasks		Total Fee
1	Collect	\$6,492.00
2	Analyze	\$13,219.00
3	Listen and Verify	\$19,752.00
4	Create Concept	\$7,473.00
5	Financial Feasibility	\$7,368.00
6	Collaborate	\$4,984.00
7	Final Concept	\$9,120.00
8	Document	\$15,510.00
TOTAL		\$83,918.00

Proposed Timeline

The project shall be completed approximately six months from execution of agreement.

Optional Tasks

Task O1 Neighborhood Masterplan

The APD-U Team proposes the development of a master plan to graphically represent the future vision of the Settegast neighborhood. This illustrative hand-rendered masterplan would further refine the Neighborhood Framework created in Task 4.1 to detail placement of buildings, additional parking locations, and further refined open space, transportation options, and parking.

Deliverable: Illustrative Neighborhood Masterplan

Task O2 Commercial Market Analysis

The APD-U Team relies on the retail/services market analysis to give a realistic picture of what can be developed within our communities in terms of retail uses. The commercial market analysis will include the following tasks:

- Demand-Side Analysis
- Supply-Side Analysis
- Sales Potential and Leakage Analysis

Deliverable: Commercial Market Analysis

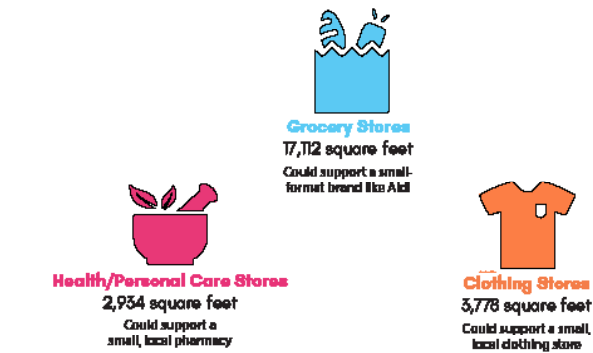
Task O3 Residential Market Analysis

A residential housing market analysis computes local supply and demand for housing and requires detailed existing for-sale and rental housing market conditions. The APD-U Team will conduct a thorough analysis of the owner-occupied and rental residential real estate supply in the Settegast neighborhood, focusing on both market-rate and subsidized/ income-controlled housing units. The Team will examine the following housing market segments:

- Owner-occupied market rate;
- Owner-occupied subsidized;
- Market rate rental;
- Subsidized rental;
- Senior and age-restricted housing; and
- Public housing.

An inventory within the thematic mapping will present rental

Grocery Stores Show Most Unmet Potential
Figure 56: Top Retail Potential



Example Retail Analysis Fiindings - Northside Redevelopment Plan

rates, condition, level of subsidy, and the specific land use type (single family, duplex, fourplex, etc.), as well any planned or approved projects on the horizon. To complement the supply-side, the APD-U Team will gather information on the current demand for owner-occupied and rental residential housing based on household size, age of householder and income level. This effort will provide a detailed analysis of the relative demand for market rate housing, subsidized housing and rental housing. Deliverable: Residential Market Analysis Report

Task O4 Economic Analysis

After gathering the existing conditions data for recent employment trends in the Settegast area, the APD-U team will assess the demographic characteristics of the community, recognizing that the economic development strategies need to be customized to the specific needs of the population. The projections, will outline both short term, and long term job creation goals for the neighborhood, aligned with the broader city of Spartanburg goals. APD-U will also research the tools available for economic development in the city, and potential partnership with local organizations.

Deliverable: Economic Analysis Conditions and Projection

Task O5 Community Engagement Activity 3

An in person community engagement open house is suggested as the third community engagement activity to receive comments on draft recommendations, draft concept plans, and the neighborhood framework to ensure that the plans address concerns from the broader community.

Deliverable: Community Activity 3 Summary of Findings

Task O6 Community Outreach

The APD-U Team has the skillset and is prepared to assist the Houston Land Bank in its outreach to community residents and stakeholders as part of this process. Outreach methods would follow the recommendations of the Outreach Plan but could include mailouts, handouts, social media posts, etc.

Deliverable: Outreach for community activities

Task O7 Civic Engagement Plan

The foundation of recommendations in our plans is based on the input of community members through the public engagement process. The APD-U Team envisions that this engagement with community should continue throughout the implementation of the recommendations. Accordingly, civic engagement recommendations will be included to continue to encourage civic participation and interaction with the community residents. The civic engagement strategies include recommendations for ongoing engagement with community members, non-profits, community development corporations, and other community led organizations.

Deliverable: Civic Engagement Recommendations

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Fax: (678) 705-1944
www.apdurban.com





REQUEST FOR BOARD ACTION

Meeting Date: January 14, 2021

Agenda Item VIII.e.: Consideration and Possible Action to Approve an Agreement with One World Strategy Group for Legislative Affairs Services in an Amount Not to Exceed \$50,020

ACTION SUMMARY

Approval of this item will direct and authorize execution of a \$50,020 contract for legislative affairs services with One World Strategy Group and Josh Sanders for support and engagement during the 2021 Texas Legislature and through the remainder of the calendar year.

BACKGROUND/OVERVIEW

After a successful 2019 legislative debut, and after considering the long-term interest of the organization and with the 2021 Texas Legislature convening in January 2021, HLB staff worked with the Board Chair to engage legislative affairs support via third-party expertise and relationships. During the 86th Texas Legislative Session, the Houston Land Bank attempted to change the existing statutory framework for land banks in Chapter 379.

