



**BOARD OF DIRECTORS REGULAR MEETING  
April 8, 2021**

**Table of Contents**

Agenda	Page 1
March 11, 2021 Meeting Minutes	Page 5
Finance Report	Page 13
President's Report	Page 23
Legislative Update	Page 29
Item IX.a: Round 4 and Round 3 Hold Lot Sales	Page 35
Item IX.b.: Round 3 Lot Sale	Page 39
Item IX.c.: APD Agreement – Planning Services for Settegast	Page 41
Item IX.d: Acquire Property in Second Ward /East End (Harrisburg/Burr)	Page 55



## **Board of Directors Regular Meeting Agenda**

**Thursday, April 8, 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:

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

### **AGENDA**

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

*Speakers must be registered in advance by 5 p.m. on Wednesday, April 7, 2021, To register, please use our online form at [www.houstonlandbank.org/resources](http://www.houstonlandbank.org/resources), e-mail [info@houstonlandbank.org](mailto:info@houstonlandbank.org) or call us at 281-655-4600. The Chair will call on speakers and allow three minutes per speaker.*
- III. Consideration and Adoption of Meeting Minutes
  - a. March 11, 2021 Board Meeting
- IV. Chairman's Greeting: Matt Zeis
- V. Committee Reports:
  - a. Executive Committee: Matt Zeis, Chair
  - b. Finance Committee: Laurie Vignaud, Chair
    1. Monthly Financial Report
  - c. Partnership and Program Development: Courtney Johnson Rose, Chair
  - d. Real Estate Acquisition and Disposition: Victor Mondragón, Chair
  - e. Procurement and Oversight: Jesus DeAnda, Chair
- VI. President's Report: Anne Gatling Haynes, CEO/President

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- VII. Mayor’s Office/Complete Communities Report: Ex Officio Director Christa Stoneham
- VIII. Legislative Update: Jeri Brooks and/or Joshua Sanders, Legislative Affairs Consultants
- IX. Board Action Items

- a. Consideration and Possible Action to Accept Real Estate and Development Committee and Staff Builder Lot Selection Recommendation for Round 4 and Round 3 Hold Lot Sales Under the HLB Traditional Home Building Initiative [Address – HCAD# – Proposed Price – Builder Listed Below]

1. 0 Dulcimer- 0810040000014 – \$17,491.00 – St. Bernard Parish, Inc.
2. 3718 Grassmere – 0771850100001 – \$18,281.00 – St. Bernard Parish, Inc.
3. 311 Tennessee – 0141180380007 – \$11,675.07 – St. Bernard Parish, Inc.
4. 0 Attwater – 0300170070003 – \$6,500 – Lawrence Builders
5. 0 Attwater – 0300170110008 – \$6,500 – Lawrence Builders
6. 0 Kenton – 0300170070012 – \$6,500 – Lawrence Builders
7. 0 Haight – 0300180410007 – \$13,000 – Lawrence Builders
8. 6920 Shotwell – 0660250070780 – \$15,055 – SXG Capital Group
9. 6924 Shotwell – 0660250070781 – \$15,055 – SXG Capital Group
10. 6521 Shotwell – 0660250030713 – \$16,028 – SXG Capital Group
11. 0 Touchstone – 0731320000453 – \$27,865 – Europa Homes

- b. Consideration and Possible Action to Accept Real Estate and Development Committee and Staff Builder Lot Selection Recommendation for a Round 3 Lot Sale Under the HLB Traditional Home Building Initiative [Address – HCAD# – Proposed Price – Builder Listed Below]

1. 8414 Safeguard – 0761490010003 – \$35,530 – SXG Capital Group

- c. 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

- d. Consideration and Possible Action to Authorize and Direct Staff to Acquire 26,377 Square Feet of Property in the Second Ward/East End for a Purchase Price Not to Exceed \$620,000 (0 Harrisburg – HCAD# 0280120000007 – Oak Lawn Block 10, Tracts 7, 8 and 9)

- X. 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.*

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







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

**March 11, 2021**

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, March 11, 2021 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	Janae Ladet
David Collins	Jesus DeAnda
Carol Galloway	Courtney Johnson Rose
Victor A. Mondragón	Antoinette Jackson
John David Vasquez	Juan Cardoza-Oquendo

Board members absent were: Laurie Vignaud, Christa Stoneham, Tonzaino Bailey, and Pastor Steve Hall. Others in attendance included: Anne Haynes, the CEO/President for the Houston Land Bank; Jennifer Allison, Vice President of Operations and Programs for HLB; David Benson, Director of Organizational Excellence for HLB; Marye Barba, Manager–Inventory and Administration for HLB; Ivan Zapata, 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, Vice President of Finance and Accounting for HLB; Gracie Saenz, In-house counsel for HLB; Darice Harris, Vice President, 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; and Ron Butler, Manager–Property Maintenance for HLB.

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

Chairman Matt Zeis called the regular meeting to order at 12:03 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 public speakers registered to attend today's meeting.

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

### **a. February 11, 2021 Board Meeting**

Chairman Zeis noted that the minutes for the February 11, 2021 regular meeting of the Board of Directors were previously circulated for review and comment. He asked if there were any comments for discussion to such minutes. Hearing none he requested a motion to approve and adopt such minutes as written.

Director Galloway made a motion to adopt the minutes, as written, of the February 11, 2021 regular Board of Directors meeting, which motion was then duly seconded by Director Johnson Rose. The minutes were then 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. He encouraged the new Board members to serve on as many committees as they feel comfortable with. He mentioned that even with the lifting of the mask mandate this week by the Governor, he intends to keep this meeting virtual for as long as possible, subject to state law.

## **V. Committee Reports:**

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

Chairman Zeis announced that the Executive Committee met on March 4, 2021 to discuss the structure and new chairs for the committees, the Limited Alternative Land Use Program, real estate brokerage services, general liability and property insurance, and the preliminary budget for Fiscal Year 2022.

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

Chairman Zeis noted that Ms. Vignaud was not present for today's meeting and therefore requested Mr. Gonzalez to report on the recent meeting of the Finance Committee.

Mr. Gonzalez addressed the Board and stated that at yesterday's meeting of the Financial Committee, the monthly financial position of the HLB was discussed along with the preliminary Fiscal Year 2022 budget.

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

Ms. Haynes stated that the HLB is continuing to place lots into production with about 121 properties between the two programs in development right now. She noted that 97 of these properties are in the HLB Traditional Program with the remaining properties in the City's New Home Development Program.

She then encouraged everyone to participate in one or more of the HLB committees to integrate staff work and Board involvement more effectively.

Ms. Haynes reported that there are currently 497 properties in the HLB lot inventory which is dropping because of the recent sales of lots in the Traditional Program. Of these properties, HLB is holding 221 lots for the Houston Housing Department. She noted that some lots have legal issues which need to be addressed before these lots can be moved into the production realm. Ms. Haynes then reported that Chairman Zeis has requested a projection for the development of houses over 18 months. She noted that 69 lots were placed for sale on March 1st in the Traditional Program which will be reported on by Ms. Harris at the April Board meeting.

Lastly, she mentioned that she is working closely with Mr. Gonzalez on the Fiscal Year 2022 Budget projections with regard to the program objectives and achieving the goals of the HLB. Also, she hopes to hear from the US EPA regarding the grant the HLB applied for last October which was a coalition grant for Brownfields to provide resources for environmental evaluations of properties being considered for purchase.

## **VII. Mayor's Office/Complete Communities Report: Ex Officio Director Christa Stoneham**

Director Stoneham was not in attendance for today's meeting therefore there was nothing to report with regard to this Agenda item.

## **VIII. Board Action Items**

### **a. Consideration and Action to Confirm Appointment of Jesus DeAnda as Board Secretary**

Director Johnson Rose made a motion to confirm the appointment of Jesus DeAnda as Board Secretary, which motion was duly seconded by Director Galloway and passed with the unanimous vote of the Board.

### **b. Consideration and Possible Action to Approve Proposed Revisions to HLB Committee Structure**

Chairman Zeis presented a slide to depict the proposed revisions to the HLB Committee Structure which was discussed at the Strategic Planning Committee meetings late last year. He noted that the new Real Estate Acquisition and Disposition Committee will handle the work previously under the responsibility of the Executive Committee. He mentioned that this change

has been discussed over the past several months and will assist with proportionately distributing the work and reduce the burden on certain committees.

Director Mondragón made a motion to approve the proposed revisions to the HLB Committee Structure, which motion was duly seconded by Director DeAnda and passed with the unanimous vote of the Board.

**c. Consideration and Possible Action to Confirm Appointment of HLB Committee Chairs**

1. Finance Committee: Laurie Vignaud
2. Partnership and Program Development: Courtney Johnson Rose
3. Real Estate Acquisition and Disposition: Victor Mondragón
4. Procurement and Oversight: Jesus DeAnda

Chairman Zeis reported that Director Vignaud has agreed to continue to act as the Chair of the Finance Committee and Director Johnson Rose has agreed to remain as Chair for the Partnership and Program Development Committee. Also, he reported that Director Mondragón has volunteered to become the Chair of the Real Estate Acquisition and Disposition Committee, and that Director DeAnda has volunteered to Chair the Procurement and Oversight Committee.

Director Mondragón made a motion to confirm the appointments for each of the HLB Committee Chairs as noted above, which motion was duly seconded by Director Ladet and passed with the unanimous vote of the Board.

**d. Consideration and Possible Action to Accept Program Committee and Staff Builder Lot Selection Recommendation for the Sale of Property to Fellowship Missionary Baptist Church Through the HLB Limited Alternative Land Use Program [Address - HCAD# - Proposed Price Listed Below]**

1. 4429 Brinkley - 0690150050023 -- \$29,385
2. 4501 Brinkley - 0690150050037 -- \$24,530

Ms. Harris stated that this Agenda item will allow staff to negotiate and close the sale of two HLB owned lots to the Fellowship Missionary Baptist Church under the terms and provisions of the HLB Limited Alternative Land Use Program.

She mentioned that the Alternative Land Use Program is a revision and replacement of the prior Right of First Refusal Program, which the Board approved at its meeting on February 11, 2021. HLB Staff recommended that the Fellowship Missionary Baptist Church be approved to purchase HCAD 0690150050023 – located at 4429 Brinkley and HCAD 0690150050037 – located at 4501 Brinkley under the Alternative Land Use Program.

