

Application for Federal Assistance SF-424

* 1. Type of Submission:

- ☐ Preapplication
☒ Application
☐ Changed/Corrected Application

* 2. Type of Application:

- ☒ New
☐ Continuation
☐ Revision

* If Revision, select appropriate letter(s):

* Other (Specify):

* 3. Date Received:

Completed by Grants.gov upon submission.

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name: Houston Housing Authority

* b. Employer/Taxpayer Identification Number (EIN/TIN):

7460012338

* c. UEI:

V7SPYNFKXHN9

d. Address:

* Street1: 2640 Fountain View Drive

Street2:

* City: Houston

County/Parish:

Harris

* State: TX: Texas

Province:

* Country: USA: UNITED STATES

* Zip / Postal Code: 77057-7610

e. Organizational Unit:

Department Name:

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

Mr.

* First Name:

David

Middle Name:

A

* Last Name:

Northern

Suffix:

Sr.

Title: President & CEO

Organizational Affiliation:

* Telephone Number: 713-260-0500

Fax Number:

* Email: president@housingforhouston.com

Application for Federal Assistance SF-424

* 9. Type of Applicant 1: Select Applicant Type:

L: Public/Indian Housing Authority

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

US Department of Housing and Urban Development

11. Catalog of Federal Domestic Assistance Number:

14.023

CFDA Title:

Community Development Block Grant- PRO Housing Competition

* 12. Funding Opportunity Number:

FR-6700-N-98

* Title:

Pathways to Removing Obstacles to Housing (PRO Housing)

13. Competition Identification Number:

FR-6700-N-98

Title:

Pathways to Removing Obstacles to Housing (PRO Housing)

14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

* 15. Descriptive Title of Applicant's Project:

Houston Housing Authority PRO Application

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424**16. Congressional Districts Of:**

* a. Applicant TX-38

* b. Program/Project TX-38

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:

* a. Start Date: 01/31/2024

* b. End Date: 09/30/2029

18. Estimated Funding (\$):

* a. Federal	9,215,302.00
* b. Applicant	971,499.00
* c. State	0.00
* d. Local	0.00
* e. Other	0.00
* f. Program Income	0.00
* g. TOTAL	10,186,801.00

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)**

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: Mr. * First Name: David

Middle Name: A

* Last Name: Northern

Suffix:

* Title: President and CEO

* Telephone Number: 713-260-0500 Fax Number:

* Email: president@housingforhouston.com

* Signature of Authorized Representative: Completed by Grants.gov upon submission. * Date Signed: Completed by Grants.gov upon submission.

Applicant/Recipient Disclosure/Update Report

U.S. Department of Housing
and Urban Development

OMB Number: 2501-0017
Expiration Date: 01/31/2026

Applicant/Recipient Information * UEI Number: * Report Type:

1. Applicant/Recipient Name, Address, and Phone (include area code):

* Applicant Name:

* Street1:

Street2:

* City:

County:

* State:

* Zip Code:

* Country:

* Phone:

2. Employer ID Number (do not include individual social security numbers):

* 3. HUD Program Name:

* 4. Amount of HUD Assistance Requested/Received: \$

5. State the name and location (street address, City and State) of the project or activity:

* Project Name:

* Street1:

Street2:

* City:

County:

* State:

* Zip Code:

* Country:

Part I Threshold Determinations

* 1. Are you applying for assistance for a specific project or activity? These terms do not include formula grants, such as public housing operating subsidy or CDBG block grants. For further information see 24 CFR Sec. 4.3.

☒ Yes ☐ No

* 2. Have you received or do you expect to receive assistance within the jurisdiction of the Department (HUD), involving the project or activity in this application, in excess of \$200,000 during this fiscal year (Oct. 1-Sep. 30)? For further information, see 24 CFR 4.9.

☐ Yes ☒ No

If you answered "No" to either question 1 or 2, **Stop!** You do not need to complete the remainder of this form. However, you must sign the certification at the end of the report.

Part II Other Government Assistance Provided or Requested / Expected Sources and Use of Funds.

Such assistance includes, but is not limited to, any grant, loan, subsidy, guarantee, insurance, payment, credit, or tax benefit.

Department/State/Local Agency Name:

* Government Agency Name:

Government Agency Address:

* Street1:

Street2:

* City:

County:

* State:

* Zip Code:

* Country:

* Type of Assistance:

* Amount Requested/Provided: \$

* Expected Uses of the Funds:

Department/State/Local Agency Name:

* Government Agency Name:

Government Agency Address:

* Street1:

Street2:

* City:

County:

* State:

* Zip Code:

* Country:

* Type of Assistance:

* Amount Requested/Provided: \$

* Expected Uses of the Funds:

Note: Use additional pages if necessary.

[Add Attachment](#)

[Delete Attachment](#)

[View Attachment](#)

Part III Interested Parties. You must disclose:

1. All developers, contractors, or consultants involved in the application for assistance or in the planning, development, or implementation of the project or activity.

* Alphabetical list of all persons with a reportable financial interest in the project or activity (for individuals, give the last name first)

* Unique Entity ID

* Type of Participation in Project/Activity

* Financial Interest in Project/Activity (\$ and %)

			\$			%
			\$			%
			\$			%
			\$			%
			\$			%

2. Any other person who has a financial interest in the project or activity for which the assistance is sought that exceeds \$50,000 or 10 percent of the assistance (whichever is lower).

* Alphabetical list of all persons with a reportable financial interest in the project or activity (For individuals, give the last name first)

City of Residence

* Type of Participation in Project/Activity

* Financial Interest in Project/Activity (\$ and %)

			\$			%
			\$			%
			\$			%
			\$			%
			\$			%

Note: Use additional pages if necessary.

Add Attachment

Delete Attachment

View Attachment

Certification

I/We, the undersigned, certify under penalty of perjury that the information provided above is true, correct, and accurate.

Warning: If you knowingly make a false statement on this form, you may be subject to criminal and/or civil penalties under Section 1001 of Title 18 of the United States Code. In addition, any person who knowingly and materially violates any required disclosures of information, including intentional non-disclosure, is subject to civil money penalty not to exceed \$10,000 for each violation.

* Signature:

* Date: (mm/dd/yyyy)

Completed Upon Submission to Grants.gov

Completed Upon Submission
to Grants.gov

Instructions

Overview.

A. Coverage. You must complete this report if:

- (1) You are applying for assistance from HUD for a specific project or activity **and** you have received, or expect to receive, assistance from HUD in excess of \$200,000 during the fiscal year;
- (2) You are updating a prior report as discussed below; or
- (3) You are submitting an application for assistance to an entity other than HUD, a State or local government if the application is required by statute or regulation to be submitted to HUD for approval or for any other purpose.

B. Update reports (filed by "Recipients" of HUD Assistance):

General. All recipients of covered assistance must submit update reports to the Department to reflect substantial changes to the initial applicant disclosure reports.

Line-by-Line Instructions.

Applicant/Recipient Information.