SB 1918, filed by Sen. Carol Alvarado, and HB 3732, filed by Rep. Senfronia Thompson, were intended to amend 379.D which is the specific section that the Houston Land Bank may operate under. Staff and stakeholders provided testimony at the Senate Intergovernmental Relations Committee. SB 1918 passed the Texas Senate, 29-2. HB 3732 was given a hearing in the House Urban Affairs Committee, where additional testimony was provided, but the item was left pending and not voted out of committee to the House floor. Governor Abbott's policy staff ultimately had issues with the legislation, given the number of land bank statute proposals that were introduced during the session, and weighed in against it and other statute proposals during the process in the Texas House.

In July 2020, the Board approved an agreement with the Center for Community Progress (CCP) to provide land bank expertise and legislative support services with regard to the original bill filed in 2019 and will be refiled in 2021. In addition to the expertise brought by CCP, HLB sought support from legislative affairs professionals or firms with established relationships in Austin and an understanding of HLB's work, challenges and opportunities. The organization issued a request for proposals (RFP) in fall 2020 and evaluated five responses. This memo recommends selection of One World Strategy Group to support

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

HLB's work by informing and engaging legislators, the governor's office, agency staff and others as needed in 2021.

An RFP was posted September 11, 2020 with an initial response deadline of October 9, which was later extended by one week to October 16. The solicitation is included at the end of this memo; it outlined HLB's intent to secure legislative affairs services for the 2021 Texas Legislature, including assistance with passage of legislation related to HLB's work and monitoring of other relevant legislation, and communication with the executive and legislative branches regarding the impact of potential legislation on HLB's work. HLB received five proposals:

- Campos Consulting Group and The Bingham Group
- Cornerstone Government Affairs
- Greenberg Traurig
- One World Strategy Group with Joshua Sanders
- Carl S. Richie, Jr. and Texas Lobby Group

An evaluation committee consisting of Board Chair Matt Zeis, Partnerships Committee Chair Courtney Johnson Rose, Oversight Committee Chair Mario Castillo, Advisory Board Member Elijah Williams and President/CEO Anne Gatling Haynes reviewed the proposals received. After scoring the five proposals, the two top vote earners were asked to interview with the Evaluation Committee. One World Strategy Group and Carl S. Richie were interviewed. Although both firms are well regarded and would be extremely helpful to our efforts this year, the Evaluation Committee selected One World Strategy Group for this legislative session, given relationships, and direct familiarity with subject expertise of Land Banks.

The contract attached is for a one-year engagement, on a monthly retainer basis is being put forward for Board consideration; if the Board approves, staff will initiate execution of the agreement. Please note that this year it is anticipated that the legislative session/season may be extended and or special sessions may occur after the standard traditional calendar—therefore a year engagement is necessary to maintain our presence throughout the process.

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

houstonlandbank.org



Request for Qualifications
Legislative Affairs Services

| 10.16.20

**houston
landbank**

WHEN WINNING IS THE SOLUTION

One World Strategy Group
oneworldstrong.com

Bidding with Joshua Sanders LLC

LETTER/INTENT TO WORK

October 16, 2020

Dear Houston Land Bank Selection Committee,

Thank you for the opportunity to present the credentials of One World Strategy Group, LLC to provide government relations and legislative strategies. One World Strategy Group, is a Houston-based strategic communications firm, founded in 2004. We pride ourselves in the use of a performance improvement model that helps us guide public perception, policy and business.

As Lobbyists and Consultants, our job goes beyond crafting legislation, regulatory language or MOUs to include shedding insights into why things are done as they are, and how things are done, while guiding the process to represent your business interests.

Many find managing the politics at the same time carrying out the mission a strenuous distraction. that's where we come in.

At One World, we go beyond managing your regulatory and business needs, we consider ourselves a partner who will provide political and strategic intelligence to guide your decisions. We manage multiple levels of government, industry sectors and key players while identifying possible opposition, creating positive public perception and moving your initiatives forward.

We focus our efforts on coalition building and the identification of opportunities. Our team will assist you in developing your value proposition and public rollout taking into account the importance of educating decision makers, who ultimately set the table for success.

While many organizations have in-house lobbyists, those who do not find our services even more critical as we monitor legislation, manage relationships and provide "a face in the room and boots on the ground," during policy and business discussions. Leaving the Houston Land Bank time to focus on its primary mission. Simply put, we expand your footprint to meet your goals.

We appreciate the opportunity to submit our credentials and look forward to a chance to speak directly with you.

Sincerely,



Jeri Brooks
CEO

OUR TEAM OF POWERFUL LOBBYIST

Both Jeri Brooks and Joshua Sanders are long-term Houston and Austin lobbyists that have worked on a variety of issues including real estate land development and affordable housing. Beyond their technical expertise, they are beloved members of the Houston community and have built strong relationships with relevant stakeholders.



Jeri Brooks

Jeri Brooks is Founder and Lead Strategist of One World Strategy Group, LLC. With more than 25 years of experience, her reputation for strategic problem solving and powerful execution has positioned her as a Top 100 state-ranked Hired Gun lobbyist as lauded by the 2019 Capitol Insider's Texas Lobby Power Rankings. Jeri is an impactful partner bringing home big wins for local, state, and global industry leaders on public policy matters.