Ms. Harris stated that these two lots are located in the Sunnyside neighborhood and the Fellowship Missionary Baptist Church has met the requirement of being deemed an eligible owner of "Adjacent Property" under the Alternative Land Use Program. For purposes of this Program an "Adjacent Property" is defined as one that shares at least one common property boundary with the applicable HLB lot (including, without limitation, a common corner point). HLB Staff determined that these two lots are unable to support affordable housing due to either their close proximity to the church, or being within the actual church property complex. The Fellowship Missionary Baptist Church also met the requirement of maintaining the lots for five consecutive years. Each lot, being 9,900 square feet and 8,250 square feet, respectively, is to be utilized for the expansion of the previously existing church located on adjacent land.

Director Galloway commented that the original mission of the HLB was to return lots purchased at the foreclosure sales to the tax roll, however churches are tax exempt.

Director Mondragón asked if qualified purchasers include individuals and non-profit organizations. Ms. Harris explained that the new Alternative Land Use Program changed the definition of qualified purchasers but does not exclude community gardens.

Chairman Zeis noted that the sale of these two lots which have a limited scope into cash which can then be used to acquire lots which are buildable for affordable housing for the future.

Director Mondragón made a motion to accept the recommendation to sell the subject two HLB owned lots to the Fellowship Missionary Baptist Church under the new Alternative Land Use Program, which motion was duly seconded by Director Cardoza-Oquendo and passed with the unanimous vote of the Board.

- e. **Consideration and Possible Action to Approve Agreements for Real Estate Marketing and Brokerage Services to Be Provided through December 31, 2022**
  - 1. Exit Realty 360
  - 2. TAS Realty Group
  - 3. Womack Development & Investment Realtors
  - 4. Walzel Properties

Ms. Allison stated that this Agenda item will authorize HLB to execute agreements for real estate marketing and brokerage services with four real estate brokers selected through a competitive procurement process. The brokerage service agreements will be in effect through December 31, 2022 and include current HLB rates and terms, except for minor administrative changes to contract language to improve coordination and efficiency.

She mentioned that with HLB's home sales for the City's New Home Development Program expanding in recent years and the outlook for new development, staff initiated a request for qualifications to identify a group of real estate brokers to assist HLB in broadening its

marketing scope. The selected real estate brokerage professionals proposed for Board approval will assist HLB in marketing and selling homes to income-qualified buyers.

Ms. Allison stated that HLB received seven responses to the request for qualifications issued in September 2020. The evaluation of responses was completed in November and were reviewed and evaluated by a four-member committee comprised of:

- Courtney Johnson Rose (HLB Board of Directors)
- Jen Allison (HLB Staff)
- Gonzalo Gonzalez (HLB Staff)
- Darren Blakemore (Houston Community Land Trust Staff)

Ms. Allison noted that the scoring matrix included (a) the ability to provide full maintenance services, (b) creativity and innovation with regard to marketing affordability, (c) familiarity with affordable housing, (d) experience in the HLB neighborhoods, (e) customer service, and (f) accessibility.

After initial scoring, the evaluation and review committee conducted virtual interviews with three respondents (TAS Realty Group and Exit Realty 360 were not interviewed as they are current brokerage service providers to HLB) during January 2021, eventually selecting four businesses to provide real estate marketing and brokerage services as follows:

- TAS Realty Group
- Exit Realty 360
- Womack Development and Investment Realtors
- Walzel Properties

Director Mondragón asked if these real estate brokerage firms will receive the same sales commissions as currently paid by HLB. Ms. Allison responded that the new Listing Agreement will provide for the same sales commission as currently paid to the real estate firms under contract with HLB.

Director Jackson Rose then made a motion to approve the agreements for real estate marketing and brokerage services with Exit Realty 360, TAS Realty Group, Womack Development & Investment Realtors, and Walzel Properties which motion was duly seconded by Director Jackson and passed with the majority vote of the Board. Director Collins abstained from voting on the motion to approve this Agenda item.

**f. Consideration and Possible Action to Approve the Proposed HLB Fiscal Year 2022 Draft Budget for Submittal to the City of Houston**

Mr. Gonzalez stated that this Agenda item will approve HLB's Proposed Fiscal Year 2022 Draft Budget for submittal to the City of Houston as required by City of Houston requirements for local government corporations. He noted that this is not the final Fiscal Year 2022 budget, which will be brought to the Board for approval before the current fiscal year ends on June 30, 2021.

Mr. Gonzalez informed the Board that the City of Houston Administrative Procedure 2-10 requires all local government corporations created to support City operations or programs to submit a draft budget for the upcoming fiscal year by March of each year to the City's Finance Department. He noted that this preliminary budget is not the final HLB budget for Fiscal Year 2022. The final budget will be presented for Board approval and will likely include adjustments to the preliminary budget (because the annual reimbursements from the City via the Housing and Community Development Department are not set until October of each year).

Mr. Gonzalez and HLB Staff prepared the preliminary HLB Fiscal Year 2022 Budget which includes anticipated revenue of \$3.98 million to fund \$3.87 million in planned expenditures, leaving a projected one-year surplus of more than \$100,000. The proposed Fiscal Year 2022 expenditures in the preliminary budget are down slightly from the \$4.06 million Fiscal Year 2021 budget approved by the Board in June 2020 for the current fiscal year.

He then presented a table comparing the Fiscal Year 2021 annualized revenues and expenditures (based on performance to date and projections) to the Fiscal Year 2021 budget approved by the Board and to the preliminary Fiscal Year 2022 budget as proposed. The latter is driven by the following assumptions and highlights:

#### Revenue

- HLB Traditional Program dispositions will decrease from the Fiscal Year 2021 amount as fewer lots will be available for sale due to lack of infrastructure, the need for significant clearing of property, and other factors.
- The City's New Home Development Program anticipates 35 home sales for the fiscal year which lots are to be reimbursed at market value along with the administrative fee per closing.
- Funding from the City of Houston through the Operational Agreement is relatively unchanged from year to year.

#### Expenditures

- Staffing levels hold constant from year to year, with 10 full-time positions and one part-time position funded for a total of 10.5 FTEs.
- Legal fees are projected to increase slightly as a result of adding procurement and organizational development legal expertise, along with various property issues that may arise.
- Lot maintenance expenses are expected to decrease from the current fiscal year as reduced inventory will yield less land to maintain.
- A planned \$500,000 allocation toward an acquisitions pool for HLB's Home Building Initiative is intended to replenish inventory available for the organization's traditional program for home builders.



- The proposed Fiscal Year 2022 Budget assumes full expenditure of Acquisition and Development Agreement funding in Fiscal Year 2021, with no new funding allocated to acquisitions under the agreement.

Director Galloway made a motion to approve the proposed HLB Fiscal Year 2022 Draft Budget, which motion was duly seconded by Director Johnson Rose and passed with the unanimous vote of the Board.

**IX. Executive Session**

- a. Discussion Regarding the Value or Transfer of Real Property

The Board did not meet in Executive session during this meeting.

**X. Action Items from Executive Session.**

Nothing to report.

**XI. Board Member Comments**

Director Mondragón proposed providing assistance to any of the HLB homeowners affected by the winter storm last month in a similar fashion as the assistance it provided during the lumber price increases. He proposed assisting with providing plumbing supplies needed to repair any problems with frozen water pipes. Ms. Allison mentioned that HLB sent out information to its homeowners with regard to due diligence to take to protect their homes prior to the storm. She noted that she has not received any communications from any of the HLB homeowners concerning problems with plumbing matters.

**XII. Adjournment**

Chairman Zeis asked if there were any additional matters to be considered by the Board. Hearing none, the regular Board meeting adjourned at 12:51 p.m. upon the motion of Director Johnson Rose, which was duly seconded by Director Galloway.

Minutes Prepared By:

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

Signed on the \_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
Secretary



# Houston Land Bank

## Budget vs. Actuals: Fiscal Year 2021 BAB - FY21 P&L Departments

February 2021

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
<b>Income</b>				
Acquisition and Development Agreement				
Acquisition Proceeds	23,738.89	366,767.08	-343,028.19	6.47 %
Disposition of Lots	376,200.00		376,200.00	
Disposition Proceeds	0.00	51,708.54	-51,708.54	0.00 %
<b>Total Acquisition and Development Agreement</b>	<b>399,938.89</b>	<b>418,475.62</b>	<b>-18,536.73</b>	<b>95.57 %</b>
Administrative Fees		11,250.00	-11,250.00	
HLB Program Revenue				
Disposition Proceeds	54,612.00	100,000.00	-45,388.00	54.61 %
<b>Total HLB Program Revenue</b>	<b>54,612.00</b>	<b>100,000.00</b>	<b>-45,388.00</b>	<b>54.61 %</b>
Operations Agreement	108,643.99	179,709.00	-71,065.01	60.46 %
<b>Total Income</b>	<b>\$563,194.88</b>	<b>\$709,434.62</b>	<b>\$ -146,239.74</b>	<b>79.39 %</b>
<b>GROSS PROFIT</b>	<b>\$563,194.88</b>	<b>\$709,434.62</b>	<b>\$ -146,239.74</b>	<b>79.39 %</b>
<b>Expenses</b>				
Acquisition Cost - NHDP		310,629.17	-310,629.17	
Admin - Other				
Advertising & Marketing		1,286.67	-1,286.67	
Bank Service Charges	290.70	300.00	-9.30	96.90 %
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		3,439.52	-3,439.52	
<b>Total Company Insurance</b>	<b>2,362.80</b>	<b>5,344.33</b>	<b>-2,981.53</b>	<b>44.21 %</b>
Computer and Internet Expenses	34.98	589.94	-554.96	5.93 %
Conference & Meeting		45.00	-45.00	
Depreciation Expenses	200.09	2,388.51	-2,188.42	8.38 %
Dues and Subscription	746.29	1,305.00	-558.71	57.19 %
Filing Fees		127.73	-127.73	
Office Expenses		450.78	-450.78	
Leasing Office Equipment	241.25	234.71	6.54	102.79 %
Meals & Entertainment		123.47	-123.47	
Office Supplies		158.79	-158.79	
Postage and Delivery		16.46	-16.46	
Printing and Reproduction	32.74	162.42	-129.68	20.16 %
<b>Total Office Expenses</b>	<b>273.99</b>	<b>1,146.63</b>	<b>-872.64</b>	<b>23.90 %</b>
Rental and Lease Expense	4,875.00	4,875.00	0.00	100.00 %
Software Usage	1,502.22	9,000.00	-7,497.78	16.69 %
Storage Rental	78.00	77.00	1.00	101.30 %
Telephone Expense	403.35	611.84	-208.49	65.92 %
Travel and Lodging Expenses				
Lodging Expense		150.00	-150.00	