All applicants for HUD competitive assistance, must complete the information required in blocks 1-5 of form HUD-2880:

1. Enter the full name, address, city, State, zip code, and telephone number (including area code) of the applicant/recipient. Where the applicant/recipient is an individual, the last name, first name, and middle initial must be entered.
2. Entry of the applicant/recipient's EIN, as appropriate, is optional. Individuals must not include social security numbers on this form.
3. Applicants enter the HUD program name under which the assistance is being requested.
4. Applicants enter the amount of HUD assistance that is being requested. Recipients enter the amount of HUD assistance that has been provided and to which the update report relates. The amounts are those stated in the application or award documentation. **NOTE:** In the case of assistance that is provided pursuant to contract over a period of time (such as project-based assistance under section 8 of the United States Housing Act of 1937), the amount of assistance to be reported includes all amounts that are to be provided over the term of the contract, irrespective of when they are to be received.
5. Applicants enter the name and full address of the project or activity for which the HUD assistance is sought. Recipients enter the name and full address of the HUD-assisted project or activity to which the update report relates. The most appropriate government identifying number must be used (e.g., RFP No.; IFB No.; grant announcement No.; or contract, grant, or loan No.) Include prefixes.

Part I. Threshold Determinations - Applicants Only

Part I contains information to help the applicant determine whether the remainder of the form must be completed. Recipients filing Update Reports should not complete this Part.

If the answer to **either** questions 1 or 2 is No, the applicant need not complete Parts II and III of the report but must sign the certification at the end of the form.

Part II. Other Government Assistance and Expected Sources and Uses of Funds.

A. Other Government Assistance. This Part is to be completed by both applicants and recipients for assistance and recipients filing update reports. Applicants and recipients must report any other government assistance involved in the project or activity for which assistance is sought. Applicants and recipients must report any other government assistance involved in the project or activity. Other government assistance is defined in note 4 on the last page. For purposes of this definition, other government assistance is expected to be made available if, based on an assessment of all the circumstances involved, there are reasonable grounds to anticipate that the assistance will be forthcoming.

Both applicant and recipient disclosures must include all other government assistance involved with the HUD assistance, as well as any other government assistance that was made available before the request, but that has continuing vitality at the time of the request. Examples of this latter category include tax credits that provide for a number of years of tax benefits, and grant assistance that continues to benefit the project at the time of the assistance request.

The following information must be provided:

1. Enter the name and address, city, State, and zip code of the government agency making the assistance available.
2. State the type of other government assistance (e.g., loan, grant, loan insurance).
3. Enter the dollar amount of the other government assistance that is, or is expected to be, made available with respect to the project or activities for which the HUD assistance is sought (applicants) or has been provided (recipients).
4. Uses of funds. Each reportable use of funds must clearly identify the purpose to which they are to be put. Reasonable aggregations may be used, such as "total structure" to include a number of structural costs, such as roof, elevators, exterior masonry, etc.

B. Non-Government Assistance. Note that the applicant and recipient disclosure report must specify all expected sources and uses of funds - both from HUD and any other source - that have been or are to be, made available for the project or activity. Non-government sources of Form HUD-2880 funds typically include (but are not limited to) foundations and private contributors.

Part III. Interested Parties.

This Part is to be completed by both applicants and recipients filing update reports. Applicants must provide information on:

1. All developers, contractors, or consultants involved in the application for the assistance or in the planning, development, or implementation of the project or activity and
2. Any other person who has a financial interest in the project or activity for which the assistance is sought that exceeds \$50,000 or 10 percent of the assistance (whichever is lower). **Note:** A financial interest means any financial involvement in the project or activity, including (but not limited to) situations in which an individual or entity has an equity interest in the project or activity, shares in any profit on resale or any distribution of surplus cash or other assets of the project or activity, or receives compensation for any goods or services provided in connection with the project or activity. Residency of an individual in housing for which assistance is being sought is not, by itself, considered a covered financial interest.

The information required below must be provided.

1. Enter the full names and addresses. If the person is an entity, the listing must include the full name and address of the entity as well as the CEO. Please list all names alphabetically.
2. Entry of the Unique Entity Identifier (UEI), for non-individuals, or city of residence, for individuals, for each organization and person listed is **optional**.
3. Enter the type of participation in the project or activity for each person listed: i.e., the person's specific role in the project (e.g., contractor, consultant, planner, investor).
4. Enter the financial interest in the project or activity for each person listed. The interest must be expressed both as a dollar amount and as a percentage of the amount of the HUD assistance involved.

Note that if any of the source/use information required by this report has been provided elsewhere in this application package, the applicant need not repeat the information, but need only refer to the form and location to incorporate it into this report. (It is likely that some of the information required by this report has been provided on SF 424A, or on various budget forms accompanying the application.) If this report requires information beyond that provided elsewhere in the application package, the applicant must include in this report all the additional

information required. Recipients must submit an update report for any change in previously disclosed sources and uses of funds as provided in Section I.D.5., above.

Notes:

1. All citations are to 24 CFR Part 4, which was published in the Federal Register. [April 1, 1996, at 63 Fed. Reg. 14448.]
2. Assistance means any contract, grant, loan, cooperative agreement, or other form of assistance, including the insurance or guarantee of a loan or mortgage, that is provided with respect to a specific project or activity under a program administered by the Department. The term does not include contracts, such as procurements contracts, that are subject to the Fed. Acquisition Regulation (FAR) (48 CFR Chapter 1).
3. See 24 CFR §4.9 for detailed guidance on how the threshold is calculated.

4. "Other government assistance" is defined to include any loan, grant, guarantee, insurance, payment, rebate, subsidy, credit, tax benefit, or any other form of direct or indirect assistance from the Federal government (other than that requested from HUD in the application), a State, or a unit of general local government, or any agency or instrumentality thereof, that is, or is expected to be made, available with respect to the project or activities for which the assistance is sought.

5. For the purpose of this form and 24 CFR Part 4, "person" means an individual (including a consultant, lobbyist, or lawyer); corporation; company; association; authority; firm; partnership; society; State, unit of general local government, or other government entity, or agency thereof (including a public housing agency); Indian tribe; and any other organization or group of people.

**Applicant and Recipient
Assurances and Certifications**

**U.S. Department of Housing
and Urban Development**

OMB Number: 2501-0017
Expiration Date: 01/31/2026

Instructions for the HUD-424-B Assurances and Certifications

As part of your application for HUD funding, you, as the official authorized to sign on behalf of your organization or as an individual, must provide the following assurances and certifications, which replace any requirement to submit an SF-424-B or SF-424-D. The Responsible Civil Rights Official has specified this form for use for purposes of general compliance with 24 CFR §§ 1.5, 3.115, 8.50, and 146.25, as applicable. The Responsible Civil Rights Official may require specific civil rights assurances to be furnished consistent with those authorities and will specify the form on which such assurances must be made. A failure to furnish or comply with the civil rights assurances contained in this form may result in the procedures to effect compliance at 24 CFR §§ 1.8, 3.115, 8.57, or 146.39.

By submitting this form, you are stating that all assertions made in this form are true, accurate, and correct.

