



## **BOARD OF DIRECTORS REGULAR MEETING**

**October 13, 2022**

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BOARD OF DIRECTORS REGULAR MEETING  
AGENDA

Thursday, October 13, 2022 – Noon Central Time  
Baker Ripley Building  
4450 Harrisburg  
Boulevard Second Floor  
Houston, Texas 77011

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

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

To join by videoconference, please go to:

<https://us02web.zoom.us/j/87966649887> Or join by phone by calling:

877-853-5247 or

888-788-0099

Meeting ID: 879 6664 9887

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

AGENDA

I. Call to Order and Roll Call

II. Public Speakers

***Speakers must be registered by 5 p.m. on Wednesday, October 12, 2022. To register, please use the online form at [www.houstonlandbank.org/resources](http://www.houstonlandbank.org/resources), e-mail [info@houstonlandbank.org](mailto:info@houstonlandbank.org) or call 281-655-4600. The Chair will call on speakers and allow three minutes per speaker.***

III. Consideration and Adoption of Meeting Minutes

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

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

- a. August 11, 2022 Board Meeting
- IV. Chairman's Greeting: Matt Zeis
- V. Committee Reports:
  - a. Executive Committee: Matt Zeis, Chair
  - b. Finance Committee: Laurie Vignaud, Chair
  - c. Partnership and Program Development: Courtney Johnson-Rose, Chair
  - d. Real Estate Acquisition and Disposition: Victor Mondragón, Chair
  - e. Procurement and Oversight: Jesus DeAnda, Chair
- VI. President's Report: Christa Stoneham, CEO/President
- VII. Board Action Items
  - a. Consideration and Possible Action to Approve the Assignment of the Yellow Cab Development, Middle Tract (Tract 3) to a mission aligned third-party governmental entity in order to prevent the loss of the purchase option.
- VIII. Executive Session

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

***Discussion may occur in executive session as provided by State law, but all Board actions will be taken in public.***
- IX. Board Member Comments
- X. Adjournment

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

**August 11, 2022**

A regular meeting of the Board of Directors ("Board") of the Houston Land Bank ("HLB"), a Texas non-profit corporation created and organized by the City of Houston as a local government corporation pursuant to the Texas Transportation Code Annotated, Section 431.101, *et seq.*, and the Texas Local Government Code Annotated, Section 394.001 *et seq.*, was held at the Baker Ripley Building, 4450 Harrisburg Boulevard, 2<sup>nd</sup> Floor, Houston, Texas, on Thursday, August 11, 2022 at 12:00 p.m. Written notice of the regular meeting, which included the date, hour, place and agenda for the regular meeting, was posted in accordance with the Texas Open Meetings Act.

Board members in attendance were:

Tonzaino Bailey	Jesus DeAnda
David Collins	Janae Ladet
Pastor Steve Hall	Matt Zeis
Victor A. Mondragón	

Board directors absent were: Carol Galloway, Elaine Morales, Laurie Vignaud, Antoinette Jackson, Courtney Johnson Rose, and John David Vasquez. Others in attendance included: Christa Stoneham, Chief Executive Officer/President of the HLB; Jennifer Allison, Vice President of Operations and Programs for HLB; Ivan Zapata, Manager of Real Estate and Acquisitions for HLB; Mark Glanowski (Paralegal) of Winstead PC, outside legal counsel for the HLB; Graciela Saenz, outside legal counsel for the HLB; Gonzalo Gonzalez, Vice President of Finance and Accounting for HLB; Ron Butler, Manager – Property Maintenance for HLB; Nick Foran of the HLB Advisory Board; Kellen Zale of the HLB Advisory Board; Elijah Williams of the HLB Advisory Board; LaTosha Okoiron, In-house Legal Counsel and Compliance Director for the HLB; Jahmeilla Hunter, the Community Relations and Engagement Manager for the HLB; Syed Rahman; Lynn Henson, (new Ex-Officio Board appointee); Dwantrina Russell (new Board appointee); and Marilyn Mugerza (new Board appointee).

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

Chairman Zeis called this regular meeting to order at 12:11 p.m. A roll call of the Board members in attendance immediately followed. Chairman Zeis announced that a quorum of the Board was present.