Brooks cut her teeth in the State lobby during the 84th Legislative Session working on a variety of issues including pensions, taxes, transportation, insurance, education, and a plethora of important Texas-based issues. Prior to starting One World and her work in Austin, Brooks served as Communications Director for the Annise Parker for Mayor political campaign, a communications consultant for a leading national credit union consulting firm and the Director of Training for a local financial institution. She holds a Bachelor of Science in Speech Communication and Master of Arts in Communications specializing in Organizational Meaning Systems. Jeri serves the community as Chairwoman of the Houston Permitting Center Advisory Committee, Chairwoman of the Greater Houston Black Chamber Advocacy and Policy Committee, Co-Chairwoman of Delta Sigma Theta Sorority, Inc's Social Action Committee and serves as a board member on the boards of Big Brothers Big Sisters Lone Star, Boy Scouts of American Sam Houston Area Council. Member of the Professional Advocacy Association of Texas.

Joshua Sanders

Joshua Sanders is the owner of Joshua Sanders, LLC. He is a lobbyist focused on providing government relations and policy advocacy for clients facing regulatory and procurement issues. Josh has formed and developed nonprofits, political action committees, and advocacy campaigns to shape many legislative changes in Houston and the Texas Legislature.

Josh has been a registered lobbyist at the State of Texas since the 81st Legislative session (2009). He has represented client interests dealing with real estate and development, special districts, transportation, public safety unions, taxes, workforce development, and land banks.

Josh currently serves on the boards of Sketch City, a technology based non-profit and TXRX Labs, a non-profit maker space providing support for small urban manufactures and workforce development training. Josh serves in various stakeholder capacities at the City of Houston including but not limited to the General Plan Steering Committee, Walkable Places Planning Commission Subcommittee, and the Redevelopment and Drainage Task Force. Josh received his BA in Political Science from Texas State University.



EXPERIENCE^{AND} QUALIFICATIONS

Governor's Office Relationships

Gardner Pate, Deputy Chief of Staff
Catarina Gonzalez, Affordable Housing Policy

Sponsored Texas Legislature Caucuses

Texas House Democratic Caucus
Texas House Republican Caucus
Texas Black Legislative Caucus
Mexican American Legislative Caucus
House Innovation and Technology Caucus

Relative Members of the House and Senate Relationships as Related to Land Bank Issues

Intergovernmental Relations: Senator Lucio (Chair), Schwerner (Vice Chair), Alvarado
House Urban Affairs: Chen Button (Chair), Gonzalez, Middleton, Morales
The team has strong working relationships with the entire Houston delegation.

Legislation and Policy Passed HB 100, 85th Legislature

House Author: Chris Paddie (R)
Senate Sponsor: Charles Schwertner (R)
Relating to the regulation of transportation network companies.

HB 1576, 86th Legislature

House Author: Dade Phelan (R)
Senate Sponsor: Dawn Buckingham (R)
Relating to the delivery of certain transportation services under Medicaid and certain other health and human services programs.

Voluntary Collection Agreement

Airbnb and Texas Comptroller of Public Accounts

Article V Appropriation, 86th Legislature on behalf of TXRX, Labs

House Author: Gene Wu (D)
Request for \$500,000 for pilot program administered by a non-profit that provides hands-on vocational training to prepare the next generation of trades and has been vetted by a federal or state labor or workforce entity. The funding would come through the Texas Workforce Commission's Appropriated Fund 0185 - Skills Development Fund for the purpose of increasing access to industry and workforce training needs in a county with a population of more than three million people.

Familiarity with Texas law regarding land banks and community development, particularly development of affordable homes.

SB 1918, 86th Legislative Session (Houston Land Bank Bill)

During the 2019, 86th Legislative session, Joshua Sanders represented the Houston Land Bank on a pro-bono basis. With support from the HLB Board, Staff, and Center for Community Progress, SB 1918 was filed by Senator Carol Alvarado in the Texas Senate, and HB 3732 was filed by Rep. Senfronia Thompson in the Texas House.

SB 1918 was referred to and heard in the Senate Intergovernmental Relations Committee. After testimony by various interest groups, along with a Senate work group that included IGR staff along with staff from Lt. Governor Patrick, a substitute version of SB1918 was agreed upon and passed out of the IGR committee unanimously. SB 1918 was passed out of the Senate by a 28-2 vote, and referred to the House Urban Affairs Committee.

SB 1918 was gaining support through the Texas House and House Urban Affairs Committee when Governor Greg Abbott's policy staff stepped in with questions and concerns. Although HB 3732 by Rep. Senfronia Thompson received a hearing in the House Urban Affairs Committee, the bill was not ultimately voted out of committee therefore ending the chances for passage.

SB 1918 was drafted to repeal and replace the existing bracketed land bank statute in Texas code under 379.D. Since the formation of the original organization in 1999, the Land Assemblage and Redevelopment Authority, the organization has operated under a patchwork of statutory authorities provided by state law and not under 379.D.

ADDITIONAL QUALIFICATIONS

Tracking and Reporting

Telicon is an online proprietary platform that provides the most comprehensive, accurate and timely information on legislation, legislators and committees possible. Telicon provides real-time analytical tools and innovative legislative intelligence features. Telicon will allow our team to compile real time reports on all legislation that will have an impact on the operations and interests of the HLB. Both One World and Josh Sanders LLC pay for the exclusive use of this tool.

We will maintain, update and distribute a weekly legislative tracking document inclusive of legislation associated with Houston Land Bank and partner association issues. Our team will also identify and communicate more frequently in the event of hot issues arising. We will host telephone and/or Zoom update meetings for the Board and staff on a schedule determined by your team. Finally, our team will be responsible for submitting a final written report and Board presentation at the conclusion of the Legislative Session.