As the duly representative of the applicant, I certify that the applicant:

*Authorized Representative Name:

Prefix: *First Name:
Middle Name:
*Last Name:
Suffix:

*Title:

*Applicant Organization:

1. Has the legal authority to apply for Federal assistance, has the institutional, managerial and financial capability (including funds to pay the non-Federal share of program costs) to plan, manage and complete the program as described in the application and the governing body has duly authorized the submission of the application, including these assurances and certifications, and authorized me as the official representative of the application to act in connection with the application and to provide any additional information as may be required.

2. Will administer the grant in compliance with Title VI of the Civil Rights Act of 1964 (42 U.S.C 2000(d)) and implementing regulations (24 CFR part 1), which provide that no person in the United States shall, on the grounds of race, color or national origin, be excluded from participation in, be denied the benefits of, or otherwise be subject to discrimination under any program or activity that receives Federal financial assistance OR if the applicant is a Federally recognized Indian tribe or its tribally designated housing entity, is subject to the Indian Civil Rights Act (25 U.S.C. 1301-1303).

3. Will administer the grant in compliance with Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), as amended, and implementing regulations at 24 CFR part 8, the American Disabilities Act (42 U.S.C. §§ 12101 et.seq.), and implementing regulations at 28 CFR part 35 or 36, as applicable, and the Age Discrimination Act of 1975 (42 U.S.C. 6101-07) as amended, and implementing regulations at 24 CFR part 146 which together provide that no person in the United States shall, on the grounds of disability or age, be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity that receives Federal financial assistance; except if the grant program authorizes or limits participation to designated populations, then the applicant will comply with the nondiscrimination requirements within the designated population.

4. Will comply with the Fair Housing Act (42 U.S.C. 3601-19), as amended, and the implementing regulations at 24 CFR part 100, which prohibit discrimination in housing on the basis of race, color, religion sex (including gender identity and sexual orientation), disability, familial status, or national origin and will affirmatively further fair housing; except an applicant which is an Indian tribe or its instrumentality which

is excluded by statute from coverage does not make this certification; and further except if the grant program authorizes or limits participation to designated populations, then the applicant will comply with the nondiscrimination requirements within the designated population.

5. Will comply with all applicable Federal nondiscrimination requirements, including those listed at 24 CFR §§ 5.105(a) and 5.106 as applicable.

6. Will comply with the acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended (42 U.S.C. 4601) and implementing regulations at 49 CFR part 24 and, as applicable, Section 104(d) of the Housing and Community Development Act of 1974 (42 U.S.C. 5304(d)) and implementing regulations at 24 CFR part 42, subpart A.

7. Will comply with the environmental requirements of the National Environmental Policy Act (42 U.S.C. 4321 et.seq.) and related Federal authorities prior to the commitment or expenditure of funds for property.

8. That no Federal appropriated funds have been paid, or will be paid, by or on behalf of the applicant, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress, in connection with the awarding of this Federal grant or its extension, renewal, amendment or modification. If funds other than Federal appropriated funds have or will be paid for influencing or attempting to influence the persons listed above, I shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying. I certify that I shall require all subawards at all tiers (including sub-grants and contracts) to similarly certify and disclose accordingly. Federally recognized Indian Tribes and tribally designated housing entities (TDHEs) established by Federally-recognized Indian tribes as a result of the exercise of the tribe's sovereign power are excluded from coverage by the Byrd Amendment, but State-recognized Indian tribes and TDHs established under State law are not excluded from the statute's coverage.

I/We, the undersigned, certify under penalty of perjury that the information provided above is true and correct.

WARNING: Anyone who knowingly submits a false claim or makes a false statement is subject to criminal and/or civil penalties, including confinement for up to 5 years, fines, and civil and administrative penalties. (18 U.S.C. §§287, 1001, 1010, 1012, 1014; 31 U.S.C. §3729, 3802).

*Signature:

Completed Upon Submission to Grants.gov

*Date:

Completed Upon Submission to
Grants.gov

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352

OMB Number: 4040-0013

Expiration Date: 02/28/2025

1. * Type of Federal Action: <input type="checkbox"/> a. contract <input checked="" type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	2. * Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input checked="" type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	3. * Report Type: <input checked="" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change
4. Name and Address of Reporting Entity: <input checked="" type="checkbox"/> Prime <input type="checkbox"/> SubAwardee * Name <input type="text" value="Houston Housing Authority"/> * Street 1 <input type="text" value="2640 Fountain View Dr."/> Street 2 <input type="text"/> * City <input type="text" value="Houston"/> State <input type="text" value="TX: Texas"/> Zip <input type="text" value="77057"/> Congressional District, if known: <input type="text"/>		
5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime: 		
6. * Federal Department/Agency: <input type="text" value="Housing and Urban Development (HUD)"/>	7. * Federal Program Name/Description: <input type="text" value="Community Development Block Grant- PRO Housing Competition"/> CFDA Number, if applicable: <input type="text" value="14.023"/>	
8. Federal Action Number, if known: <input type="text"/>	9. Award Amount, if known: \$ <input type="text"/>	
10. a. Name and Address of Lobbying Registrant: Prefix <input type="text"/> * First Name <input type="text" value="Not Applicable"/> Middle Name <input type="text"/> * Last Name <input type="text" value="Not Applicable"/> Suffix <input type="text"/> * Street 1 <input type="text" value="Not Applicable"/> Street 2 <input type="text"/> * City <input type="text" value="Not Applicable"/> State <input type="text"/> Zip <input type="text"/>		
b. Individual Performing Services (including address if different from No. 10a) Prefix <input type="text"/> * First Name <input type="text" value="Not Applicable"/> Middle Name <input type="text"/> * Last Name <input type="text" value="Not Applicable"/> Suffix <input type="text"/> * Street 1 <input type="text" value="Not Applicable"/> Street 2 <input type="text"/> * City <input type="text" value="Not Applicable"/> State <input type="text"/> Zip <input type="text"/>		
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure. * Signature: <input type="text" value="Completed on submission to Grants.gov"/> * Name: Prefix <input type="text" value="Mr."/> * First Name <input type="text" value="David"/> Middle Name <input type="text"/> * Last Name <input type="text" value="Northern"/> Suffix <input type="text"/> Title: <input type="text" value="Executive Director"/> Telephone No.: <input type="text"/> Date: <input type="text" value="Completed on submission to Grants.gov"/>		
Federal Use Only:		Authorized for Local Reproduction Standard Form - LLL (Rev. 7-97)

ATTACHMENTS FORM

Instructions: On this form, you will attach the various files that make up your grant application. Please consult with the appropriate Agency Guidelines for more information about each needed file. Please remember that any files you attach must be in the document format and named as specified in the Guidelines.

Important: Please attach your files in the proper sequence. See the appropriate Agency Guidelines for details.