**II. Public Speakers**

No public speaker registered to address the Board.

**III. Swearing in of Board Members**

**a. Position Six: Dwantrina Russell (new appointment – City Council)**

- b. **Position Seven: Marilyn Muguerra (new appointment – City Council)**
- c. **Ex-Officio: Lynn Henson (new appointment – Mayor's Office)**

Ms. Saenz conducted the swearing in ceremony for each of the new appointees named above.

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

- a. **July 14, 2022 Board Meeting**

Chairman Zeis noted that the minutes for the July 14, 2022 regular meeting of the Board of Directors were previously circulated for review and comment. He asked if there were any comments for discussion to such minutes. Ms. Saenz noted that Lynn Henson's name is missing from the list of attendees at the July meeting. Chairman Zeis then requested a motion to approve and adopt such minutes as amended to include the name of Lynn Henson as an attendee.

Director Mondragón made a motion to adopt the minutes of the July 14, 2022 Board meeting as amended, which motion was then duly seconded by Director Ladet and passed with the unanimous vote of the Board.

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

Chairman Zeis welcomed each of the three new Board members for volunteering their time and involving their expertise to the mission of the Houston Land Bank. He then thanked Pastor Steve Hall and John David Vasquez for their contributions during the past several years in guiding the mission of the HLB.

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

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

Chairman Zeis then announced that he and Victor Mondragón met last week to discuss the changes requested by the Houston Housing Department to the New Home Development Program (NHDP) Guidelines, the Master Contractor Agreement (MCA), and the Tri-Party Agreement (TPA) which will be further discussed during the Board action item on the Agenda. He then announced that this meeting will need to also have an Executive Session to brief the Board on recent changes with regard to the purchase of the remaining tract of land at the former Yellow Cab site in north Houston.

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

Chairman Zeis noted that the Finance Committee did not meet this month. The monthly financial report is included in the meeting packet distributed to the Board.

1. Monthly Financial Report

Mr. Gonzalez reported that he has been working on the upcoming annual audit and completing the numbers for Fiscal Year 2022 which ended on June 30, 2022.

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

Director Johnson Rose was not in attendance, therefore Ms. Allison stated that the Partnership and Program Development Committee met to discuss the requested changes to the New Home Development Program Guidelines, the Master Contractor Agreement, and the Tri-Party Agreement. The Committee decided to accept the requested changes to the NHDP Guidelines and accept the Master Contractor Agreement and the Tri-Party Agreement.

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

Director Mondragón reported that the READ Committee met July 27, 2022 to discuss the compliance letters to certain home builders who are not in compliance with the terms and provisions of their contracts for the construction of affordable houses, assisting the home builders to keep up with inflation of construction material costs, the plan for development of the Yellow Cab site, and HCDD ownership issues. He then explained the purpose of the READ Committee to the new Board members and invited everyone to participate in its monthly committee meetings.

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

1. **Procurements Overview**

Director DeAnda reported that the Procurement and Oversight Committee did not meet, therefore there is no report.

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

a. **Progress Report**

Ms. Stoneham stated that about 15-20 letters were sent to certain of the HLB approved homebuilders to notify each of them that their respective construction contract is out of compliance. Movement on construction of affordable houses has now been noticed from some of these home builders. She also mentioned that progress has been achieved to align the approved HLB homebuilders to the fast track master permit procedure with the City of Houston Permitting Department to streamline when HLB projects go to the Permitting Center.

Ms. Stoneham then mentioned that she hosted a celebration for the Houston Business Journal 40 Under 40 honorees to explain the HLB strategic plan and priorities of the stakeholders. She also gave a presentation to the Acres Home Chamber of Commerce to explain priorities and call to action for partnership amongst partners

The HLB staff met with representatives of Grounded Solutions Network and Board members to evaluate opportunities for funding and how to acquire land in partnership with the Houston Community Land Trust. The staff also prepared an acquisition analysis to explore fundraising scenarios. Ms. Stoneham stated that the HLB has become a member of the Urban Land Institute and HLB staff has participated in the Urban Land Institute training sessions for real estate development and proforma development. She then reiterated that the HLB's mission is to strategically acquire, dispose, and steward vacant, abandoned, and damaged properties and convert them into productive use and transform community development for the city of Houston. The HLB staff kicked off Project Yellow Cab to align with the community's vision for the 6.7-acre site located north of downtown Houston. She noted that approximately 70 community members participated in the session who provided comments to the architecture company donating its services on this project.