Strategy + Advocacy

Our Process is Simple...

We begin with a thorough assessment of the current situation, a series of strategy sessions, the creation of measurable objectives and a plan to move forward inclusive of finalizing the 2021 legislative agenda, developing an advocacy plan for both short and long term legislative success.



Once we have finalized our go forward plan, both Jeri and Josh will be your “boots on the ground” and your “eyes and ears” in Austin working closely with elected officials and their staff.

We will be responsible for tracking and attending appropriate hearings and coordinating testimony (written or oral) as appropriate and based on the 87th Legislature COVID-19 protocols.

Relationship building is at the core of our advocacy efforts. We have identified many of the key legislators, agencies and community organizations necessary to assist in moving the legislative agenda of Houston Land Bank forward. And, if we do not know someone already, that’s what we’re great at... Building relationships on your behalf.

5. A list of at least two clients with whom the respondent worked within the past five years and an example of a success achieved with them. Include the client, contact name, email address and phone number. Commitment to delivering high-quality services as evidenced by references from current and/or former clients (15 points)

WHO WE REPRESENT THEN & NOW

Jeri Brooks

Midtown Houston (current client)

Midtown Redevelopment Authority/TIRZ, Midtown Management District and Midtown Parks Conservancy

Matt Thibodeaux, Executive Director
mthibodeaux@midtown-tx.org
713.526.7577

Midtown Redevelopment Authority/TIRZ,
Midtown Management District and Midtown Parks Conservancy

Rice Management Company (current client)

Samuel "Sam" Dike, Manager of Strategic Initiatives
Samuel.Dike@rice.edu

Joshua Sanders

Lyft (current client)

Lyft, Inc. - Transportation Network Company
Fernando Trevino, Government Affairs Manager Southwest
ftrevinojr@lyft.com
(830) 765-9915

Passed HB 100 (statewide TNCs) and HB 1576 (Non-Emergency Medical Transportation)

Harris County Improvement District 1 (current client)

Uptown Houston District
John Breeding, Uptown Houston District President
jrbreeding@uptown-houston.com
(713) 819-3006

Houston Business Journal - The Influencers: These lobbyists, government affairs professionals represent Houston's industries at the Statehouse. 3/21/19

“ One World has a keen understanding of how to manage community, government and all relevant stakeholders. Their tenacious approach provides the client a confidence that matches the delivery of the team's strategy and tactics. They are an easy-going team with a tunnel-vision on meeting the goal. Jeri has been a long-term partner exceeding the traditional consultant expectation. ”

Matt Thibodeaux, Midtown

We currently represent or have represented some of the largest organizations (before they were US and global giants) in the world, in Houston and the State of Texas. What that means is we understand politics... we've pulled all-nighters and had the focus change because of major headlines. We are flexible and ready to serve.

One World Current Client List



Hillco | Uber | Smart Cities
Rice Management Company | Midtown Houston
Reef Technologies | East End Makers Hub
Houston Firefighters Relief and Retirement Fund

Joshua Sanders, LLC Current Client List



Accenture | Axon | Denison Development
Harris County Improvement District 1
Houston Museum of Natural Science
Houston Professional Fire Fighters Association
Intersection, LLC | LaTrelle's | Lyft | Main Bell Realty

Shared Clients



Houston Toolbank | TXRX Labs

RESOURCES & TOOLS

Our Tools

Telicon is an online platform that provides the most comprehensive, accurate and timely information on legislation, legislators and committees possible. Telicon provides real-time analytical tools and innovative legislative intelligence features.

Telicon will allow our team to compile real time reports on all legislation that will have an impact on the operations and interests of the HLB.

Beyond our core lobbyists, the One World team has additional staff that monitor committee hearings and agency meetings.

Center for Community Progress

It is no secret that the Center for Community Progress is the nation's leading resource when it comes to addressing the full circle of property revitalization. Our team looks forward to working with the Center for Community Progress and their team to advance HLB legislation through the Texas Legislature.

The Houston Land Bank Board

With any legislative or advocacy effort, participation by the client and their leadership will be key to advancing the collective effort of the team. As lobbyists, it is our job to help put the client in a position to engage key stakeholders so that they can tell their story. We will require participation from the Houston Land Bank Board members to help advocate for their interests and to help support our efforts of educating the Legislature on the function and needs of the HLB. This may require attendance of meetings, written or verbal testimony, or helping build the coalition that will be needed to pass new statutory authority for the HLB.

RELATIONSHIPS

Relationships with other organizations / Specific local relationships

The team of One World Strategy Group and Joshua Sanders LLC have developed relationships throughout Houston and the State of Texas that will be advantageous to the legislative efforts of the HLB. Within our own relationships, client base, and colleagues with which we work, there is no group or individual that we can't engage with.

Stakeholder Groups

Houston Housing Collaborative

Houston Community Land Trust

Houston Parks Board

Texas Association of Builders

Texas Housers

Harris County Commissioners Court

Harris County Flood Control District

City of Houston

Committees of Interest

Senate - Intergovernmental Relations

Sen Eddie Lucio, Chairman

Sen Charles Schwertner, Vice Chairman

Relevant Members: Sen Carol Alvarado (SB 1918 Sponsor)

House - Urban Affairs

Rep. Angie Chen Button, Chairwoman

Rep. Matt Shaheen, Vice Chairman

Relevant Members: Rep. Christina Morales, Rep. Valoree Swanson

Important Dates

November 9th, 2020 - First day to pre file bills for 87th Legislative Session

January 12th, 2021 - 87th Legislature Convenes at 12pm

March 12th, 2021 - Last day to file bills

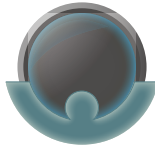
May 31st, 2021 - Last day of 87th Legislative Session (Sine Die)

June 20th, 2021 - End of 20 day post-session Governor sign or veto period

8. An explanation of the type of ownership (sole proprietorship, partnership, corporation, joint venture, or limited liability company—list state in which incorporated) and parent company, if any, of the company responding to this RFP.