1) Please attach Attachment 1	<input type="text" value="Exhibit A.pdf"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
2) Please attach Attachment 2	<input type="text" value="Exhibit B.pdf"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
3) Please attach Attachment 3	<input type="text" value="Exhibit C Need.pdf"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
4) Please attach Attachment 4	<input type="text" value="Exhibit D.pdf"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
5) Please attach Attachment 5	<input type="text" value="Exhibit E.pdf"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
6) Please attach Attachment 6	<input type="text" value="Exhibit F.pdf"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
7) Please attach Attachment 7	<input type="text" value="Exhibit G.pdf"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
8) Please attach Attachment 8	<input type="text" value="Appendix B.pdf"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
9) Please attach Attachment 9	<input type="text" value="Appendix A.pdf"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
10) Please attach Attachment 10	<input type="text" value="424-CBW_Budget Form.xls"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
11) Please attach Attachment 11	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
12) Please attach Attachment 12	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
13) Please attach Attachment 13	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
14) Please attach Attachment 14	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
15) Please attach Attachment 15	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>

The following attachment is not included in the view since it is not a read-only PDF file.

Upon submission, this file will be transmitted to the Grantor without any data loss.

424-CBW_Budget Form.xls

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

* APPLICANT'S ORGANIZATION

Houston Housing Authority

* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix: Mr. * First Name: David Middle Name: A
* Last Name: Northern Suffix:
* Title: President and CEO

* SIGNATURE: Completed on submission to Grants.gov

* DATE: Completed on submission to Grants.gov

Table of Contents

Exhibit A.....	1
Exhibit B.....	2-4
Exhibit C.....	5-9
Exhibit D.....	10-29
Exhibit E.....	30-39
Exhibit F.....	40
Exhibit G.....	41
Letters of Support.....	42-46
<i>Representative Sheila Jackson</i>	
<i>Cross Country Mortgage</i>	
<i>Houston Housing Resource</i>	
<i>Covenant Community Capital</i>	
Resumes of Key Personnel.....	47-68
<i>Corey Franklin</i>	
<i>Gilda Jackson</i>	
<i>Na'Shon Edwards</i>	
<i>Jay Mason</i>	

Exhibit A

Houston Housing Authority (HHA) developed a Pathways to Removing Obstacles to Housing (PRO Housing) application to improve the supply and maintenance of affordable housing for low-and-moderate-income Houstonians. Developed in 2023, this six-year project includes two phases. During Phase I, HHA will engage in deep analysis of local housing policies and practices to identify systemic barriers to home ownership. Phase II will include wrap-around services and interventions to help residents achieve home ownership and long-term housing stability. In addition to policy analysis work and interventions to counteract systemic barriers to home ownership, HHA will construct 20 new, affordable homes, to expand local supply of affordable homes and provide opportunities for Houstonians to move into higher-income neighborhoods. In addition to addressing pervasive and persistent housing insecurity, this Houston PRO grant will specifically advance racial equity, unpack historical discrimination and segregation, and help traditionally minoritized individuals throughout Harris County build generational wealth.

HHA is requesting \$9,215,302 in funding through the Department of Housing and Urban Development (HUD) for this PRO Housing grant project. These funds will be used to hire additional personnel to specifically work on this project, provide case management and wrap-around services, construct 20 new affordable homes that will be earmarked for low or moderate-income families, and assess the project's impact on homeownership disparities and housing insecurity in Houston. The entire project will span six years, with Phase I completed in year one and the remaining five years focused on Phase II.

Exhibit B – Threshold Requirements and Other Submission Requirements

Assurances – HUD 424-B

Completed through grants.gov.

HUD 2880

Completed through grants.gov.

Code of Conduct

HHA has a Code of Conduct in place that complies with the requirements included in the “Conducting Business in Accordance with Ethical Standards” section of the Administrative National and Department Policy Requirements and Terms for HUD Financial Assistance. A copy can be provided upon request.

Affirmatively Furthering Fair Housing:

Affirmatively Furthering Fair Housing (AFFH): HHA will affirmatively further fair housing by marketing as needed to existing voucher holders and those on the waiting list to ensure households enrolled in the program include a mix of applicants with races, ethnic backgrounds, ages, and disabilities proportionate to the mix of those groups in the eligible population (current voucher holders and those on the waiting list). The affirmative marketing plan will consider the number of available slots (200/year) and characteristics of families who have vouchers and are on the waiting list. HHA will review these factors regularly to determine the need for and scope of affirmative marketing efforts. All affirmative marketing efforts will include outreach to those least likely to apply. HHA affirmatively furthers Fair Housing in the administration of all its programs by complying fully with all federal, state, and local nondiscrimination laws and administers programs in accordance with the rules and regulations governing Fair Housing and Equal Opportunity in housing, and marketing the program to members of protected classes who

are least likely to apply. HHA will not discriminate against any applicant, participant, or landlord because of race, color, creed, national or ethnic origin or ancestry, religion, sex, age, disability, source of income, sexual orientation, gender identity, marital status, or presence of children in a household (protected classes); nor will any criteria be applied, or information be considered pertaining to attributes or behavior that some may impute to a particular group or category. HHA will provide information to applicants and participants regarding housing discrimination complaints. Information includes referrals to the City of Houston's Fair Housing Office, the Texas Human Rights Commission, the HUD Office of Fair Housing & Equal Opportunity, and low-cost legal services provided through the Gulf Coast Legal Foundation and the Harris County Dispute Resolution Center. All applicable Fair Housing Information and Discrimination Complaint Forms will be available to applicants and participants.

Limited English Proficiency

To comply with the Final Guidance to Federal Financial Assistance Recipients Regarding Title VI, Prohibition Against Discrimination Affecting Limited English Proficient Persons, HHA will ensure that all materials utilized in the planning, development, and implementation processes for this project are available in multiple languages as needed by stakeholders and residents. At a minimum, all materials will be published in English and Spanish. Materials will also be made available in Mandarin (Chinese), Vietnamese, Arabic, and French as needed. These languages have been identified because they are the most common languages spoken in the greater Houston area. While Spanish is the most common second language spoken by HHA residents, local population data indicate that 145 unique languages are spoken in the Houston MSA. Translators will also be made available to support verbal interaction with residents. HHA has bilingual (Spanish/English) staff available. If translators are needed for other languages,

HHA will provide them to ensure fair and equitable access to housing services. Language support will also be provided for residents moving through the home ownership program.

Physical Accessibility

All project meetings, workshops, and related activities will be held in facilities that are accessible for persons with disabilities. Where physical accessibility is not feasible, all efforts will be made to deliver content and programming in alternative formats. In accordance with Section 504 of the Rehabilitation Act, the project team and partners will take all necessary steps to identify the most integrated and least restrictive environment possible to support project activities and wide accessibility.

Environmental Review

HHA will comply with 24 CFR parts 50 and 58 to implement the policies of the National Environmental Policy Act (NEPA). As a public housing authority, HHA is considered its own responsible entity and will complete its own environmental review under 24 CFR part 58.

Federal Assistance Assurances

HHA has complete the Federal Assistance Representations Certification through Sam.gov.