Ms. Stoneham then announced that next week four HLB team members will attend the National EPA Conference for Brownfields. She will be attending the Land Bank Conference in September. Also, the HLB has been invited to participate in a \$150,000.00 grant opportunity the application for which is due on Monday. HLB will also apply for a \$30,000.00 grant from the Houston Area Real Estate Association to conduct a design workshop for the best use of a lot in Acres Home and prepare the strategy for implementation of the development. Lastly, she noted that the HLB staff prepared and sent an RFQ for a fundraising consultant to assist with the launch of the HLB Fund.

#### **VIII. Board Action Items**

a. **Consideration and possible action to adopt the newly proposed revisions to the New Home Development Program (NHDP) Guidelines, Master Contractor Agreement (MCA), and Tri-Party Agreement (TPA).**

Ms. Stoneham stated that approval of this agenda item will authorize the Board to execute the following three agreements: the amended NHDP Guidelines, the Master Contract Agreement, and the Tri-Party Agreement, all of which are necessary in order to move forward with the program partnership between HLB and the City of Houston's Housing and Community Development Department (HCDD).

The NHDP Guidelines were initially adopted July 25, 2018, with the first amendment adopted April 1, 2020.

This second amendment continues to further the goal of providing newly constructed, affordable single-family homes to Low-Moderate Income Homebuyers at 80% AMI or below. The program will be funded using TIRZ affordable housing set-aside funds, any related program income, and other non-federal funding that may be available.

Overall the amendments to the 25-page NHDP Guidelines affect (but are not limited to):

- Agreement to Pre-Sale homes at the 66% completion stage.
- HCDD Down Payment Assistance including length of lien.

**MCA:** Overall amendments to this 26-page document affect (but are not limited to):

- Appliances installed.
- Final inspection processes.
- Builder timeline re: Correction of Work Under Warranty.

**TPA:** Overall amendments to this 27-page document affect (but are not limited to):

- TREC Inspections.
- Key Exchange and builder warranty start date.

Should the Board approve this item, HLB staff will continue its efforts in marketing, educating and supporting low to moderate buyers in homeownership.

Ms. Stoneham confirmed that the HLB staff reviewed the NHDP amended guidelines, the Tri-Party Agreement, and the Master Contract Agreement and prepared a list of comments to be considered. HLB will need to reconcile with the New Home Development Program with regard to AMI targets. Also, the Houston Community and Development Department (HCDD) will not be open to the HLB Traditional Builder Program using 80% of AMI. HLB will use subsidies to bring the housing prices to affordable levels in the targeted Houston communities. She noted that the New Home Development Program is more concerned with producing housing product and obtaining access to the acquisition funds of HLB.

Chairman Zeis noted that under the Post Closing Agreement HLB would be responsible for selling the houses, however the HLB has no relationships with these home builders therefore this would not be appropriate. He mentioned that the NHDP is threatening continued future funding to HLB. The HCDD wants to raise its house sale price limit to \$250,000.00 using 120% AMI, however it does not appear this will reach the level of affordability intended. The Houston Housing Department will be responsible for the house construction oversight.

Director Collins asked if its legal counsel is concurrent with these new changes to the three agreements. Chairman Zeis stated that HLB staff negotiated the guidelines and agreement changes to a stage that is palpable to the concerns of HLB. He is not excited about these changes, however the NHDP is a priority of the City's administration and the Houston Housing Department.

Director Collins made a motion to adopt the newly proposed revisions to the New Home Development Program Guidelines, the Master Contractor Agreement, and the Tri-Party Agreement, which motion was duly seconded by Director Mondragón and passed with the unanimous vote of the Board.