8A. A commitment that the proposing individual(s) or firm(s) are aware of and will remain in full compliance with any ethics and registration requirements for lobbyists while performing services for HLB.

OWNERSHIP & COMMITMENT



ONE WORLD
STRATEGY GROUP

One World Strategy Group is a limited liability company registered in the State of Texas.

1400 McKinney St., Suite 1112

Houston, Texas 77010

Certifications: City of Houston MWDBE, State of Texas HUB, Houston First

one
world
strategy group

JOSHUA SANDERS

Joshua Sanders LLC is limited liability company registered in the State of Texas

1801 Main St., Suite 1300

Houston, TX 77002

josh
sandersllc

We commit to remain in full compliance with any ethics and registration requirements for lobbyists while performing services for Houston Land Bank.

Both Jeri Brooks and Joshua Sanders are Houston municipal and State of Texas registered lobbyists. They both submit appropriate credentials to regulating entities.

Jeri Brooks is a member of the Professional Advocacy Association of Texas.

LEGISLATIVE PROCESS DUE TO COVID-19

Without question the 87th Legislature will have significant changes to the manner in which business is conducted. We've had conversation with members of the Senate and House of Representatives and the one and only consistent statement is, "We don't know, but we're working to figure it out."

More specifically, following insights have been provided:

- The House of Representatives will operate under temporary rules at the opening of Session.
- There is discussion on limiting the number of members allowed on the House floor and limiting the number of people allowed into the Gallery.
- There are ongoing questions about the wearing of masks.
- Resolution ceremonies that typically occur at the opening of each day on the Floor are likely to be suspended with the exception of extreme circumstances.
- They are also in discussion of limiting the number of bills, however there is also a thought that members should be able to determine what is necessary beyond the overarching issues of appropriations, education, taxes and healthcare.
- We may anticipate Plexiglass for committee rooms, the Senate and House Floors.
- Virtual meetings with Legislators and staff may be common practice this session.

Our work for the Legislature doesn't begin on January 12th, we've been working to continually build relationships, educate members and look for opportunities for our clients.

Our practice is built on knowledge of the process and relationships, so in a time like this, it's business as usual as it can be. And, what we mean by that is instead of a face-to-face meeting, perhaps we text members or staff, because we already know them and they us. Inside and outside of Session, we host members and clients at our Westgate location, which is literally across the street from the Texas State Capitol. What this means for you is we live in Austin during the Session and with the thought that we may not be able to go in the Capital, we're only a short distance from them coming to us.

We are confident that we know who and how to work to complete your legislative agenda and request an opportunity to represent the Houston Land Bank.



CONSULTANT AGREEMENT

This Consultant Agreement (this “Agreement”) is executed as of the 15th day of January, 2021 (the "Effective Date") between One World Strong (“Consultant”) and Houston Land Bank (“HLB”) (collectively “Parties”) and sets forth the essential general terms of the business relationship between the Parties. The Consultant was selected through a competitive procurement of the 2020 RFQ for Legislative Services.

1. **SERVICES.** HLB will utilize Consultant for independent scopes of work as needed regarding matters related to services outlined in the 2020 RFQ for Legislative Services, and as outlined in Exhibit “A” and “B” (collectively “Services”).

2. **TERM AND TERMINATION.** The term of this Agreement shall be for the Effective Date through December 31, 2021, and may be renewed for a one year term thereafter upon mutual written agreement of HLB and Consultant. This Agreement and any Services provided pursuant to it may be terminated by HLB at any time.

3. **COMPENSATION.** Consultant shall be paid for Services in accordance with the rate sheet included in the RFQ Submittal, and attached hereto as Exhibit “A”.

4. **AUTHORIZATION.** Aside from the basic scope as listed in Exhibit “A,” upon contact from HLB requesting Services, the consultant will prepare a scope of work and estimated fee based on billing rates and services as outlined in Exhibit A. No work is to commence until HLB has approved the full scope of Services from the Consultant.

5. **INSURANCE.** Consultant shall maintain adequate insurance covering all employees working on Services as required by law and shall provide evidence of said insurance upon request by HLB.

6. **INDEPENDENT CONTRACTOR STATUS.** Consultant is and shall at all times be an independent contractor with respect to the Services that it is rendering to HLB pursuant to this Agreement and Consultant shall at no times be an affiliate, employee, agent, partner or representative of HLB and Consultant shall not take any action nor in any way hold itself out as such. At no time shall Consultant have any authority or power to bind HLB or to act on behalf of HLB in any manner, including without limitation, making any direct or indirect representation or covenant by HLB to any third party.