Exhibit C

HUD is prioritizing applications that demonstrate: (1) progress and a commitment to overcoming local barriers to facilitate the increase in affordable housing production and preservation; and (2) acute demand for housing affordable to households with incomes below 100 percent of the area median income. A thorough response identifies a need for affordable housing, names barriers to affordable housing production and preservation in your jurisdiction(s) and describes the extent of such barriers. HUD encourages applications that will discuss key barriers related to land-use regulations, permitting, or related procedural issues. HUD will rate applicants based on clear, well supported, demonstrated need.

- 1. Describe your efforts so far to identify, address, mitigate, or remove barriers to affordable housing production and preservation. (12 points)**

- 2. Do you have acute demand for affordable housing? What are your remaining affordable housing needs and how do you know? (13 points)**

- 3. What key barriers still exist and need to be addressed to produce and preserve more affordable housing? (10 points)**

Exhibit C - Need

The Houston Housing Authority requests \$9,215,302 to increase and preserve the city's supply of affordable housing units. More than 7M individuals reside in the Houston Metropolitan Statistical Area (MSA), where Harris County and the City of Houston are located. The area has a current housing supply of 2.8M units and ranks as the sixth-worst state in the United States for affordable housing for extremely low-income renters. According to the National Low-Income Housing Coalition, there is a critical shortage of affordable housing in Houston with only 19 affordable housing units for every 100 households.

1. Previous attempts to preserve and increase available housing units.

Founded in 1938 to ensure Houston's low-to-moderate-income families have access to decent, safe, and sanitary housing, HHA has been addressing the housing needs of Houston's most vulnerable families for more than 80 years. While the HHA operation began with 1,500 subsidized apartment units in the 1940's, it has grown to include the Housing Choice Voucher Program (Section 8) and home ownership programs. Today, HHA is one of the nation's largest housing authorities, providing affordable homes and services to more than 60,000 low-income Houstonians, including over 17,000 families housed through the Housing Choice Voucher Program, 4,200 living in 19 public housing and tax credit developments, and an additional 716 in project-based voucher developments around the city. HHA also administers one of the nation's largest voucher programs exclusively serving homeless veterans. HHA has an annual operating budget of \$300M and an inventory of 24,000 federally funded and 22,000 non-federal units. HHA and the City of Houston have a number of programs in place to address affordable housing. The following graphic outlines these programs and their associated funding. Despite this

significant investment at the state and federal levels, there remains a pervasive and persistent housing shortage throughout the Houston MSA.

Program	Amount	Percent of Total
Homeowner Assistance Program	\$392,729,436	33%
New Single-Family Development Program	\$204,000,000	17%
Multifamily Rental Program	\$321,278,580	27%
Small Rental Program	\$61,205,100	5%
Homebuyer Assistance	\$21,741,300	2%
Buyout Program	\$40,800,000	4%
Public Services Program	\$60,000,000	5%
Economic Revitalization Program	\$30,264,834	3%
Planning	\$23,100,000	2%
Housing Administration	\$20,835,088	2%
Total	\$1,175,954,338	100%

2. **Acute demand for affordable housing. This project will serve Harris County, Texas, which is a priority geographic area.** As noted in the HUD PRO priority matrix spreadsheet, Harris County is a priority designation above the 90th percentile for insufficient affordable housing.

Priority Designation	Housing Factor Problems	HPF National Threshold	HPF State Threshold
Harris County	0.335274	0.343937	0.316531

More than 7M individuals reside in the Houston Metropolitan Statistical Area (MSA), where Harris County and the City of Houston are located. Unfortunately, the area has a current housing supply of 2.8M units, resulting in a critical shortage of affordable housing options for many residents.

Once touted as one of the most affordable places to live nationwide, Houston tumbled into a housing crisis as its economy thrived in the years following the Great Recession. According to the Texas A&M Real Estate Research Center, home prices have doubled in the last decade, with the mean price more than twice what the average renter can afford. Houston's housing crisis was accelerated by Hurricane Harvey's historic flooding, which damaged 306,993 homes, including 25% of the city's affordable housing units. In Port Arthur and Beaumont, where low-income families are concentrated, 80% of homes were damaged.¹

A 2023 report by the National Low-Income Housing Coalition highlighted the city's emerging crisis. Texas now ranks as the sixth-worst state in the U.S. for affordable housing, with **Houston ranked as the fifth-worst city nationwide.** There is currently a shortage of 864,338 affordable and available units for families below 50% AMI. Houston families in the lowest income brackets are the most severely impacted, with only 19% of rental units considered affordable and available for low-income households, with 79% of rental households spending more than half of their monthly income on rent.²

3. **Key barriers that exist to affordable homeowners.** Houston's housing crisis is a result of rapidly increasing housing prices and reduced housing supply. Housing prices have doubled over the last decade, with economists estimating the average home price more than twice what the average family can afford. This is further exacerbated by unsustainable rent prices. About half of the city's renters – which comprise most of its residents – now spend more than 30% of the monthly income on housing. The available affordable housing options have been damaged by

¹ <https://nlihc.org/sites/default/files/Hurricane-Impact-Harvey.pdf>

² <https://forwardtimes.com/addressing-the-housing-crisis-in-houston/#:~:text=According%20to%20a%20recent%20report,metropolitan%20city%20in%20the%20country.>

a series of extreme weather events, including Hurricane Harvey, which brought historic flooding to the region and Winter Storm Uri, which resulted in a record freeze.

Skyrocketing housing prices are a citywide problem, but they most heavily impact Black and Brown Houstonians. Through systemic discriminatory practices, Houston's housing market was shaped by redlining and racial steering throughout the early part of the 20th Century. Efforts to suppress Black and Brown home ownership are seen today in the city's minority communities where Black home ownership rates are roughly half of their white peers. This is exacerbated by concentrations of minority populations in aging communities where residents struggle to maintain their homes. The city's historically Black neighborhoods, including the historic Third Ward, have been at the center of the crisis. Suppressed home ownership rates and struggles maintaining their homes have proven to be substantial obstacles to generational wealth building and stability for Houston's most vulnerable populations.

A number of innovative programs have been piloted in the region, but they have failed to address the heart of the problem – Houston needs more available and affordable homes. Advancing housing equity and balancing home ownership rates across demographic groups requires supportive homeownership pathways that help the city's historically marginalized families meet the ever-increasing bar for mortgage approval. Through this PRO application, HHA will address this complex issue through new construction and holistic support services to empower the city's more vulnerable families.