## **IX. Executive Session**

Director Mondragón made a motion for the Board to enter into Executive Session, which motion was duly seconded by Director Ladet and passed with the unanimous vote of the Board. The Board entered into Executive Session at 12:37 p.m. Thereafter, upon motion of Director DeAnda to conclude the Executive Session and return to the open meeting session, which motion was duly seconded by Director Muguerza the Board voted unanimously to return to the open session of the meeting at 12:57p.m.



**X. Board Member Comments**

Director Collins asked for update on \_\_\_\_\_. Ms. Stoneham will request status from Dr. Holloway.

**XI. Adjournment**

Chairman Zeis asked if there were any additional matters to be considered by the Board. Hearing none, the regular Board meeting adjourned at 12:59 p.m. upon the motion of Director Collins to adjourn the meeting, which was duly seconded by Director Ladet and passed with the unanimous vote of the Board.

Minutes Prepared By:

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

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

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Secretary



# Houston Land Bank

## Profit and Loss by Month

July - August, 2022

	JUL 2022	AUG 2022	TOTAL
<b>Income</b>			
Acquisition and Development Agreement			\$0.00
Disposition of Lots	17,400.00		\$17,400.00
Disposition Proceeds	5,558.25		\$5,558.25
<b>Total Acquisition and Development Agreement</b>	<b>22,958.25</b>		<b>\$22,958.25</b>
Administrative Fees	3,750.00		\$3,750.00
HLB Program Revenue			\$0.00
Disposition Proceeds	123,076.00		\$123,076.00
<b>Total HLB Program Revenue</b>	<b>123,076.00</b>		<b>\$123,076.00</b>
Operations Agreement	148,606.38	137,223.68	\$285,830.06
Outside Sources Contributions		242.28	\$242.28
<b>Total Income</b>	<b>\$298,390.63</b>	<b>\$137,465.96</b>	<b>\$435,856.59</b>
<b>GROSS PROFIT</b>	<b>\$298,390.63</b>	<b>\$137,465.96</b>	<b>\$435,856.59</b>
<b>Expenses</b>			
Admin - Other			\$0.00
Advertising & Marketing	1,603.75	352.00	\$1,955.75
Bank Service Charges	266.85	225.87	\$492.72
Company Insurance			\$0.00
General Liability	1,943.78	1,943.78	\$3,887.56
Officers & Directors Liability	644.15	644.15	\$1,288.30
<b>Total Company Insurance</b>	<b>2,587.93</b>	<b>2,587.93</b>	<b>\$5,175.86</b>
Computer and Internet Expenses	11.99	11.99	\$23.98
Conference & Meeting	623.00		\$623.00
Depreciation Expenses	200.09	200.09	\$400.18
Dues and Subscription	2,209.37	1,586.89	\$3,796.26
Office Expenses			\$0.00
Leasing Office Equipment	508.50	280.25	\$788.75
Meals & Entertainment	2,586.25	85.00	\$2,671.25
Office Supplies	333.76	725.00	\$1,058.76
Postage and Delivery	471.61		\$471.61
<b>Total Office Expenses</b>	<b>3,900.12</b>	<b>1,090.25</b>	<b>\$4,990.37</b>
Rental and Lease Expense	3,900.00	3,900.00	\$7,800.00
Software Usage	1,577.34	1,577.34	\$3,154.68
Storage Rental	80.00	80.00	\$160.00
Telephone Expense	555.68	597.30	\$1,152.98