# Houston Land Bank

## Budget vs. Actuals: Fiscal Year 2021 BAB - FY21 P&L Departments

February 2021

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Mileage Expense		166.67	-166.67	
Parking		49.70	-49.70	
Travel Expense		125.00	-125.00	
<b>Total Travel and Lodging Expenses</b>		<b>491.37</b>	<b>-491.37</b>	
<b>Total Admin - Other</b>	<b>10,767.42</b>	<b>27,589.02</b>	<b>-16,821.60</b>	<b>39.03 %</b>
Employee Cost				
Health Insurance	6,632.67	8,424.08	-1,791.41	78.73 %
Payroll Services Fee	122.82	223.79	-100.97	54.88 %
Payroll Taxes	4,863.49	14,002.39	-9,138.90	34.73 %
Retirement	1,349.14		1,349.14	
Wages and Salary	57,956.14	81,544.39	-23,588.25	71.07 %
<b>Total Employee Cost</b>	<b>70,924.26</b>	<b>104,194.65</b>	<b>-33,270.39</b>	<b>68.07 %</b>
Legal Fees	5,868.60	5,750.00	118.60	102.06 %
Professional Services				
Accounting Fee	7,220.00	8,921.67	-1,701.67	80.93 %
Consulting Fee	4,193.75	32,013.89	-27,820.14	13.10 %
Contract Work		9,166.67	-9,166.67	
<b>Total Professional Services</b>	<b>11,413.75</b>	<b>50,102.23</b>	<b>-38,688.48</b>	<b>22.78 %</b>
Property Cost - Maintenance		5,638.84	-5,638.84	
Property Expenses				
Clearing of Land Cost	375.00		375.00	
Special Lawn Mowing	1,700.00		1,700.00	
Standard Lawn Mowing	12,954.58	48,609.59	-35,655.01	26.65 %
<b>Total Property Expenses</b>	<b>15,029.58</b>	<b>48,609.59</b>	<b>-33,580.01</b>	<b>30.92 %</b>
<b>Total Property Cost - Maintenance</b>	<b>15,029.58</b>	<b>54,248.43</b>	<b>-39,218.85</b>	<b>27.71 %</b>
Property Cost - Disposition HLB				
Closing Cost	4,494.40	5,500.00	-1,005.60	81.72 %
Lots COGS	6,223.70	62,500.00	-56,276.30	9.96 %
Pesticide or Weed Treatment		11.37	-11.37	
Utilities and Drainage Expenses	245.66		245.66	
<b>Total Property Cost - Disposition HLB</b>	<b>10,963.76</b>	<b>68,011.37</b>	<b>-57,047.61</b>	<b>16.12 %</b>
Property Cost -Disposition NHDP				
Closing Cost - NHDP		12,000.00	-12,000.00	
Legal Fees - NHDP	2,240.00	11,666.67	-9,426.67	19.20 %
Pesticide or Weed Treatment		11.37	-11.37	
Property Taxes - NHDP		107.34	-107.34	
Repair and Maintenance	6,896.76	4,666.67	2,230.09	147.79 %
Security and Secure Property Co	659.00	4,716.33	-4,057.33	13.97 %
Soft Cost of Construction - NHDP	112.95	3,726.00	-3,613.05	3.03 %
Water and Utilities		1,646.67	-1,646.67	
<b>Total Property Cost -Disposition NHDP</b>	<b>9,908.71</b>	<b>38,541.05</b>	<b>-28,632.34</b>	<b>25.71 %</b>



# Houston Land Bank

## Budget vs. Actuals: Fiscal Year 2021 BAB - FY21 P&L Departments

February 2021

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
<b>Total Expenses</b>	<b>\$134,876.08</b>	<b>\$659,065.92</b>	<b>\$ -524,189.84</b>	<b>20.46 %</b>
NET OPERATING INCOME	<b>\$428,318.80</b>	<b>\$50,368.70</b>	<b>\$377,950.10</b>	<b>850.37 %</b>
Other Income				
Interest Income	42.06	219.51	-177.45	19.16 %
<b>Total Other Income</b>	<b>\$42.06</b>	<b>\$219.51</b>	<b>\$ -177.45</b>	<b>19.16 %</b>
NET OTHER INCOME	<b>\$42.06</b>	<b>\$219.51</b>	<b>\$ -177.45</b>	<b>19.16 %</b>
NET INCOME	<b>\$428,360.86</b>	<b>\$50,588.21</b>	<b>\$377,772.65</b>	<b>846.76 %</b>



# Houston Land Bank

Balance Sheet  
As of February 28, 2021

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
Chase-Operations - 8465	220,485.65
Money Market - Lot Acquisition - 7058	75,495.44
Money Market Unrestricted - 7066	2,037,405.15
MoneyMarket-Unrstr.C Resev 5577	18,024.56
Petty Cash	12.63
<b>Total Bank Accounts</b>	<b>\$2,351,423.43</b>
Accounts Receivable	
Accts Receivable	972,511.05
<b>Total Accounts Receivable</b>	<b>\$972,511.05</b>
Other Current Assets	
Prepaid Expenses	
Prepaid Acquisition Costs	11,015.30
Prepaid Insurance	6,903.07
Prepaid Rent	4,875.00
Prepaid Subscription Services	16,524.38
<b>Total Prepaid Expenses</b>	<b>\$39,317.75</b>
<b>Total Other Current Assets</b>	<b>\$39,317.75</b>
<b>Total Current Assets</b>	<b>\$3,363,252.23</b>
Fixed Assets	
Equipment	12,005.12
xAccum. Depreciation	-4,326.60
<b>Total Fixed Assets</b>	<b>\$7,678.52</b>
Other Assets	
Earnest Fee	156,100.00
Investments Held For Sale	7,370,608.76
Security Deposit	4,875.00
<b>Total Other Assets</b>	<b>\$7,531,583.76</b>
<b>TOTAL ASSETS</b>	<b>\$10,902,514.51</b>



# Houston Land Bank

Balance Sheet  
As of February 28, 2021

	TOTAL
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	54,163.71
<b>Total Accounts Payable</b>	<b>\$54,163.71</b>
Credit Cards	
Chase Credit Card	3,637.65
<b>Total Credit Cards</b>	<b>\$3,637.65</b>
Other Current Liabilities	
Due to Tax Assessor	5,264.55
Liabilities Due to HCDD	74,244.95
Payroll Liability	1,685.51
<b>Total Other Current Liabilities</b>	<b>\$81,195.01</b>
<b>Total Current Liabilities</b>	<b>\$138,996.37</b>
<b>Total Liabilities</b>	<b>\$138,996.37</b>
Equity	
Retained Earnings-1	4,361,506.51
Net Income	6,402,011.63
<b>Total Equity</b>	<b>\$10,763,518.14</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$10,902,514.51</b>



# Houston Land Bank

## Profit and Loss

July 2020 - February 2021

	JUL 2020	AUG 2020	SEP 2020	OCT 2020	NOV 2020	DEC 2020	JAN 2021	FEB 2021	TOTAL
<b>Income</b>									
Acquisition and Development Agreement									\$0.00
Acquisition Proceeds	136,039.98	229,110.29	49,061.09	24,553.84	161,501.83	4,828,937.33	170,833.71	23,738.89	\$5,623,776.96
Disposition of Lots	76,150.00	15,000.00	15,000.00	115,000.00		15,000.00		376,200.00	\$612,350.00
Disposition Proceeds	17,769.76	3,838.88	7,627.83	53,474.36	50.00	4,628.58	8,707.00	0.00	\$96,096.41
<b>Total Acquisition and Development Agreement</b>	<b>229,959.74</b>	<b>247,949.17</b>	<b>71,688.92</b>	<b>193,028.20</b>	<b>161,551.83</b>	<b>4,848,565.91</b>	<b>179,540.71</b>	<b>399,938.89</b>	<b>\$6,332,223.37</b>
Administrative Fees	11,250.00	3,750.00	3,750.00	22,500.00	3,750.00	79,691.25			\$124,691.25
HLB Program Revenue									\$0.00
Disposition Proceeds	157,448.00	52,367.00	33,769.00	97,007.00	64,224.00	22,230.00	274,967.00	54,612.00	\$756,624.00
<b>Total HLB Program Revenue</b>	<b>157,448.00</b>	<b>52,367.00</b>	<b>33,769.00</b>	<b>97,007.00</b>	<b>64,224.00</b>	<b>22,230.00</b>	<b>274,967.00</b>	<b>54,612.00</b>	<b>\$756,624.00</b>
Operations Agreement	152,532.03	112,632.27	129,366.32	141,592.96	114,214.73	0.00	140,877.53	108,643.99	\$899,859.83
<b>Total Income</b>	<b>\$551,189.77</b>	<b>\$416,698.44</b>	<b>\$238,574.24</b>	<b>\$454,128.16</b>	<b>\$343,740.56</b>	<b>\$4,950,487.16</b>	<b>\$595,385.24</b>	<b>\$563,194.88</b>	<b>\$8,113,398.45</b>
<b>GROSS PROFIT</b>	<b>\$551,189.77</b>	<b>\$416,698.44</b>	<b>\$238,574.24</b>	<b>\$454,128.16</b>	<b>\$343,740.56</b>	<b>\$4,950,487.16</b>	<b>\$595,385.24</b>	<b>\$563,194.88</b>	<b>\$8,113,398.45</b>
<b>Expenses</b>									
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	340.87	152.83	290.70	\$1,974.98
Company Insurance									\$0.00
General Liability	1,633.67	1,633.67	1,633.67	1,633.67	1,633.67	1,633.67	1,633.67	1,633.67	\$13,069.36
Officers & Directors Liability			582.99	729.13	729.13	729.13	729.13	729.13	\$4,228.64
Property Insurance					-540.75		803.25		\$262.50
<b>Total Company Insurance</b>	<b>1,633.67</b>	<b>1,633.67</b>	<b>2,216.66</b>	<b>2,362.80</b>	<b>1,822.05</b>	<b>2,362.80</b>	<b>3,166.05</b>	<b>2,362.80</b>	<b>\$17,560.50</b>
Computer and Internet Expenses	19.98	1,159.92	9.99	838.77	9.99	9.99	9.99	34.98	\$2,093.61
Conference & Meeting	250.00		100.00	150.00	25.00				\$525.00
Depreciation Expenses	200.09	200.09	200.09	200.09	200.09	200.09	200.09	200.09	\$1,600.72
Dues and Subscription	1,135.57	947.99	883.54	1,091.79	446.00	975.25	1,063.54	746.29	\$7,289.97
Filing Fees	63.36	23.50	47.00						\$265.91