7. **CONFIDENTIALITY.** Consultant agrees that the terms and conditions of this Agreement shall be confidential, and that Consultant shall take all steps reasonably required to preserve the confidentiality of all communications between HLB and Consultant, Consultant further agrees that any trade secrets, material non-public information or any other like information of value relating to the business of HLB or any of its affiliates, including but not limited to, information relating to pricing, potential transactions, processes, systems, methods, formulae, patents, patent application,

research activities and plans, contracts, names of potential customers, which it will acquire during its engagement by HLB or any of its affiliates or which it may hereafter acquire during the term as the result of any disclosures to it, or in any other way, shall be regarded as held by the Consultant in a fiduciary capacity solely for the benefit of HLB, its successors or assigns, and shall not at any time, either during the term of this Agreement or thereafter, be disclosed, divulged, furnished, or made accessible by the Consultant to anyone, or be otherwise used by it or its employees or agents except in the course of business of HLB. The covenants set forth herein shall survive the expiration of the term and termination of this Agreement and shall remain in full force and effect regardless of the cause of such termination.

8. PROPERTY OF HLB. During the course of performing the Services, Consultant's directors, officers, employees, or other representatives may, independently or in conjunction with HLB, develop information, produce work product, or achieve other results for HLB in connection with the Services it performs for HLB. Consultant agrees that such information, work product, and other results, systems and information developed by Consultant and/or HLB in connection with such Services (hereinafter referred to collectively as the "Work Product") shall, to the extent permitted by law, be a "work made for hire" within the definition of Section 101 of the Copyright Act (17 U.S.C. § 101), and shall remain the sole and exclusive property of HLB. To the extent any Work Product is not deemed to be a work made for hire within the definition of the Copyright Act, Consultant with effect from creation of any and all Work Product, hereby assigns, and agrees to assign, to HLB all right, title and interest in and to such Work Product, including but not limited to copyright, all rights subsumed thereunder, and all other intellectual property rights, including all extensions and renewals thereof. Consultant further agrees to provide all assistance reasonably requested by HLB, both during and subsequent to the term of this Agreement, in the establishment, preservation and enforcement of HLB's rights in the Work Product.

9. RETURN OF HLB PROPERTY. Upon any termination of the Agreement, Consultant agrees to immediately turn over to HLB any and all records, files, documents, writings and data of every kind and nature (the "Files") relating to the Services performed and agrees not to retain any copies or other electronic reproductions of the Files, including voicemails, dictation recordings, and video files, unless consented to by HLB.

10. DISPUTE RESOLUTION. Each party commits that in the event of a dispute, which can be defined as an allegation by either one of the Parties against each other regarding claims arising out of or relating to any aspect of this Agreement and the Services, is referred to herein as a (the "Dispute"). The Parties shall first endeavor to resolve the Dispute by good faith negotiations between or among the Parties. In the event the Parties are unable to resolve the matter, the Parties agree to attempt to mediate their Dispute within thirty (30) days after the Dispute initially arose, using a third party mediator approved by both Parties. All mediation proceedings shall be confidential, and no information exchanged in such mediation shall be discoverable or admissible in any litigation involving the Parties. HLB reserves the right to any and all additional contract remedies under the law if mediation is not successful.

11. ENTIRE AGREEMENT. This Agreement, together with all exhibits, constitutes the entire agreement between the Parties with respect to the subject matter hereof. This Agreement supersedes, and the terms of this Agreement govern, any prior agreements with respect to the

subject matter hereof with the exception of any prior confidentiality agreements between the Parties. This Agreement may only be changed by mutual agreement of authorized representatives of the Parties in writing.

IN WITNESS WHEREOF, the Parties hereto have caused this Consultant Agreement to be executed as of the Effective Date.

HOUSTON LAND BANK

By: _____
Name: _____
Title: _____

One World Strong, LLC

By:  _____
Name: Jeri Brooks
Title: CEO + Lead Strategist

Exhibit "A"

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



87th Legislative Session

January 2021

- Strategy meeting with HLB staff and appointed Board to discuss strategy.
- Determine Authors and other sponsors
- File legislation
- Set-up tracking
- Make initial contact with Committee members (upon finalization of committee assignments)
- Bi-Monthly update via Zoom
- Establish process for HLB staff and board engagement
- Develop list of third party advocacy groups

February 2021

- Outreach / education of legislation
- Bi-Monthly update via Zoom
- Monitoring and lobbying legislation and committee meeting
- Outreach to other third-party advocacy groups
- Establish and coordinate with Social Media and Communications team

March 2021

- Weekly update via Zoom
- Monitoring and lobbying legislation and committee meeting
- Outreach to other third-party advocacy groups
- Deploy support coalition advocacy

April 2021

- Weekly update via Zoom
- Monitoring and lobbying legislation and committee meeting
- Outreach to other third-party advocacy groups
- Deploy support coalition advocacy

May 2021

- Weekly update via Zoom
- Monitoring and lobbying legislation and committee meeting
- Outreach to other third-party advocacy groups
- Deploy support coalition advocacy

June 2021

- Legislative Session Update
- Strategy for remainder of the year

Fee Structure

January - May 2021
\$6,000/month

June - December 2021
\$2,860/month



REQUEST FOR BOARD ACTION

Meeting Date: January 14, 2021

Agenda Item VIII.f.: Consideration and Possible Action to Accept a Subgrant of \$64,000 from MyConnect Community to Evaluate the Feasibility of Producing and Preserving Affordable Housing in Gulfton, a Complete Community and part of the Mayor's agenda.

ACTION SUMMARY

Approval of this item will direct and authorize HLB staff to sign a sub-grant agreement with My Connect Community (MCC), a community development corporation located in Gulfton, who received a grant from JP Morgan Chase Foundation for the term of one year.