# Houston Land Bank

## Profit and Loss by Month

July - August, 2022

	JUL 2022	AUG 2022	TOTAL
Travel and Lodging Expenses			\$0.00
Lodging Expense		5,515.34	\$5,515.34
Mileage Expense	127.71	491.16	\$618.87
Parking		145.00	\$145.00
Travel Expense	82.67	3,634.76	\$3,717.43
<b>Total Travel and Lodging Expenses</b>	<b>210.38</b>	<b>9,786.26</b>	<b>\$9,996.64</b>
<b>Total Admin - Other</b>	<b>17,726.50</b>	<b>21,995.92</b>	<b>\$39,722.42</b>
Employee Cost			\$0.00
Health Insurance	8,545.64	10,834.91	\$19,380.55
Payroll Services Fee	133.22	133.22	\$266.44
Payroll Taxes	3,999.07	4,969.68	\$8,968.75
Retirement	1,116.05	1,395.06	\$2,511.11
Wages and Salary	53,841.86	67,302.32	\$121,144.18
<b>Total Employee Cost</b>	<b>67,635.84</b>	<b>84,635.19</b>	<b>\$152,271.03</b>
Legal Fees	4,292.96	5,510.00	\$9,802.96
Professional Services			\$0.00
Accounting Fee	4,500.00	4,940.00	\$9,440.00
Audit Fees	8,000.00		\$8,000.00
Consulting Fee	1,546.25	2,002.50	\$3,548.75
Contract Work		1,800.00	\$1,800.00
<b>Total Professional Services</b>	<b>14,046.25</b>	<b>8,742.50</b>	<b>\$22,788.75</b>
Property Cost - Maintenance			\$0.00
Property Expenses			\$0.00
Clearing of Land Cost		12,800.00	\$12,800.00
ESA	480.97		\$480.97
Special Lawn Mowing	1,200.00		\$1,200.00
Standard Lawn Mowing	32,645.99	28,915.62	\$61,561.61
<b>Total Property Expenses</b>	<b>34,326.96</b>	<b>41,715.62</b>	<b>\$76,042.58</b>
<b>Total Property Cost - Maintenance</b>	<b>34,326.96</b>	<b>41,715.62</b>	<b>\$76,042.58</b>
Property Cost - Disposition HLB			\$0.00
Clearing and Lawn Maintenance	775.00	0.00	\$775.00
Closing Cost	7,757.00		\$7,757.00
Lots COGS	7,846.04		\$7,846.04
Property Taxes	4,435.87		\$4,435.87
Utilities and Drainage Expenses	45.60		\$45.60
<b>Total Property Cost - Disposition HLB</b>	<b>20,859.51</b>	<b>0.00</b>	<b>\$20,859.51</b>



# Houston Land Bank

## Profit and Loss by Month

July - August, 2022

	JUL 2022	AUG 2022	TOTAL
Property Cost -Disposition NHDP			\$0.00
Cleaning and Supplies	455.00	320.00	\$775.00
Clearing and Lawn Maintenance - NHDP	300.00	300.00	\$600.00
Legal Fees - NHDP	2,020.00	250.00	\$2,270.00
Lots Sold - NHDP			\$0.00
Initial Cost of Lot	2,975.00		\$2,975.00
Impairment on Lot Sold - (Contra)	-2,737.00		\$ -2,737.00
<b>Total Lots Sold - NHDP</b>	<b>238.00</b>		<b>\$238.00</b>
Repair and Maintenance	116.88	4,978.00	\$5,094.88
Water and Utilities	530.50	364.07	\$894.57
<b>Total Property Cost -Disposition NHDP</b>	<b>3,660.38</b>	<b>6,212.07</b>	<b>\$9,872.45</b>
Property Signs	750.00	0.00	\$750.00
<b>Total Expenses</b>	<b>\$163,298.40</b>	<b>\$168,811.30</b>	<b>\$332,109.70</b>
NET OPERATING INCOME	<b>\$135,092.23</b>	<b>\$ -31,345.34</b>	<b>\$103,746.89</b>
Other Income			
Interest Income	1,033.04	1,330.61	\$2,363.65
<b>Total Other Income</b>	<b>\$1,033.04</b>	<b>\$1,330.61</b>	<b>\$2,363.65</b>
NET OTHER INCOME	<b>\$1,033.04</b>	<b>\$1,330.61</b>	<b>\$2,363.65</b>
NET INCOME	<b>\$136,125.27</b>	<b>\$ -30,014.73</b>	<b>\$106,110.54</b>