# Houston Land Bank

## Profit and Loss

July 2020 - February 2021

	JUL 2020	AUG 2020	SEP 2020	OCT 2020	NOV 2020	DEC 2020	JAN 2021	FEB 2021	TOTAL
Office Expenses	275.00			105.97	110.06				\$491.03
Leasing Office Equipment	229.00	229.00	470.25	482.50	408.81	314.31	241.25	241.25	\$2,616.37
Meals & Entertainment						140.00			\$140.00
Office Supplies	123.62						90.00		\$213.62
Postage and Delivery	16.65	26.01	31.94	226.00	11.67	115.53	8.65		\$436.45
Printing and Reproduction							131.75	32.74	\$164.49
<b>Total Office Expenses</b>	<b>644.27</b>	<b>255.01</b>	<b>502.19</b>	<b>814.47</b>	<b>530.54</b>	<b>569.84</b>	<b>471.65</b>	<b>273.99</b>	<b>\$4,061.96</b>
Rental and Lease Expense	4,875.00	4,875.00	4,875.00	4,875.00	4,875.00	4,875.00	4,875.00	4,875.00	\$39,000.00
Software Usage	1,509.40	1,509.40	1,509.40	1,509.40	1,509.40	1,509.40	1,509.40	1,502.22	\$12,068.02
Storage Rental	77.00	77.00	77.00	77.00	77.00	77.00	78.00	78.00	\$618.00
Telephone Expense	380.97	558.79	420.97	421.28	421.28	421.28	403.35	403.35	\$3,431.27
Travel and Lodging Expenses									\$0.00
Mileage Expense						194.00	52.61		\$246.61
Parking	35.64								\$35.64
<b>Total Travel and Lodging Expenses</b>	<b>35.64</b>					<b>194.00</b>	<b>52.61</b>		<b>\$282.25</b>
<b>Total Admin - Other</b>	<b>11,041.09</b>	<b>11,904.64</b>	<b>11,371.34</b>	<b>14,169.50</b>	<b>10,156.12</b>	<b>11,535.52</b>	<b>12,114.56</b>	<b>10,767.42</b>	<b>\$93,060.19</b>
Employee Cost									\$0.00
Health Insurance	5,772.67	6,522.22	6,241.68	5,336.36	6,622.25	6,632.67	6,632.67	6,632.67	\$50,393.19
Payroll Services Fee	173.17	188.25	128.22	135.24	126.88	188.29	237.27	122.82	\$1,300.14
Payroll Taxes	6,021.30	4,259.86	4,305.24	4,130.14	3,574.79	5,009.46	5,976.48	4,863.49	\$38,140.76
Retirement						8,862.78	1,349.14	1,349.14	\$11,561.06
Wages and Salary	80,028.93	56,928.33	57,238.72	56,478.72	57,974.87	85,269.09	56,996.14	57,956.14	\$508,870.94
<b>Total Employee Cost</b>	<b>91,996.07</b>	<b>67,898.66</b>	<b>67,913.86</b>	<b>66,080.46</b>	<b>68,298.79</b>	<b>105,962.29</b>	<b>71,191.70</b>	<b>70,924.26</b>	<b>\$610,266.09</b>
Legal Fees	11,965.50	10,672.30	11,721.90	14,116.70	33,750.55	9,104.20	13,397.97	5,868.60	\$110,597.72
Miscellaneous Expense	1,120.00	3,761.38	14,016.46	-18,897.84	0.00				\$0.00
Professional Services									\$0.00
Accounting Fee	10,100.00	9,475.00	7,975.00	9,350.00	8,350.00	7,850.00	7,220.00	7,220.00	\$67,540.00
Audit Fees	14,500.00		500.00						\$15,000.00
Consulting Fee	350.00	350.00	1,350.00	15,955.00	350.00	6,140.00	24,423.00	4,193.75	\$53,111.75
<b>Total Professional Services</b>	<b>24,950.00</b>	<b>9,825.00</b>	<b>9,825.00</b>	<b>25,305.00</b>	<b>8,700.00</b>	<b>13,990.00</b>	<b>31,643.00</b>	<b>11,413.75</b>	<b>\$135,651.75</b>





# Houston Land Bank

## Profit and Loss

July 2020 - February 2021

	JUL 2020	AUG 2020	SEP 2020	OCT 2020	NOV 2020	DEC 2020	JAN 2021	FEB 2021	TOTAL
Property Cost - Maintenance									\$0.00
Property Expenses									\$0.00
Clearing of Land Cost								375.00	\$375.00
Special Lawn Mowing								1,700.00	\$1,700.00
Standard Lawn Mowing	45,102.33	43,693.54	44,488.39	45,121.19	38,546.25	38,042.60	42,282.12	12,954.58	\$310,231.00
<b>Total Property Expenses</b>	<b>45,102.33</b>	<b>43,693.54</b>	<b>44,488.39</b>	<b>45,121.19</b>	<b>38,546.25</b>	<b>38,042.60</b>	<b>42,282.12</b>	<b>15,029.58</b>	<b>\$312,306.00</b>
<b>Total Property Cost - Maintenance</b>	<b>45,102.33</b>	<b>43,693.54</b>	<b>44,488.39</b>	<b>45,121.19</b>	<b>38,546.25</b>	<b>38,042.60</b>	<b>42,282.12</b>	<b>15,029.58</b>	<b>\$312,306.00</b>
Property Cost - Disposition HLB									\$0.00
Closing Cost	17,093.23	8,562.68	2,883.22	8,635.58	14,603.76	1,076.33	29,100.67	4,494.40	\$86,449.87
Construction of House							3,219.98		\$3,219.98
Lots COGS	55,472.71	49,817.88	1,865.34	12,481.24	19,226.45	3,375.00	38,244.26	6,223.70	\$186,706.58
Property Taxes	3,854.95	491.99		643.54	234.32				\$5,224.80
Security and Surveillance Cost							39.00		\$39.00
Survey and Appraisal Expenses	112.64	3,795.97	392.61	1,250.00	2,073.28				\$7,624.50
Utilities and Drainage Expenses								245.66	\$245.66
<b>Total Property Cost - Disposition HLB</b>	<b>76,533.53</b>	<b>62,668.52</b>	<b>5,141.17</b>	<b>23,010.36</b>	<b>36,137.81</b>	<b>4,451.33</b>	<b>70,603.91</b>	<b>10,963.76</b>	<b>\$289,510.39</b>
Property Cost - Disposition NHDP									\$0.00
Cleaning and Supplies	1,700.00	540.00	545.00	1,255.00		135.00			\$4,175.00
Cleaning and Lawn Maintenance				500.00	50.00	100.00	0.00		\$650.00
Cleaning and Lawn Maintenance - NHDP	2,400.00	850.00	700.00						\$3,950.00
Closing Cost - NHDP							4.00		\$4.00
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	4,233.00	1,520.00	75.00	2,240.00	\$85,582.50
Lots Sold - NHDP				4,000.00		4,100.00			\$8,100.00
Initial Cost of Lot	6,220.00			22,831.82					\$37,151.82
Impairment on Lot Sold - (Contra)	-3,300.00		-3,560.00	-19,094.49		-3,649.00			\$ -29,603.49
<b>Total Lots Sold - NHDP</b>	<b>2,920.00</b>	<b>742.50</b>	<b>440.00</b>	<b>3,737.33</b>	<b>451.00</b>	<b>451.00</b>	<b>451.00</b>	<b>451.00</b>	<b>\$7,548.33</b>
Marketing and Showcase				872.25					\$2,357.25
Repair and Maintenance	273.76	115.00			162.13	3,649.00	7,596.43	6,896.76	\$18,693.08
Security and Secure Property Co		299.00		32.95		262.38		659.00	\$1,253.33
Soft Cost of Construction - NHDP	1,150.01	1,480.00		649.80		50.00	650.00	112.95	\$4,092.76



# Houston Land Bank

## Profit and Loss

July 2020 - February 2021

	JUL 2020	AUG 2020	SEP 2020	OCT 2020	NOV 2020	DEC 2020	JAN 2021	FEB 2021	TOTAL
Water and Utilities	1,282.16	437.15	752.63	1,571.28	-105.57	130.75	-88.98		\$3,979.42
<b>Total Property Cost -Disposition NHDP</b>	<b>26,965.03</b>	<b>27,929.65</b>	<b>31,604.83</b>	<b>45,003.31</b>	<b>4,339.56</b>	<b>6,298.13</b>	<b>8,236.45</b>	<b>9,908.71</b>	<b>\$160,285.67</b>
<b>Total Expenses</b>	<b>\$289,673.55</b>	<b>\$238,353.69</b>	<b>\$196,082.95</b>	<b>\$213,908.68</b>	<b>\$199,929.08</b>	<b>\$189,384.07</b>	<b>\$249,469.71</b>	<b>\$134,876.08</b>	<b>\$1,711,677.81</b>
<b>NET OPERATING INCOME</b>	<b>\$261,516.22</b>	<b>\$178,344.75</b>	<b>\$42,491.29</b>	<b>\$240,219.48</b>	<b>\$143,811.48</b>	<b>\$4,761,103.09</b>	<b>\$345,915.53</b>	<b>\$428,318.80</b>	<b>\$6,401,720.64</b>
Other Income									
Interest Income	28.22	34.03	49.57	33.98	33.53	34.59	35.01	42.06	\$290.99
<b>Total Other Income</b>	<b>\$28.22</b>	<b>\$34.03</b>	<b>\$49.57</b>	<b>\$33.98</b>	<b>\$33.53</b>	<b>\$34.59</b>	<b>\$35.01</b>	<b>\$42.06</b>	<b>\$290.99</b>
<b>NET OTHER INCOME</b>	<b>\$28.22</b>	<b>\$34.03</b>	<b>\$49.57</b>	<b>\$33.98</b>	<b>\$33.53</b>	<b>\$34.59</b>	<b>\$35.01</b>	<b>\$42.06</b>	<b>\$290.99</b>
<b>NET INCOME</b>	<b>\$261,544.44</b>	<b>\$178,378.78</b>	<b>\$42,540.86</b>	<b>\$240,253.46</b>	<b>\$143,845.01</b>	<b>\$4,761,137.68</b>	<b>\$345,950.54</b>	<b>\$428,360.86</b>	<b>\$6,402,011.63</b>