BACKGROUND/OVERVIEW

Gulfton, as a Complete Community under the Mayor's Strategic Initiative, is one neighborhood that has unique housing conditions and land use patterns, requiring a unique strategy as outlined in the 2018 Complete Community report and various other planning documents. My Connect Community has worked closely with the community to support social services, education, local better jobs, as well as initiating projects that will support affordable housing needs. The Mayor's Complete Communities report provides that a key goal in the neighborhood is to provide additional affordable housing, and preserve existing affordable housing.

As the physical conditions are different in this community, from the traditional single-family neighborhoods wherein HLB has worked, this project is to help identify how Houston Land Bank can assist the community in order to achieve the Mayor's affordable housing goals. When presented with an opportunity to address 'Preserving Affordability,' as presented by JP Morgan Chase, MCC and HLB collaborated on a grant application that would address the particular needs of Gulfton, where MCC has been working, and where HLB had not yet worked. The grant budget total is \$150,000, of which HLB would receive \$64,000 to support staff time and project management expertise on a unique feasibility project. JP Morgan Chase Foundation is a national philanthropy who provides significant funding nationwide to support urban redevelopment projects.

Project Goals:

- i. Develop a multi-modal, including renter-and owner occupied, housing strategy to advance affordable housing goals in Gulfton and adjacent/related neighborhoods, strengthening the ecosystem of community partners around affordable housing.

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

- ii. Identify ways to preserve affordability in housing units that are at risk with adaptive reuse of existing structures;
- iii. Identify sites that may provide for the production of new affordable housing, specifically homeownership opportunities, to support adaptive reuse projects and additional housing typologies;
- iv. Through education and relationship building, develop direct opportunities between renters and homeownership opportunities in adjacent/related neighborhoods and community partners around affordable housing

Gulfton is a densely populated diverse neighborhood that has seen a generation of change since it was first developed in the 70's, and the neighborhood thrives as a destination for immigrants—as a first step in their American experience—despite crowded and insufficient housing options. Complete Communities Report: “Gulfton is a community of renters, where many new arrivals to the United States get their start. As a result, it is also a transitional community. In 2016, more than 69% of residents had lived in the neighborhood rental housing for less than five years.” There are approximately 50,000 people in this neighborhood, over 28,000 are foreign born, and over 15,000 units of housing are rental (600 home owners). The housing stock is predominantly multi-family buildings that were designed to suit a different market (young professionals) at a different time (the 70's when Gulfton was a suburban outpost of downtown).

The current stock of naturally affordable housing, primarily in the form of multi-family apartment buildings, are nearing the end of their useful life, and are vulnerable to further decline without intervention. The ‘suburban’ urban landscape of apartment buildings and malls was created to support a car culture, not a family-friendly neighborhood. The apartment buildings that many consider home are already dense and to provide appropriate spaces and amenities for existing residents there will need to be clever retrofits in order to retain units, especially in light of building upgrades that will lead private landowners to raise rents. Given COVID-19, there have likely been significant job losses for those involved in the retail and hospitality sector, and a decline in demand for the informal economy services, saddling an at-risk population with even more hurdles to securing more permanent housing options as well as maintain their current residences.

This project will analyze both the ways in which the Gulfton affordable housing system can be reinforced and adapted over time to better suit the needs of families, and community, as well as consider how best to support families on the spectrum of housing choices that they need. Although it has been identified that 300 net new units of housing will be needed in the short term, this planning evaluation will take into consideration the new units that might be needed for any phased adaptive reuse scenario of existing multi-family units, as well as take a more nuanced look at the types of units/ownership models that will be needed to provide choice for area residents, and where they might be deployed, and by whom.

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281.655.4600

houstonlandbank.org

SUBGRANT AGREEMENT

This Subgrant Agreement (this "Agreement") is executed as of the ____ day of _____, 2021 (the "Effective Date") by Houston Land Bank ("HLB" or "Subgrantee") and My Connect Community ("Grantee") collectively ("Party or Parties").

R E C I T A L S

A. Grantee has received a grant in the amount of \$150,000.00 (the "Grant") from JP Morgan Chase Foundation ("Grantor") hereby attached as Exhibit "A", in support of Preserving Affordability System Pilot for Gulfton (the "Project").

AGREEMENT

For good and valuable consideration, the receipt and sufficiency of which is acknowledged, Grantee has designated HLB as Subgrantee to the Grant, the scope and budget of which is provided in the attached Exhibit "B". The Parties hereby agree that Subgrantee shall receive \$64,000 from Grantee for the Program and further agree as follows:

1. Grantee and Subgrantee agree to the following collective goals:
 - i. Develop a multi-modal, including renter-and owner occupied, housing strategy to advance affordable housing goals in Gulfton and adjacent/related neighborhoods, strengthening the eco-system of community partners around affordable housing.
 - ii. Identify ways to preserve affordability in housing units that are at risk with adaptive reuse of existing structures;
 - iii. Identify sites that may provide for the production of new affordable housing, specifically homeownership opportunities, to support adaptive reuse projects and housing needed;
 - iv. Through education and relationship building, develop direct opportunities between renters and homeownership opportunities in adjacent/related neighborhoods and community partners around affordable housing
 - v.
2. Term. The Grant is to start January 15, 2021, and is anticipated to be completed by December 31, 2021.
3. Term Expansion. This Agreement can be extended or renewed by either Party for subsequent terms at any time, pending available funds, and in accordance with the funding agreement
4. Termination. Although it is anticipated that this relationship will be mutually rewarding and ongoing, this Agreement can be terminated by either Party at any time with proper

30 day notice, a mutual agreement on how to complete the remaining scope of work as envisioned by the Grant, and as contracted with the Grantor.