# Houston Land Bank

Balance Sheet  
As of August 31, 2022

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
Chase-Operations - 8465	372,195.37
Money Market - Lot Acquisition - 7058	114,093.80
Money Market Unrestricted - 7066	3,102,950.78
MoneyMarket-Unrstr.C Resev 5577	18,034.85
Petty Cash	12.63
Susser Money Market - 7878	250,169.86
Susser Savings Sweep - 78781	50,025.69
Unity National Bank PMM - 4992	219,631.76
<b>Total Bank Accounts</b>	<b>\$4,127,114.74</b>
Accounts Receivable	
Accts Receivable	522,092.08
<b>Total Accounts Receivable</b>	<b>\$522,092.08</b>
Other Current Assets	
Prepaid Expenses	
Prepaid Acquisition Costs	3,700.00
Prepaid Insurance	15,460.72
Prepaid Rent	3,900.00
Prepaid Subscription Services	12,135.71
<b>Total Prepaid Expenses</b>	<b>35,196.43</b>
<b>Total Other Current Assets</b>	<b>\$35,196.43</b>
<b>Total Current Assets</b>	<b>\$4,684,403.25</b>
Fixed Assets	
Equipment	12,005.12
xAccum. Depreciation	-7,928.22
<b>Total Fixed Assets</b>	<b>\$4,076.90</b>
Other Assets	
Earnest Fee	125,100.00
Investments Held For Sale	9,704,128.41
Security Deposit	4,875.00
<b>Total Other Assets</b>	<b>\$9,834,103.41</b>
<b>TOTAL ASSETS</b>	<b>\$14,522,583.56</b>



# Houston Land Bank

Balance Sheet  
As of August 31, 2022

	TOTAL
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	72,585.00
<b>Total Accounts Payable</b>	<b>\$72,585.00</b>
Other Current Liabilities	
Liabilities Due to HCDD	113,114.37
Payroll Liability	3,154.09
<b>Total Other Current Liabilities</b>	<b>\$116,268.46</b>
<b>Total Current Liabilities</b>	<b>\$188,853.46</b>
<b>Total Liabilities</b>	<b>\$188,853.46</b>
Equity	
Retained Earnings-1	14,227,619.56
Net Income	106,110.54
<b>Total Equity</b>	<b>\$14,333,730.10</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$14,522,583.56</b>

# Banking on the Future of Communities

## Houston Land Bank: September President's Report



# CHRISTA D. STONEHAM, CEO AND PRESIDENT

## HLB Mission:

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



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



Report of the President & CEO to the Board of Directors

October 13, 2022

As summer ends and we begin to wrap up 2022, the team's focus has been solidifying partnerships and practices. The 2022 Reclaiming Vacant Properties Conference (RVP) convened in Chicago in September, and the Houston Land Bank Team left recharged to end the year successfully. Some of the key takeaways include

- The American Rescue and Recovery Plan (ARPA) funds are being used for acquisitions and redevelopments by both land banks and land trusts
- There is a focus on innovative strategies for restoring community equity, decision-making, and designing programs to address history and structural racism in neighborhoods.
- Foreclosure response programs in cities such as Atlanta have responded to changing market conditions and funding opportunities

The HLB Team also has been supporting more outreach events and meeting with several aligned partners, such as LISC Houston, who launched the WORTH grant. Houston is the first of eight markets across the U.S. to launch a 7.5 million Wealth Opportunities Restored Through Homeownership grant to help create 5,000 new homeowners of color in Harris County by the end of 2025.

Several financial institutions and public agencies have also expressed interest in supporting the Land Bank's mission. This last quarter will produce fruitful relationships to better serve our builders and home buyers and increase equitable housing solutions for families.

Respectfully,



# CEO AND PRESIDENT OUTCOMES

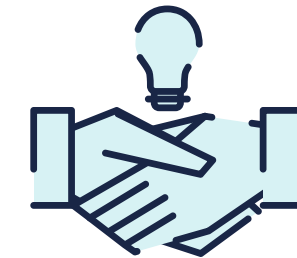
The monthly president's report serves as a showcase to highlight the priorities of the past month and includes a section touching on the focus for months to come. Below is a summary of the strategic priorities to assess, align and accelerate the growth of the Houston Land Bank's mission provided to the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