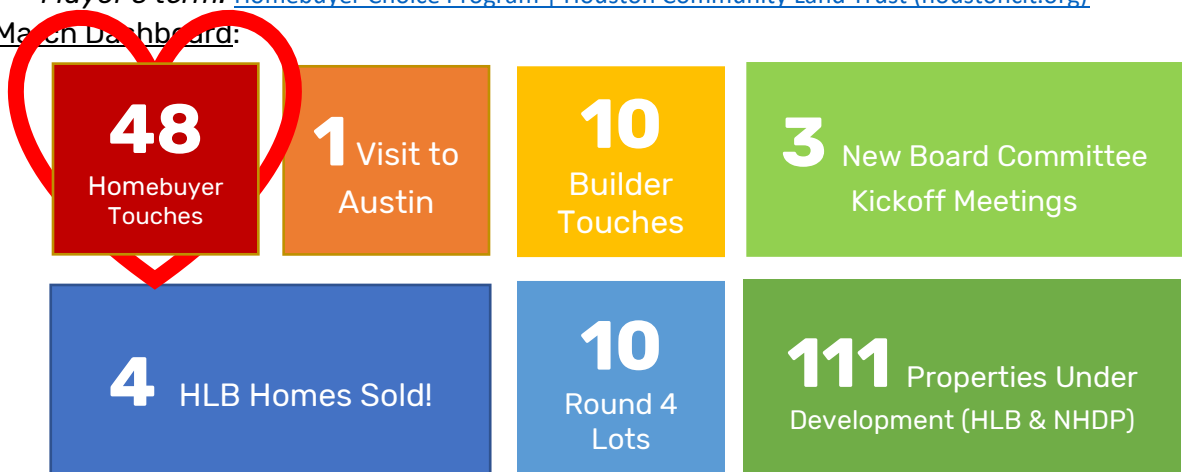


PRESIDENTS REPORT

8 April 2021

General Activities/Announcements

- FY21 Budget/TIRZ Allocation Approved by City Council : The City Council approved an allocation for the FY21 budget that had been assumed in our FY21 budget, and we have been operating against. The Amended Budget was verbally approved by the Director of HCDD and voted on by the Board of Directors in November 2020. We are working with HCDD to figure out how we can provide budget approval and allocation advisory a year in advance.
- Visits to Austin! Chair Matt Zeis and Anne were in Austin March 23-4 to meet with members of House and Senate regarding our two bills SB1679 (Introduced by Senator Alvarado) and HB4065 (Introduced by Representative Jarvis Johnson). Our first committee hearing is on Tuesday, April 6 and we will provide a report at this month's Board of Directors meeting.
- Visit to HTX Made: Staff visited with Ben Baron, founder of HTX Made, a woodworking/carpentry shop in the Heights. They are a five year old company who salvage trees and create beautiful furniture. We are working with them on a pilot relationship to salvage our trees from properties when they must be cleared so that the wood is utilized effectively—such as a recent tree that was a health and safety concern that we did take down.
- *Launch of Houston Community Land Trust's Homebuyer Choice Program—The HCLT have a new program that will be able to support homebuyers in our traditional building program. This new program provides a subsidy up to \$150,000 for certain homes if homebuyers would like to be a part of the Land Trust program. This received seed support from City Council last year, and has been also provided new funding from a recent Bond Issuance from the Uptown TIRZ, structured to help stimulate the production of affordable homes in Houston before the end of the Mayor's term. [Homebuyer Choice Program | Houston Community Land Trust \(houstonclt.org\)](https://www.houstonclt.org)*
- March Dashboard:



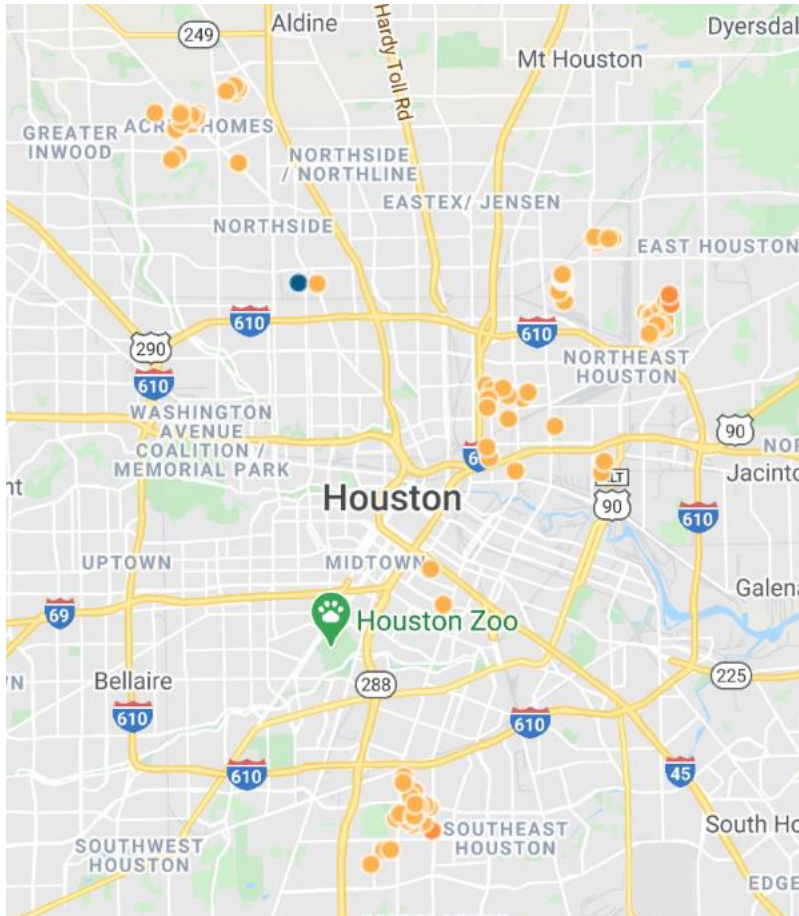
### HLB Lot & Property Maintenance

- Completed the Update/Modify of Exhibit B (scopes of work) for the Lot Maintenance Vendors contract renewal.
- NHDP Walked 8510 Prairie View St. and Created Punch List on 3-16-21.
- NHDP Replaced the Hot Water Heater Pressure Valve at 8009 Virgil St. on 3-10-21. Damaged caused by winter storm.
- Salvage/Repurposing pecan tree. HTX Made picked up the tree trunk on Tuesday 3-16-21. HLB Office Toured the HTX Made Facility on 3-26-21.
- Compliance Officer requested. Lot Verification of 8000 Beckley St. HCAD # 016-254-003-0041. HLB Lot has a makeshift Windshield Repair Shop erected on the property by others.
- Construction Compliance review conducted at 4103 Tulane St. for the Traditional Builders Program.
- **Responded to 5 DON violations received. Status Complete**
- **Responded to 3 Concern Citizens Request. Status Complete**

### HLB Inventory & Builders under Development

- As of February 1, 2021 (final numbers +/- 5 per week due to ongoing property review around outstanding contracts, as well as any other reconciliation):
  - 488 Properties in Inventory**
  - 211 Holding for Housing**
- New HLB Home Initiative is in full swing.
  - **Round 3 lot sales** –30 Lots have closed
  - **Round 4 lot sales**—70 lots have been released for sale, first round to be approved are on this month’s board agenda.
- Current Monthly Talley of HLB Home Building Initiative-
  - **59 homes sold in 2019**
  - **21 homes sold in 2020**
  - **8 homes sold in 2021** to date, 4 in March.
  - **96 homes are under development.** (17 in 5th Ward; 2 in Denver Harbor; 21 in Acres Homes; 2 in 3rd Ward; 26 in Sunnyside; 2 in Independence Heights; 20 in Trinity Gardens; 6 in Settegast)
    - 65 lots are in permitting/pre construction
    - 22 in active construction
    - 10 are in marketing/sales





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

#### NHDP-Highlights

- NHDP in Acres Homes:
  - **2 Houses in inventory**—listed on HAR/Our Website/Active Marketing
  - **38 Houses SOLD** to date (30 HCLT, 8 Standard Sales)
  - **14 NHDP Homes Under Construction**
    - 1 at 95% complete
    - 6 at 85% complete
    - 6 at 66% complete
    - 1 at 59% complete

### Acquisitions & Development - HLB

- HLB Acquisitions: Work initiated to focus on single lot purchases in neighborhoods where we have existing lots, and consistent with the strategic plan, where we can develop increased 'clusters.'
- The property foreclosure auction has been closed since April 2020.

### Acquisitions, City of Houston Partnership, NHDP

- All activities for new acquisitions, 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, and February 2021, are on hold as all monies have been assigned and/or contracted for at this point.
  - Progress to date:
    - Acquisitions: 350,200 SF Acquired, which will provide estimated 195-280 units of single family homeownership depending on final layout of larger sites (10 HLB traditional, remainder NHDP). Development schedule depends on HCDD. \*\*Another 67,900 SF acquired in FY20 = 30-35 units of housing.
    - ILA 7811 Harrisburg, Approved by the BOD at the February 2021 meeting, closed on 3/31/21, serving 35-55 units in Magnolia. Working with HCDD on development planning.
    - 26,000 SF property, under contract since 2019, is on this month's BOD agenda.
    - 3.2 Acres in Near Northside remains under contract.