5. Anticipated Roles. For the duration of the project, it is anticipated that the Parties will have the following roles:

My Connect Community, as the Grantee, will serve as Primary Grant Manager and be responsible for submitting the application, all financial and administrative duties related to this grant, and all required reporting. Grantee will also be the lead agent on convening neighborhood stakeholders as well as the Task Force, as mentioned in the program proposal. It will be responsible for contracting and overseeing the work of the subgrantee and all consultants.

(a) The Houston Land Bank, as Subgrantee, will be the day-to-day Project Manager, who shall lead the consultant team for the market analysis, neighborhood land use and new housing production strategy, adaptive reuse project feasibility, as well as evaluating the homebuyer experience from rental to ownership. Subgrantee will also prepare regular reports of the ongoing work with input from Grantee, where appropriate, and act as lead in coordinating with various City of Houston agencies.

6. Project Communication. For the duration of the Project, it is anticipated that the Parties will have bi-weekly check-ins, based on a mutually agreed upon schedule. In light of the collaborative nature of the partnership, it is envisioned that both Parties will be aware of and copied on key correspondence that will affect/pertain to their various organization's sphere of involvement and/or external relations. The lead representative to the Grantor will be Grantee.

7. Press and Communications. Grantee will remain the lead for any Press and Communications about the Project, and will advise on when and how local elected officials and/or press should be notified about the activities of the Project, although Subgrantee is expected to contribute and help draft any related materials required. Subgrantee reserves the right to make announcements about the Project, and include information in organizational collateral marketing materials, with permission from Grantee, and in accordance with Grantor agreement.

8. Scope and Budget. The Project Scope and Budget are included in Exhibit B, based on the Grant agreement and concept paper as provided in Exhibit A.

9. Entire Agreement. This Agreement, together with all exhibits, constitutes the entire agreement between the Parties with respect to the subject matter hereof. This Agreement supersedes, and the terms of this Agreement govern, any prior agreements with respect to the subject matter hereof with the exception of any prior confidentiality agreements between the Parties. This Agreement may only be changed by mutual agreement of authorized representatives of the Parties in writing.

IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be executed as of the Effective Date.

SUBGRANTEE

HOUSTON LAND BANK

By: _____
Anne Haynes, CEO/President

GRANTEE

MY CONNECT COMMUNITY

By: _____
Name: _____
Title: _____

EXHIBIT "A"

GRANT

EXHIBIT "B"

SCOPE

Project Outline: The project can be considered in three distinct phases:

Pre-Project Organization: December-February 2021

- ID Task Force Members *MCC*
 - Property Owners-multi family
 - Resident Reps (rental and owner)
 - Area realtor(s)
 - Institutional Reps (health center)
 - Lenders (CDFI, Local)
- Identify Project Manager *HLB*
- Contract Architecture/Planning Firm (w/HLB input) *MCC*
- Procure Land Use Research Technology *HLB*

Phase I: Audit February-March 2021

Initiate Consultant Work:

- Existing Housing Stock Inventory: Review of properties with most need; most risk; and most willing owners
- Site Inventory: Underutilized sites, including commercial, for new production of housing
- Market: current supply and demand for housing/types/cost related to area rentals

HLB

- Creation of Task Force, Meeting 1 (support by MCC)
- Identify local ecosystem of homebuyer realtors/resources in Area

MCC

- Scope Economic Development contract work
- Outreach to area owners.

Phase II: Analysis & Engagement April-June 2021

- HLB
 - Task Force Meeting 2, Public Meeting #1, Survey 1 (support by MCC)
 - Homebuyer Education Outreach & Workshop
 - Advance Property Acquisition Pipeline
- Consultant Work:

- Strategic Adaptive Reuse Feasibility on 'Sample' properties, proforma & development options
- New Production Test Fits –Assess yields and development sequence to support Adaptive Reuse scenarios
- Develop Adaptive Reuse Mockup
- MCC
 - Manage Economic Development contract work and coordinate with ongoing

Phase III: Strategies

June-December 2021

- HLB
 - Task Force Meeting 3, Public Meeting #2, Present Recommendations (support by MCC)
 - Homebuyer Education Outreach & Workshop, Connect renters to Buyers
- HLB/MCC
 - Develop Policy proposal w Kinder/City/CLT/HLB (Analysis of existing)
 - ID funding for Acquisition and Adaptive Reuse
- Consultant Work:
 - Finalize final report, distribute materials to stakeholders & area landholders
 - Finalize Adaptive Reuse Mockup & Demonstrate

Project Budget Breakdown—Related to Houston Land Bank

	Grantee	SubGrant HLB	Total Amt
Staff Costs	18,000	37,000	55,000
Admin Costs	5,000	2,000	7,000
Professional Fees	53,000		53,000
Tech Support		25,000	25,000
Misc	10,000	--	10,000
TOTAL:	86,000	64,000	150,000

As a part of the proposal, the sub grantee will provide in-kind support, including the investment of RE Staff position, CEO staff time, minimal marketing costs, approximately \$25,000 towards the property research technology tool 'Building Blocks/Tolemi' and another \$20,000 of professional fees towards the consultant's work, specifically tied to the work to evaluate new sites for new single family production of housing, and the land securitization for any adaptive reuse project to assure affordability to existing housing units.