## ACQUIRE & ASSEMBLE

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

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



## PARTNERS & POLITICS

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

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



## TEAMWORK & TALENT

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

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



## MEET & GREET

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

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



## BOARD & OVERSIGHT

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

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



# ACQUIRE & ASSEMBLE



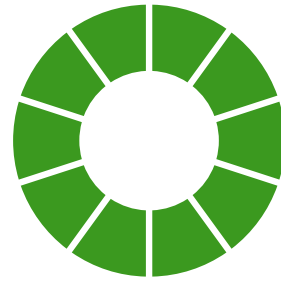
Progress

## Action Steps

## Progress

## Update

Define and confirm HLB mission and goals with staff and board members. Identify SWOT, processes, and benchmarks for each HLB program



HLB met with a fundraiser and leaders at the City of Houston to discuss funding strategies. The goal is to secure a fundraiser by the end of the year to launch the HLB Fund

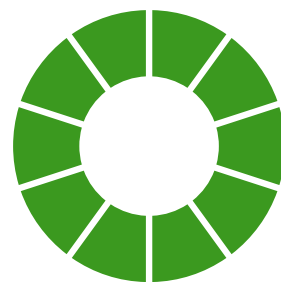
Conduct property owner analysis by utilizing HCAD and GIS data in LMI area such as the Complete Communities. Identify surplus property owned by COH, Harris County, Houston Housing Authority, redevelopment authorities, TIRZ, and public entities. Prioritize the acquisition of tax delinquent parcels in high value neighborhoods



The HLB Team met with several local agencies and met with representatives f to discuss development and land opportunities.

We are hoping for a partnership with an agency to be secured by the end of the year. The Team has also reached out to inquire about tax delinquent properties and seeks to activate an interlocal agreement with the taxing authorities

Create housing solutions and programs for all generations and Houstonians. Create "fast track" master permit procedure with COH.



The launch of the fast track system occurred in July 2022. The team is coordinating with HCDD team to align HLB builders.





# TEAMWORK & TALENT



Progress

## Action Steps

## Progress

## Update

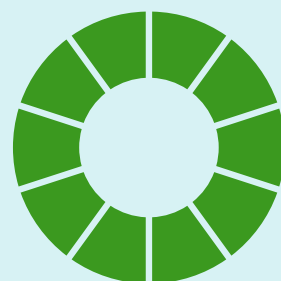
Listen and learn to staff's strengths, goals and skills. Assess operational gaps, and unfulfilled FTEs. Activate teambuilding activities. Determine HLB's SWOT with staff and identify resources needed for each team member



HLB Team attended several sessions at the national land bank conference hosted by the Center for Community Progress, the Reclaiming Vacant Properties conference.

The CEO also presented on the programs and lessons at HLB.

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



HLB Conference and Event Schedule will consist of the following

- October:
  - Texas APA,
  - ULI conference,
  - HAR symposium
  - Affordable Housing Conference

Publicly spotlight milestones, mission, board members and staff



HLB Team has been structuring outreach sessions to publicly share opportunities and accomplishments for the remainder of the year and 2023





# BOARD & OVERSIGHT



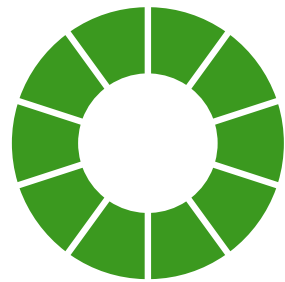
Progress

## Action Steps

## Progress

## Update

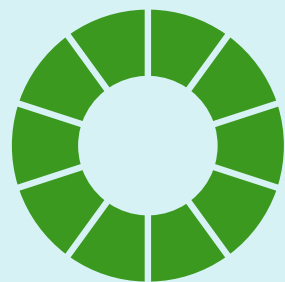
Listen to Board's concerns and aspirations. Enhance transparency and increase understanding about productivity, policies, and operations. Make recommendations to tailor and fine-tune solutions such as acquisition and disposition policies. Evaluate and revisit the annual targets for acquisition and disposition



The HLB Team has planned our annual goal for 2023 and is on track to align with them by meeting with aligned partners. The Team is also seeking to partner with stakeholders such as Houston LISC on the 7.5 million WORTH grant funded by Wells Fargo.