### Operations & Finance

- Finance:
  - Data Structuring ongoing, but will be complete by the end of May, integrated into our platforms (property management and property research)
  - **FY2022 budget is in development**, working with staff and committees to develop the fine grained detail.
  - **FY2021 TIRZ Allocation** and budget has been approved by City Council, and all operational reimbursements are back underway.
  - Developing Initial research into additional mechanisms for acquisition funds
- Procurements
  - We continue to work toward executing agreements with the pre-qualified planning vendors approved at January's board meeting.
  - Real estate brokerage and marketing services contracts are in process after receiving Board approval in March.

- We are **finalizing 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, and anticipate issuing two solicitations: an RFQ for services deemed professional services under state law (which carry a specific procurement approach based on qualifications and experience), and an RFP for other services (which can also include price as a scoring factor).
- We are compiling a **procurement procedures manual** to complement the policies adopted by the board – this will highlight important legal and policy requirements for staff and provide guidance for ensuring compliance with applicable laws and ethical standards.
- Communications
  - Drafted press release for JP Morgan Foundation grant with Connect Community; awaiting OK to issue from grantor
  - Developing bios for new board members to review; to be complete by end of April
  - Next press release: East End purchases (ILA and potentially Harrisburg/Burr site if approved by Board at April meeting)
  - Working on a Social Media strategy/plan

#### Legal and Compliance, HLB Lot Disposition Program Management

- Facilitation of Round 4 lot sales (contracts, review and scoring of applications, builder correspondence, etc.)
- Facilitate compliance with HCDD regarding weekly reporting
- Facilitate income certifications for homes closing
- Draft vendor agreements
- Draft closing documents and facilitate lot purchases under traditional program
- Work with title company to facilitate outstanding liens and title issues on lots
- Correspond and facilitate legal issues with outside counsel
- Facilitate compliance on houses under construction and builder monthly reporting





## Houston Land Bank Monthly Report 87th Legislative Session: February & March 2021

The following outlines activities taken on behalf of the Houston Land Bank during the months of February and March 2021.

### 1. Outreach / Education of Legislation (SB 1679 & HB 4065)

Executive Director Anne Haynes, Chairman of the Board Matt Zeis, Jeri Brooks and Joshua Sanders (consultants) met with legislators in Austin on March 23rd and March 24th to discuss SB 1679 & HB 4065.

Team met with the following elected officials and/or their staff:

*State Representatives:* Morales-Shaw, J Johnson, Campos, Harless, A. Johnson, Huberty, Oliverson, Cortez (Chairman UA), Holland (Vice Chair UA), Murphy, Coleman.

*State Senators:* Alvarado, Nichols, Bettencourt, Springer, Menendez, Gutierrez, Eckhardt, Paxton

*Executive Branch:* Speaker's office, Governor's office.

*City of Houston:* Government affairs and lobby team.

All of the meetings were positive. The team has confirmed Chairwoman Senfronia Thompson and Chairman Jim Murphy as joint authors on HB 4065. We're pending confirmation regarding an additional two joint authors. In addition the team is working to secure all members of the Houston delegation to sign on to the bill.

### 2. Monitoring and lobbying legislation and committee meeting

HB 4065 has been filed and referred to House Urban Affairs. SB 1679 has been filed and referred to the Senate Local Government Committee. We anticipate HB 4065 to be heard in committee the week of April 5, 2021.

HB 1795 by Representative Alex Dominguez, relating to the adoption of a land bank program by the Texas State Affordable Housing Corporation was heard in House Defense & Veteran Affairs on March 29, 2021 and was left pending. The Houston Land Bank dropped a card in support. The bill has a committee substitute (CSHB 1795). We will continue to monitor this bill.

The team has met and/or presented to Houston Housing Collaborative, Houston Housers, Texas Housers to advocate and gain support on the merits of the bill.


### 3. Other Matters

-If you have not already, please complete the Houston delegation spreadsheet [here](#). We ask that each member of the Board identify relationships they have

with elected officials for future use.

-Ongoing communications with the internal team and Matt Kreis regarding legislative strategy.

#### 4. General Bill Tracking

 **HB 84**      **Hinojosa, Gina(D)**      Relating to the authority of municipalities to enact a requirement that establishes the sales price for certain housing units or residential lots.

**Companions:**


**HB 3050**    Hinojosa, Gina      (Refiled from 86R Session)

**Track Name(s):**

Houston Land Bank

**Bill History:**

02-25-21 H Introduced and referred to committee on House Land and Resource Management

 **HB 249**      **Cortez, Philip(D)**      Relating to the requirements for an application for a low income housing tax credit allocation from the nonprofit set-aside.

**Companions:**

**SB 1144**    Zaffirini, Judith      (Identical)

3-18-21 S Introduced and referred to committee on Senate Local Government

**Track Name(s):**

Houston Land Bank

**Bill History:**

03-24-21 H Committee action pending House Urban Affairs



HB 452

Gonzalez, Mary(D)

Relating to a study regarding the feasibility of creating a mechanism by which a governmental entity could acquire small parcels of real property in an area and convey them to a developer.

**Track Name(s):**

Houston Land Bank

**Bill History:**

02-25-21 H Introduced and referred to committee on House Land and Resource Management



HB 649

Raymond, Richard(D)

Relating to an exemption from ad valorem taxation of real property owned by a charitable organization for the purpose of renting the property at below-market rates to low-income and moderate-income households.

**Track Name(s):**

Houston Land Bank

**Bill History:**

03-01-21 H Introduced and referred to committee on House Ways and Means



HB 749

Middleton, Mayes(R)

Relating to the use by a political subdivision of public funds for lobbying activities.

**Companions:**


SB 234 Hall, Bob (Identical)

3- 3-21 S Introduced and referred to committee on Senate State Affairs

**Position:** Opposed

**Track Name(s):** Houston Land Bank (Oppose)

**Bill History:** 03-25-21 H Committee action pending House State Affairs

 **HB 1795**      Dominguez, Alex(D)      Relating to the adoption of a land bank program by the Texas State Affordable Housing Corporation.

**Companions:**

**SB 596**      Gutierrez, Roland (F)      (Identical)

3-11-21 S Introduced and referred to committee on Senate Veteran Affairs and Border Security

**Track Name(s):** Houston Land Bank

**Bill History:** 03-29-21 H Committee action pending House Defense and Veterans' Affairs

 **HB 4065**      Johnson, Jarvis(D)      Relating to the creation of an urban land bank by certain municipalities.

**Companions:**

**SB 1679**      Alvarado, Carol      (Identical)

3-24-21 S Introduced and referred to committee on Senate Local Government

**Position:** Support

**Track Name(s):** Houston Land Bank (Support)

**Bill History:** 03-29-21 H Introduced and referred to committee on House Urban Affairs

**A** SB 330 Lucio, Eddie(D) Relating to the exemption from ad valorem taxation of property owned by a charitable organization that provides a meeting place and support services for organizations that provide assistance to persons with substance use disorders an

**Track Name(s):** Houston Land Bank

**Bill History:** 03-09-21 S Introduced and referred to committee on Senate Finance

**A** SB 1569 Lucio, Eddie(D) Relating to the functions of certain urban land bank programs.

**Track Name(s):** Houston Land Bank

**Bill History:** 03-24-21 S Introduced and referred to committee on Senate Local Government

**A** SB 1570 Lucio, Eddie(D) Relating to the authority of a county to adopt a land bank program.

**Companions:**

HB 2236 Hernandez, Ana (Identical)

4- 1-21 H Meeting set for 10:30 A.M. OR ADJ., E2.014, House County Affairs

**Track Name(s):**

Houston Land Bank

**Bill History:**

03-24-21 S Introduced and referred to committee on Senate Local Government



SB 1679

Alvarado, Carol(D)

Relating to the creation of an urban land bank by certain municipalities.

**Companions:**

HB 4065 Johnson, Jarvis (Identical)

3-29-21 H Introduced and referred to committee on House Urban Affairs

**Position:**

Support

**Track Name(s):**

Houston Land Bank (Support)

**Bill History:**

03-24-21 S Introduced and referred to committee on Senate Local Government

**Total Bills: 11**



## REQUEST FOR BOARD ACTION

**Meeting Date: April 8, 2021**

**Agenda Item IX.a.: Consideration and Possible Action to Accept Real Estate and Development Committee and Staff Builder Lot Selection Recommendation for Round 4 and Round 3 Hold Lot Sales Under the HLB Traditional Home Building Initiative**

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### **ACTION SUMMARY**

Approval of this item will accept Real Estate and Development Committee and staff builder lot selection recommendations for the HLB Housing Initiative and initiate execution of contracts for sale of lots to selected builders.

### **BACKGROUND/OVERVIEW**

The Real Estate and Development Committee and staff have engaged in an extensive collaborative effort to facilitate the fourth 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 69 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 two 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 outlined in the program guidelines.

This thorough review allowed for a complete scoring of each lot application from the builders. Each proposal was broken down into sections and each member on the review committee reviewed their assigned section, and the scores were compiled into a scoring rubric for each lot application with a final tally. Recommendations were then made to the Program Committee, who reviewed the scoring process and recommendations.

Out of all the 38 approved HLB builders, four builders submitted applications. The Real Estate and Development Committee recommends three builders to move forward for board approval in April to purchase at least one lot. There will be 10 lots total sold, and one additional hold lot from Round 3, for an estimated total of \$153,950 gross proceeds to HLB.

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The lots sold in Round 4 will be located in Settegast – 4; Trinity Gardens – 3; Sunnyside – 3; and Clinton Park – 1. The hold lot sold from Round 3 is located in Trinity Gardens.

Lots proposed for sale are listed on the following page.