Exhibit D

1. What is your vision? (15 points) *A sound proposal will seek to enable increased production and preservation of affordable housing across a broad geographic area over a sustained timeframe. While proposals generally must ensure that 51 percent of produced or preserved units directly benefit LMI individuals, except for certain new construction of housing activities wherein no less than 20 percent of the units must directly benefit LMI individuals, proposals may also wish to discuss the degree to which barrier reductions will also improve the production of market rate housing (and the potential indirect improvements in affordability generated through increased supply of market rate housing). HUD expects your response to be clear, complete, specific, and fully analyzed. HUD will rate more highly approaches that most directly address the barriers identified in Need [Factor (a)(iii)] and relieve the acute demand.*

2. What is your geographic scope? (5 points) *Explain your proposal's anticipated effects on targeted locations, neighborhoods, cities, or other geographies. Describe how your proposal preserves and creates housing units in high-opportunity areas and expands opportunity in underserved communities. HUD will rate more highly proposals that address a larger geographic scope. Maps, drawings, renderings, and other graphical representations are optional but encouraged.*

3. Who are your key stakeholders? How are you engaging them? (5 points) *Potential stakeholders may include, but are not limited to, persons with unmet housing needs; residents of public or other affordable housing units; persons from all protected class groups under the Fair Housing Act; local and regional public agencies that provide funding or technical assistance for housing, transportation, and social services; community organizations, especially those that represent protected classes; private and non-profit housing developers; community land trusts; advocacy organizations and legal groups; business and civic leaders; and others. Applicants subject to Consolidated Plan requirements (States and units of general local government) can describe their actions as required by 24 CFR part 91 and as related to the prompts below. Applicants not subject to Consolidated Plan requirements (Metropolitan Planning Organizations and Multijurisdictional entities) can describe their actions.*

4. How does your proposal align with requirements to affirmatively further fair housing? (5 points)

5. What are your budget and timeline proposals? (5 points)

1. Vision: Houston Housing Authority requests HUD PRO funding to address systemic barriers to home ownership, reduce housing insecurity, increase the production and preservation of affordable housing, and increase home ownership among low-and-moderate income residents. This two-phase project will span six years.

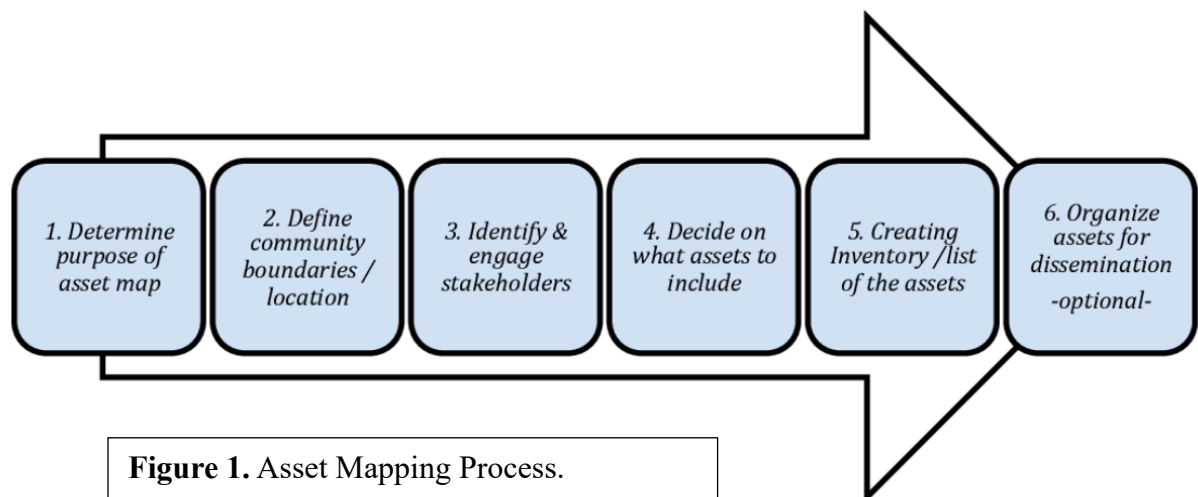
Phase I: During Phase I, the project team will engage in a deep and intentional needs assessment process and complete all necessary pre-construction activities. The work completed during Phase I will form a critical foundation for success in Phase II.

Needs Assessment: The needs assessment process will include 1) historical analysis of factors contributing to housing disparities, 2) policy analysis, 3) asset mapping to identify existing assets and resources that can be leveraged, and 4) developing and publishing a strategic plan to modify regional housing policies, practices, and procedures.

- **Historical Analysis.** The project team will utilize event-history modeling to assess key factors, events, legislation, and practices that contributed to systemic racial discrimination in housing access, including illegal redlining, discriminatory mortgage lending practices, racial steering, appraisal trends, and environmental racism. This step will ensure that the asset mapping, strategic plan, and project services are shaped by local context and address key factors that have contributed to the region's persistent housing inequities.
- **Policy Analysis.** The project team will evaluate current housing plans and community development strategies as they relate to multi-family, mixed use, and floating zones; historic building maintenance and preservation policies; incentive programs; permitting processes; density formulas; restrictions on lower-cost housing options; fee structures; building codes; sale processes for tax-delinquent properties; and developing multi-family units on government-owned

land. These policies will be evaluated to identify practices resulting in a clear burden on producing and preserving affordable housing and will be used to inform the strategic plan.

- **Asset Mapping.** Our team will adapt asset mapping – an established practice to address persistent and pervasive health disparities – to address housing insecurity. Asset mapping leverages an asset-based approach to address socio-economic problems. Through this practice, the project team will identify existing practices, policies, and resources that are already in place that address the identified historical inequities. These existing assets will form the cornerstone of proposed interventions in the strategic plan, as expanding or enhancing programs already in place is more cost-effective than implementing a completely new infrastructure. Additional interventions and resources will then be layered onto this foundation.



- **Strategic Plan.** Results of the historical analysis, policy analysis, and asset mapping steps will be used to develop and publish a strategic plan to preserve and increase available affordable housing. This document will serve as a blueprint for the project to ensure that it generates sustainable change that will impact on housing security and equitable home ownership.

Phase II: Phase II will span project years 2-6. During this time, HHA will utilize the strategic plan to address local barriers to housing, provide wrap-around support for low-and-moderate-income families, construct 20 new homes, provide financial support for repairs and modifications to preserve aging homes in high-need communities, and empower families to purchase their first home. **100% of housing units will go to low or moderate-income families.**

Wrap-Around Support. The newly constructed housing units completed through this project will address their housing security; however, based upon more than three decades of experience supporting high-need families, we understand that they also need comprehensive support services to cultivate financial security and upward mobility. We are requesting funding for two case managers who will conduct intake assessments and develop targeted plans for each family. Case Managers will help residents address food security, employment, education, training, and other factors negatively impacting independent living. They will also provide support to residents with an interest in potential home ownership.

Construction. HHA will use PRO funds to build 20 new homes for low and moderate-income families. These units will be built on one of the land plots earmarked by HHA (see figures on following pages). HHA will prioritize building these new units in moderate and higher-income neighborhoods, avoiding historically marginalized and minority neighborhoods.