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



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

The HLB Team is planning to host a HLB Fund launch in 2023



# MEET & GREET



Progress

## Action Steps

Identify HLB lead and introduce HLB Team to community



## Update

The HLB CEO attended the LISC Houston Environmental Justice Caucus and the Women's Resource Center to network with like minded partners.



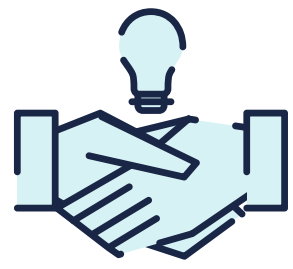
HLB will host the annual builder's forum in November 2022 and partner with HAR to launch a community workshop for Acres Home. The Team has also attended networking events from the Urban Land Institute (ULI) and Commercial Real Estate Women (CREW)

The CEO will attend the ULI Fall session in Dallas, and speak at the Texas APA conference in El Paso.

HLB is also applying to be a GHBA member to connect with the construction community

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





# PARTNERS & POLITICS



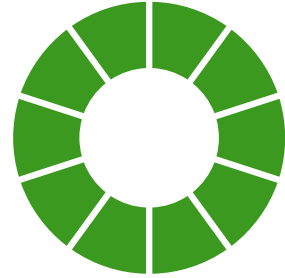
Progress

## Action Steps

## Progress

## Update

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



After the adoption of the strategic plan, the HLB CEO shared the HLB priorities with public agencies and potential partners in banking

Identify aligned programs at Harris County, HISD and public entities



HLB Team met with the CSD director to follow up on aligned opportunities and priorities for Houston.

The Team is also scheduling meetings with partners from the TIRZ and school districts

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



The HLB Team is exploring solutions with agencies and legal to confirm the route forward



# Our Next Steps

Timeline for the upcoming quarter

Tasks	October	November
● HLB Team to present and attend the Texas APA, Affordable Housing and ULI conferences		
● HLB team to select fundraising consultant and begin strategy development for HLB Fund		
● Schedule and promote Builder RFQ and Forum for Traditional Home Program		
● NAC meeting #2		



## **REQUEST FOR BOARD ACTION**

**Meeting Date: October 13th, 2022**

**Agenda Item: Consideration and Possible Action to Approve the Assignment of the Yellow Cab Development, Middle Tract (Tract 3) to a mission aligned third-party governmental entity in order to prevent the loss of the purchase option.**

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### **ACTION SUMMARY**

Approval of this agenda item will authorize HLB Board of Director Chair or Chief Executive Officer to execute an assignment agreement that would allow for the assignment of the purchase contract of the middle tract of Land (Tract 3) in the Yellow Cab Development project (see attached) to a mission aligned governmental entity assignee. This action is necessary in order to prevent the loss of the right to purchase, and the forfeiter of earnest monies used in consideration of this contract by the City of Houston's Housing and Community Development Department (HCDD).

### **BACKGROUND/OVERVIEW (Background of the Agreement and Summary)**

**The Yellow Cab Development Contract Amendment was executed on December 21, 2020 memorializing the terms of the agreement for the middle tract of the purchases (Tract 3). In summary the pertinent key factors are described below and can be read in full in the attached Agreement Amendment:**

- ✓ Purchase of Middle tract is subject to successful feasibility period as determined by Section 2 of Exhibit A of the Agreement Amendment.
- ✓ The trigger event that sets the closing date for the purchase is the expiration of the feasibility period, per Section 3 of the agreement. The only remaining portion of the feasibility period that we have yet to complete, is the receiving of the TCEQ report with the no further action determination. Once HLB receives the report with that determination, we will have to obtain a new appraisal of the property and close within those 30 days. We are expected to receive that report in a matter of days.
- ✓ The City of Houston's Housing and Community Development Department (HCDD) paid \$125,000.00 in earnest money in consideration of this agreement. If we do not close this purchase, only \$50,000.00 is required to be refunded.
- ✓ HLB has assignment rights under the Amendment Agreement, per Section 6.

**HLB staff in conjunction with several board members are in the process of diligently working to obtain an appropriate mission aligned assignee.**

Should the Board of Directors approve this item, HLB will continue these efforts and move forward with the assignment process.