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

**PROPOSED ROUND 4 & ROUND 3 HOLD LOT SALES  
FOR HLB HOUSING INITIATIVE  
April 8, 2021**

<b>Builder</b>	<b>HCAD</b>	<b>Address</b>	<b>Purchase Price</b>	<b>Home Sales Price</b>	<b>Next Steps</b>
SXG Capital Group	1. 0660250030713	1. 6521 Shotwell	1. \$16,028	1.\$211,950	Placed on agenda for Board approval
	2. 0660250070781	2. 6924 Shotwell	2. \$15,055	2.\$211,927	
	3. 0660250070780	3. 6920 Shotwell	3. \$15,055	3.\$211,977	

<b>Builder</b>	<b>HCAD</b>	<b>Address</b>	<b>Purchase Price</b>	<b>Home Sales Price</b>	<b>Next Steps</b>
St. Bernard Project Inc.	1. 0810040000014	1. 0 Dulcimer	1. \$17,491	1.\$192,497	Placed on agenda for Board approval
	2. 0771850100001	2. 3718 Grassmere	2. \$18,281	2.\$189,057	
	3. 0141180380007	3. 311 Tennessee	3. \$11,675	3.\$182,214	

<b>Builder</b>	<b>HCAD</b>	<b>Address</b>	<b>Purchase Price</b>	<b>Home Sales Price</b>	<b>Next Steps</b>
Lawrence Builders	1. 0300170070003	1. 0 Attwater	1. \$6,500	1.\$180,000	Placed on agenda for Board approval
	2. 0300170110008	2. 0 Attwater	2.\$6,500	2.\$180,000	
	3. 0300170070012	3. 0 Kenton	3.\$6,500	3.\$180,000	
	4. 0300180410007	4. 0 Haight	4.\$13,000	4.\$180,000	

<b>Builder</b>	<b>HCAD</b>	<b>Address</b>	<b>Purchase Price</b>	<b>Home Sales Price</b>	<b>Next Steps</b>
Europa Homes	1. 0731320000453	1. 0 Touchstone	1. \$27,865	1.\$184,102	Placed on agenda for Board approval

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## REQUEST FOR BOARD ACTION

**Meeting Date: April 8, 2021**

### **Agenda Item IX.b.: Consideration and Possible Action to Accept Real Estate and Development Committee and Staff Builder Lot Selection Recommendation for a Round 3 Lot Sale Under the HLB Traditional Home Building Initiative**

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#### **ACTION SUMMARY**

Approval of this item will allow staff to negotiate and execute the sale of a lot to SXG Capital Group (the "Builder") under the Traditional Home Building Initiative Round 3 (the "Program").

#### **BACKGROUND/OVERVIEW**

Staff recommends that the Builder be able to purchase – 8414 Safeguard – 0761490010003 (the "Safeguard Lot") based on the below background:

The Builder, who has been part of the HLB program for over three years, and is in good standing, purchased a lot from Round 1, 1221 Vera Lou – HCAD# 0650100130009 (the "Vera Lou Lot"), to build two affordable homes for the Program in the Sunnyside neighborhood. During the permitting process, the City of Houston placed a legal hold on the lot and determined that no home could be built on the Vera Lou Lot based on its current configuration because it includes two halves of two different lots, and due to underlying deed restrictions required a public notice process to allow for two houses to be built. This issue was not identified during the internal due diligence process prior to putting the lot up for sale, and if had been identified would have resulted in a different sales price and/or legal clearance prior to sale. On good faith, the Builder attempted to resolve the issue. Recently, the City of Houston informed the Houston Land Bank that there would have to be a full replatting process, which includes a public hearing and neighborhood notification, before being allowed to place a home on the Vera Lou Lot. Ultimately the cost to resolve the issue, and the inability to accommodate two houses on the lots as intended, results in houses that will not be able to be realized in a timely fashion, nor at the established price cap for affordability.

Given that the Houston Land Bank is to provide lots development ready for its builders, Staff proposes that the Builder return the Vera Lou lot to HLB in exchange for a credit for the amount paid on the Vera Lou Lot towards the purchase price of the Safeguard Lot. The Safeguard Lot was previously approved to be sold to another pre-qualified builder, but that builder has since declined the lot. SXG was the second proposal in line based on the prior review of Round 3 lots. The Safeguard Lot is also located in the Sunnyside neighborhood

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and the Builder has proposed to build five homes on the 21,798 square feet of property to sell at \$212,000 each. The proposed discounted price and details of the transaction are below. The resulting price of \$35,530 is the net of the original approximately \$37,000 paid for the Vera Lou lot, reassigned to the Safeguard lot purchase, and therefore the original sale price of Safeguard lot is consistent with the past builder approval.

<b>Builder</b>	<b>HCAD</b>	<b>Address</b>	<b>Original Price</b>	<b>Proposed Price</b>	<b>Request</b>
SXG Capital Group	1. 0761490010003	1. 8414 Safeguard	1. 73,459	1. \$35,530	Approval to negotiate and execute contract

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## REQUEST FOR BOARD ACTION

**Meeting Date: April 8, 2021**

**Agenda Item IX.c.: Consideration and Possible Action to Authorize the CEO/President to Execute a Contract with APD Urban Planning in an Amount Not to Exceed \$83,918 for Planning Services Related to Settegast Community Development**

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### **ACTION SUMMARY**

Approval of this agenda item will confirm delegation of authority to HLB staff to execute the attached contract with APD Urban Planning & Management for urban planning and market analysis services of undeveloped area in Settegast. After discussion with the BOD last August and September, the agreement was approved by the Board in January conditional on subsequent introduction of prospective partners to the Board; this has been done via meeting an Ad-Hoc Committee. The partners have committed to pay half the contract expense, yielding an expected cost to HLB of just under \$42,000. These expenses are to be incurred over FY21 and 22 budgets.

### **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 is well within the total annual budget for professional services of \$620,000, of which \$291,285 has 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



# Settegast/ East Houston Development Strategy

## Final Proposal

Updated September 30th, 2020



# Table of Contents

Cover Letter ..... 3

Personnel ..... 4

Proposed Approach ..... 10

Similar Projects..... 15

Fee..... 18

Proposed Timeline.....18

Optional Tasks.....18

# 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



## O. Jesse Wiles Principal/Chief Executive Officer

### FOCUS AREAS

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

### 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)

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.



## Bridget Wiles Chief Operations Officer

### FOCUS AREAS

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

### 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

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

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

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.

### 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





## 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*

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 Water and Wastewater Master Plan, Santa Fe, Texas
- Water Model Analysis, Houston, Texas
- Cedar Port Phase II Water 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

### Professional Affiliations/Certifications

Professional Engineering Texas (#95893)

American Institute of Certified Planners

American Water Works Association

Underground Construction Technology Association, Gulf Chapter Board Member





# Jennifer Langford, AIA, CNU, PA

## Architect, Principal

### FOCUS AREAS

- New Urban Design
- Commercial Building Design
- Residential Building Design
- Urban Infill
- Traditional Neighborhood Design
- 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.

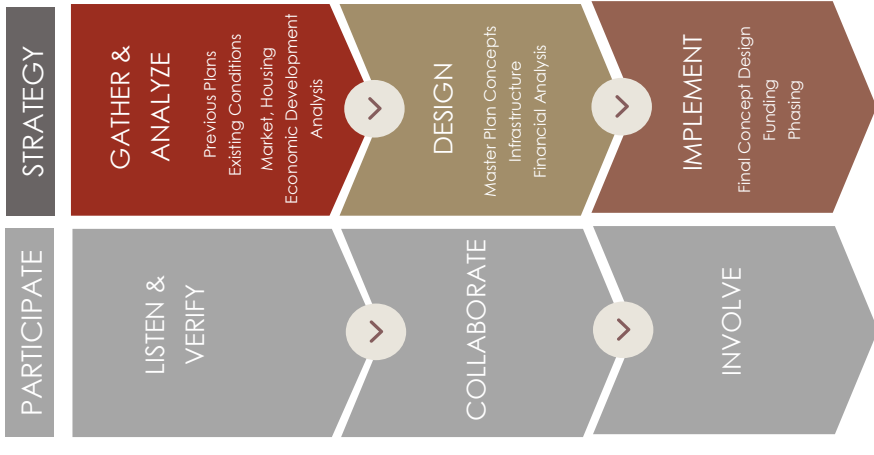
## Phase II – Design

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.

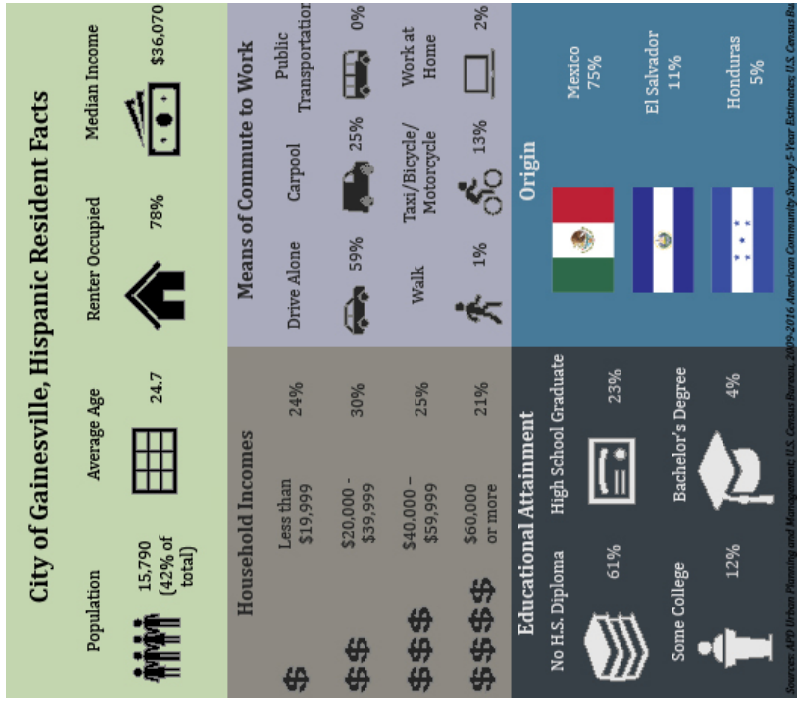
#### Task 1.1 Demographic Summary

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



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.