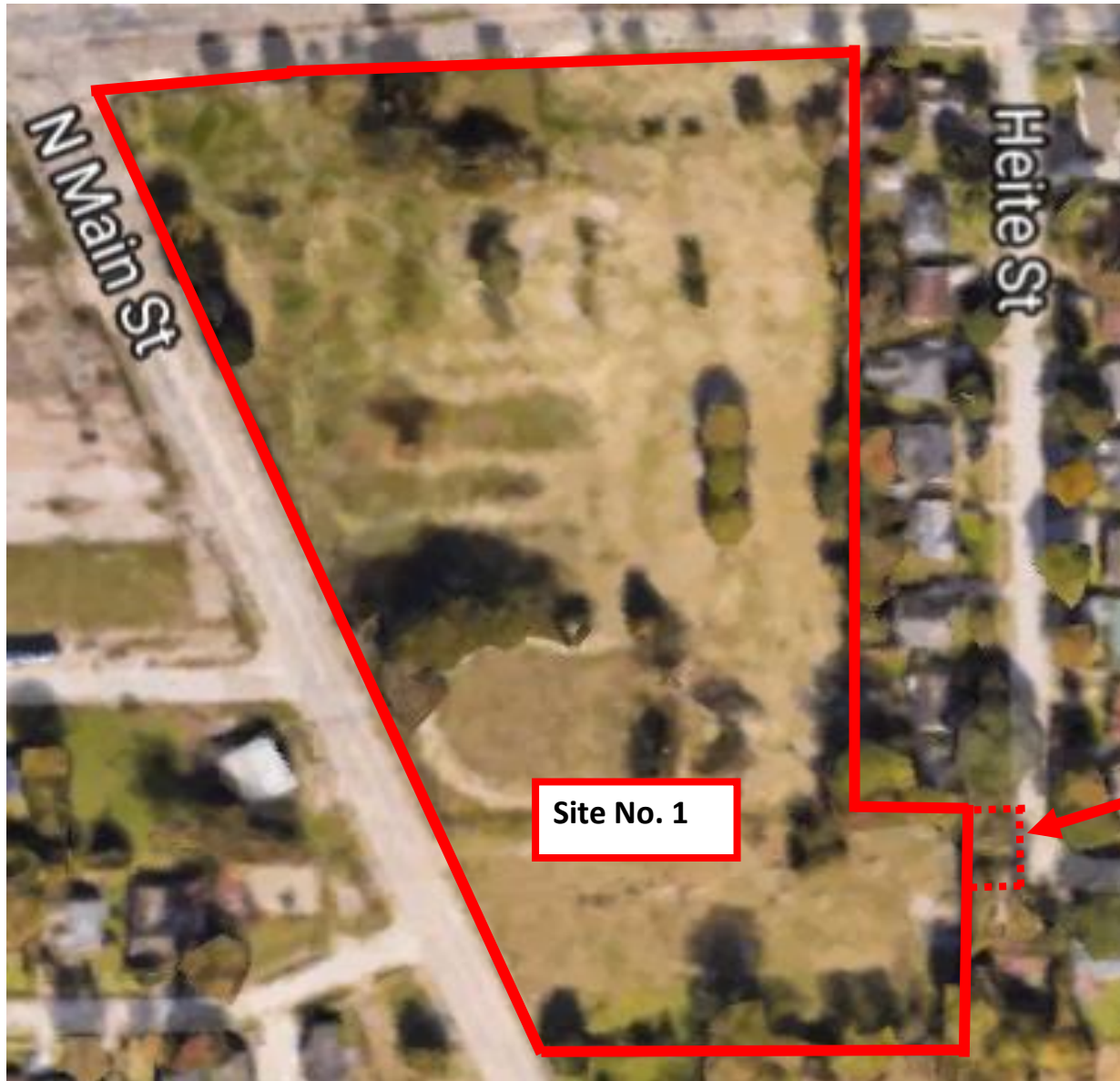
Expansion of available affordable housing through new construction will be enhanced by policy changes that support sale of tax-delinquent properties, developer incentives, and other strategies to increase the inventory of available housing units.

Repairs and Modifications: Much of the city's affordable housing stock – particularly homes owned by moderate and low-income families – are aging homes in need of repairs, modifications, or energy-efficient upgrades. By allocating project funds to repairs and

Site No.	Address	Approximate Area
1	306 Crosstimbers St., 8666/8606 N. Main St Houston, TX 77018	7.4 Acres
2	8615/8665N. Main St., Houston, TX 77018	5.2 Acres
3	4000 Wilmington St., Houston, TX 77051	3.5 Acres
4	7821 N. Shepherd Dr., Houston, TX 77088 (Surplus METRO Park and Ride)	10.5 Acres (Mostly Concrete Pavement)
5	1622 & 1624 Worms St., Houston, TX 77020	9,600 Square Feet
6	1618 Worms St., Houston, TX 77020	4,800 Square Feet
7	4002 & 4004 New Orleans St., Houston 77020	6,000 Square Feet
8	1614 & 1616 Granger St., Houston, TX 77020	6,000 Square Feet
9	1612 Granger St., Houston, TX 77020	6,240 Square Feet
10	3911 Lyons, Houston TX 77020	4,100 Square Feet
11	3915 Lyons, Houston TX 77020	10,000 Square Feet
12	4029 Lyons, Houston TX 77020	5,000 Square Feet
13	4031 Lyons, Houston TX 77020	4,904 Square Feet
14	0 Benson, Houston TX 77020	5,200 Square Feet
15	1617 Benson, Houston TX 77020	5,000 Square Feet
16	1619 Benson, Houston TX 77020	5,000 Square Feet
17	1604 Worms St., Houston TX 77020	9,600 Square Feet
18	1606 Worms St., Houston TX 77020	4,800 Square Feet
19	0 Lyons, Houston TX 77020	1,304 Square Feet
20	3925 Lyons, Houston TX 77020	5,000 Square Feet
21	100 East 45 St., Houston TX 77018	49,534 Square Feet
22	800 Middle St., Houston Tx 77003	927,554 Square Feet