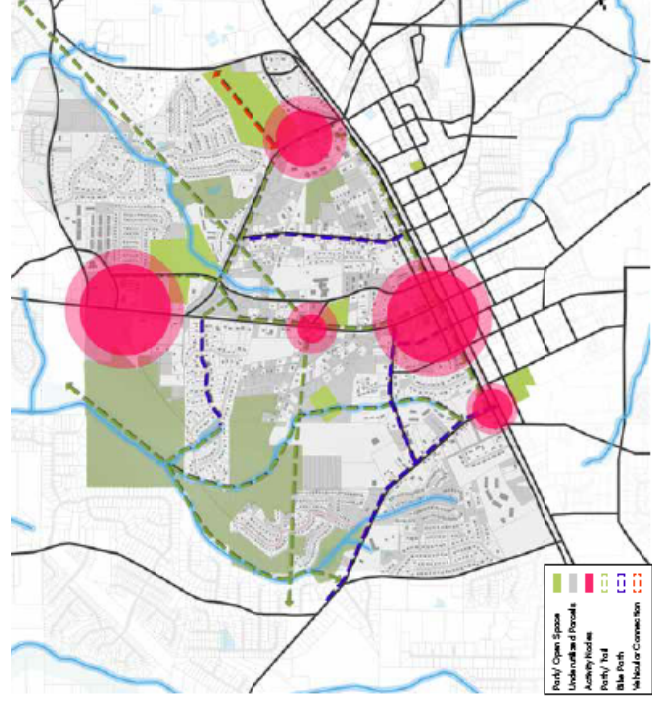
#### Task 5 Financial Feasibility

##### 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 depict 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**  
Policy Recommendations:  
• Streamline permit process  
• Offer incentives for affordable housing  
• Offer incentives for mixed-use development  
• Offer incentives for transit-oriented development

**2 INCENTIVES FOR HOMEOWNERSHIP**  
The North Side has a high density of existing single-family homes. Encouraging homeownership through programs like the North Side Homeownership Program could be beneficial.  
• Offer incentives for homeownership  
• Offer incentives for affordable housing  
• Offer incentives for transit-oriented development

**3 LAND USE/ZONING**  
Current regulations restricting the construction of multi-family housing in the North Side neighborhood. Encouraging multi-family development through zoning changes could be beneficial.  
• Offer incentives for multi-family development  
• Offer incentives for transit-oriented development

**4 PARK INVESTMENTS**  
The North Side has a high density of existing single-family homes. Encouraging park investments through programs like the North Side Park Investment Program could be beneficial.  
• Offer incentives for park investments  
• Offer incentives for transit-oriented development

**5 WALKING/BIKING INFRASTRUCTURE**  
New walking and biking infrastructure in the form of sidewalks, crosswalks, and bike lanes could encourage more residents to walk and bike to work and school.  
• Offer incentives for walking and biking infrastructure  
• Offer incentives for transit-oriented development

# PREDEVELOPMENT SERVICES FOR TRINITY EAST VILLAGE

EMANCIPATION COMMUNITY DEVELOPMENT PARTNERSHIP  
Houston, Texas

### Project Scope

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

DATE OF SERVICE:  
2018

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  
(852)-671-5252

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





# CINCINNATI'S WEST END HOUSING FRAMEWORK

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

## Project Scope

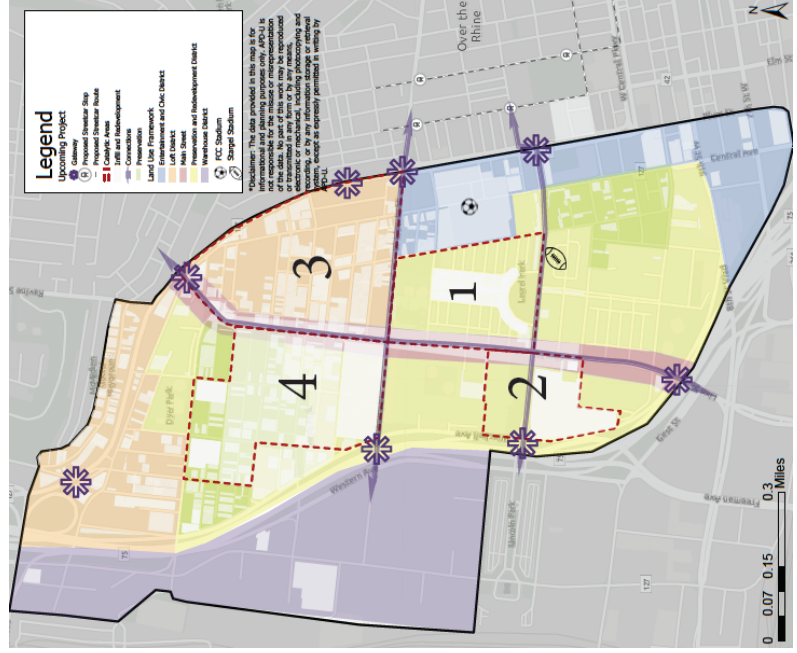
The PORT of Greater Cincinnati Development Authority commissioned a housing framework to guide the sustainable and equitable revitalization of the West End community without negatively impacting this historic community of Cincinnati. The key goals were to contextualize the threat of displacement, determine 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:  
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APD-U'S ROLE:  
Community Engagement  
Parcel Analysis  
Demographic Analysis  
and Mapping  
Affordable Rental  
Housing Preservation

DATE OF SERVICE:  
2018 - 2019

# Fee

Houston Land Bank		Total Fee
Tasks		
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
<b>TOTAL</b>		<b>\$83,918.00</b>

# 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

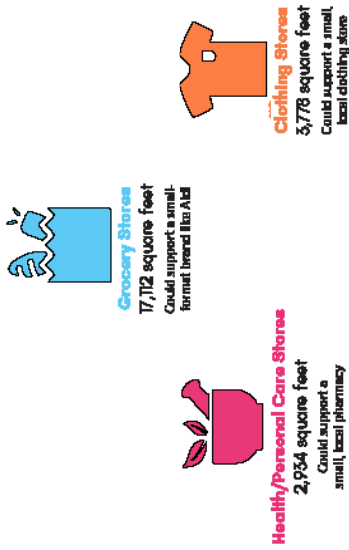
Deliverable: Commercial Market Analysis

## 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



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

**Example Retail Analysis Findings - Northside Redevelopment Plan**

rates, condition, level of subsidy, and the specific land use type (single family, duplex, fourplex, etc.), as well as 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.

**APD Urban Planning and Management**

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## REQUEST FOR BOARD ACTION

**Meeting Date: April 8, 2021**

**Agenda Item IX.d.: Consideration and Possible Action to Authorize and Direct Staff to Acquire 26,377 Square Feet of Property in the Second Ward/East End for a Purchase Price Not to Exceed \$620,000 (0 Harrisburg - HCAD# 0280120000007 - Oak Lawn Block 10, Tracts 7, 8 and 9)**

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### **ACTION SUMMARY**

Approval of this item will direct and authorize staff to acquire 26,000 square feet for a price not to exceed \$620,000 in Houston's Second Ward/East End; this is initiated at the City's direction and with a portion of \$1.4 million in funding approved by Houston City Council in fall 2020 for acquisitions including this parcel. Located near the Lockwood stop on METRO's Green Line, the site at Harrisburg and Burr will accommodate up to 10 affordable single-family homes or as many as 28 multifamily units.

### **BACKGROUND/OVERVIEW**

Following the contractual obligation of the Acquisition & Development (A&D) agreement between the Houston Land Bank (HLB) and the City's Housing and Community Development Department (HCDD) to acquire land for its New Home Development Program (NHDP), this acquisition of 26,000 square feet of property can produce up to 10 single family units or up to 28 multifamily units. This acquisition will directly support the City's goal of creating at least 100 new affordable housing units per year and is an opportunity to create affordable transit-oriented development along an historic Houston road (and adjacent to METRO's Green Line). The resulting development is to anchor efforts to demonstrate affordable housing options along transit routes for Houston's workforce.

HLB entered into a purchase and sale agreement for this parcel in May 2019, with an initial 90-day feasibility period (which has since been extended through April 9, 2021) and initiated a variety of due diligence activities to review the parcel and its suitability for housing, and HCDD's affordable housing goals in the NHDP program. Due diligence completed or ongoing includes:

- Survey
- Appraisal—completed June of 2019 at \$620,000

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- Environmental Review – Seller acknowledged the removal of USTs onsite pending TCEQ closure. Seller has received TCEQ closure, HLB environmental consultants are updating Phase I of May 2019.
- Test Fits to analyze yield of site—numerous versions of housing types & uses considered however, generally the site yields 10 SF townhome type structures or up to 28 units in a multifamily development. The multifamily development could also yield a retail component. The final design of the site would be a part of the developer’s work once selected for the project. The final distribution of affordable housing will be determined by HCDD who is providing the subsidies necessary to accomplish.

Transaction details include:

- Location: Second Ward/East End
  - Address 0 Harrisburg HCAD#:0280120000007
  - Tracts 7, 8, 9, Block 10 Oak Lawn
- Contract Purchase Price: \$615,000.00
- Size: 26,377 square feet
- \$/psf: \$23.32
- Approved Ranges for Second Ward/East End: \$10 – \$40 psf
- Development Opportunities:
  - 10 – Single Family Affordable Homes
  - 28 – Multifamily units w/ retail component

Per HLB policy and prior Board resolution, the Executive Committee has overseen acquisition of this property and has been updated monthly from the time of the initial contract through due diligence. The full Board was briefed on this item at its August 13 and November 5, 2020 meetings. HLB has received the go ahead from HCDD at every step, as they are the funder of this acquisition and all related expenses.

Under the Amended and Restated Acquisition and Development Agreement, as approved by City Council on April 1, 2020 with Ordinance No. 2020-279, HLB will use Tax Increment Reinvestment Zone (TIRZ) Affordable Housing funds to acquire properties and increase affordable housing production. To support these priorities, HLB has expanded its acquisition scope beyond single tax-delinquent properties to include strategic purchases of larger parcels that can accommodate more homes. As described in the A&D Agreement, section 4.1.2.a, The development model expects that the HLB would acquire the parcel, the City’s HCDD would select the master developer at which time the developer would secure construction financing and enter into a development agreement with the City to secure performance of public policy goals.

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