Exhibit E IFB 19-36
Aerial View of Properties

Site No. 1: 306 Crosstimbers St & 8666/8606 N. Main St, Houston, TX 77018



Site No. 1

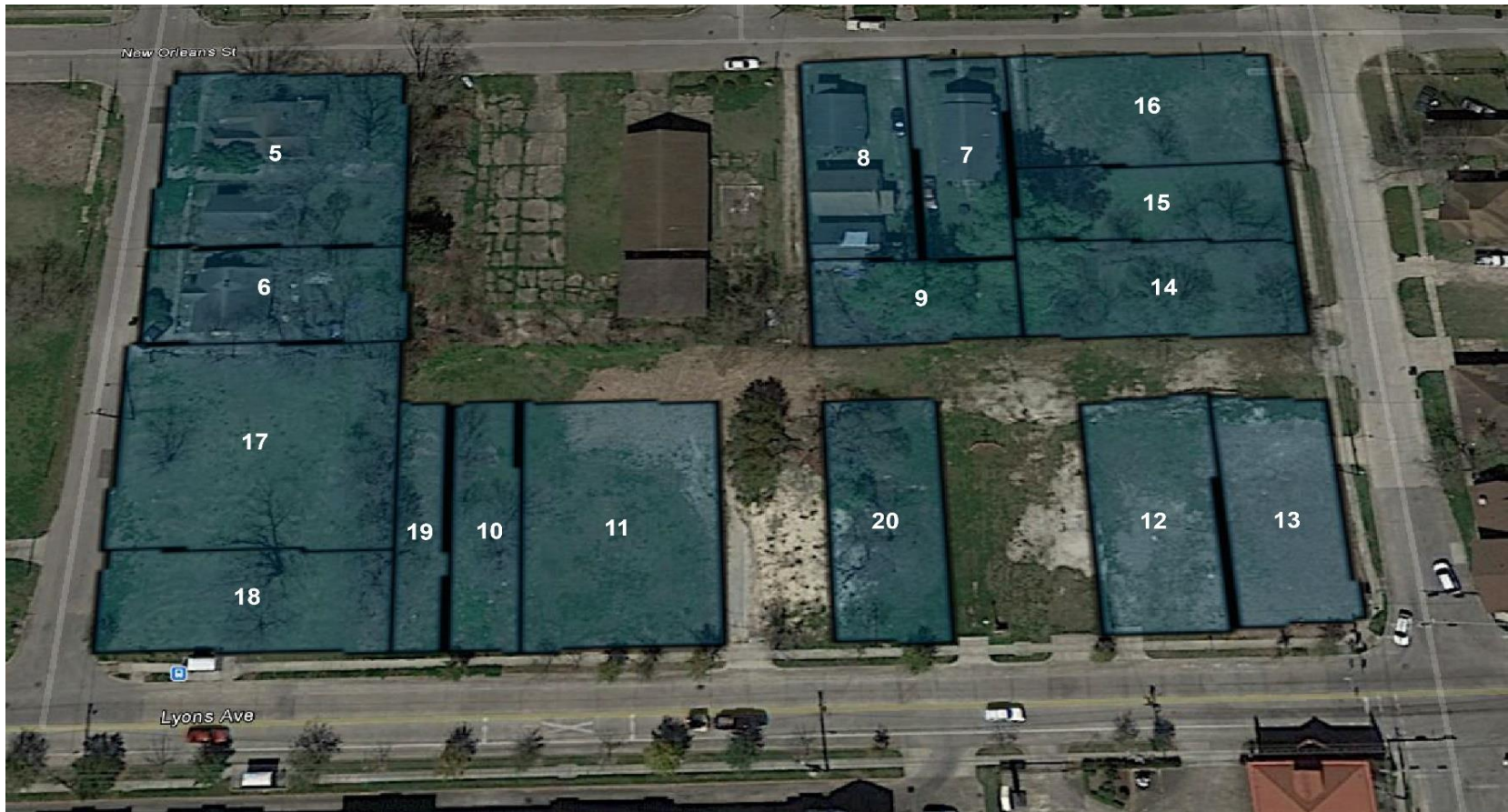
Ensure R.O.W. is maintained
and cleaned.

Site No. 3: 4000 Wilmington St, Houston, TX 77051



Site No. 2: 8615/8665 N. Main St, Houston, TX 77018





Site No. 5 1622 & 1624 Worms St, Houston, TX 77020
 Site No. 6 1618 Worms St, Houston, TX 77020
 Site No. 7 4002 & 4004 New Orleans St, Houston 77020
 Site No. 8 1614 & 1616 Granger St, Houston, TX 77020
 Site No. 9 1612 Granger St, Houston, TX 77020
 Site No. 10 3911 Lyons Ave, Houston TX 77020
 Site No. 11 3915 Lyons Ave, Houston TX 77020
 Site No. 12 4029 Lyons Ave, Houston TX 77020

Site No. 13 4031 Lyons Ave, Houston TX 77020
 Site No. 14 0 Benson St, Houston TX 77020
 Site No. 15 1617 Benson St, Houston TX 77020
 Site No. 16 1619 Benson St, Houston TX 77020
 Site No. 17 1604 Worms St, Houston TX 77020
 Site No. 18 1606 Worms St, Houston TX 77020
 Site No. 19 0 Lyons Ave, Houston TX 77020
 Site No. 20 3925 Lyons Ave, Houston TX 77020

Site No. 4: 7821 N. Shepherd Dr, Houston, TX 77088





Site No. 21 100 East 45th Street, Houston, TX 77018

modifications, HHA will help preserve available affordable housing to ensure that new construction expands housing access. Aging homes are concentrated in the same neighborhoods where low-income and minority families are most heavily concentrated, making preservation of these homes a matter of racial and ethnic housing equity. The need for upgrades and repairs has been magnified by recent natural disasters, including the historic flooding from Hurricane Harvey and the epic freeze from winter storm Uri in 2021. Case Managers will work with the construction team to conduct home inspections and implement modification and repair plans to ensure homes remain livable. Energy efficiency modifications will also play an important role in keeping families in their homes and ensuring their housing remains affordable. These modifications and upgrades are necessary, as energy costs for older homes can equate to more than 30% of monthly housing costs. These modifications will also ensure that homes have air conditioning and heat, which are becoming critical amenities amid global warming and extreme weather events.

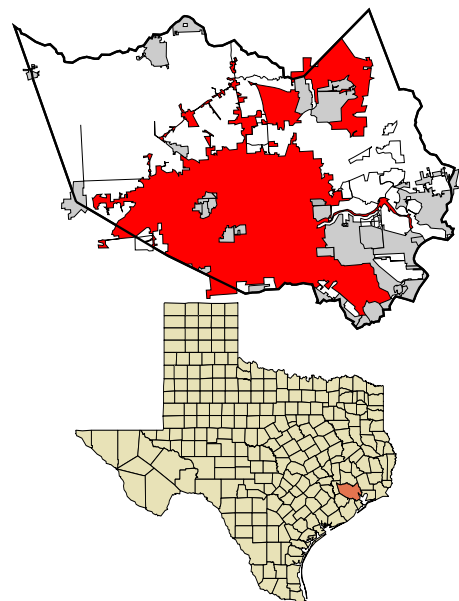
Family Empowerment. While the new housing units will provide affordable homes to 20 families, the ultimate goal is to transition HHA families to home ownership. Home ownership not only provides housing stability for low-and-moderate-income families, it helps families become economically self-sufficient and contributes to generational wealth-building. To support this, HHA will offer a Pathway to Home Ownership program. This will include case management support, financial counseling, financial literacy instruction, and referrals to targeted first-time home-buyer programs.

HHA developed this project vision to leverage our internal strengths in ways that address identified barriers to housing in Harris County. The two-phase approach will ensure the project is grounded in current strengths and weaknesses and addresses structural barriers that have shaped

generational access to affordable housing. This combination of interventions will address the local shortage of affordable housing units in tandem with local policies and practices that have resulted in housing discrimination.

This project advances the existing strategic plan developed by HHA, which prioritizes targeted policy analysis and development to address historical barriers to equitable housing, and programs that support home buying among low-and-moderate-income families who have traditionally been pushed out of home buying options. It also expands the local supply of affordable housing through renovation and upgrade of existing homes and construction of new homes. Our focus on this effort is evidenced by the number of land plots already owned by HHA and earmarked for future development. Securing PRO funding will accelerate our new home construction by at least a decade, resulting in substantial impact on more equitable home ownership in the Houston MSA.

2. Geographic Scope: Harris County is located in southeast Texas near the Gulf Coast and is home to the City of Houston – one of the state’s major metropolitan centers. Houston alone is home to more than 4M residents; however, the Houston Metropolitan Statistical Area (MSA) has greater than 7M residents. According to the 2020 U.S. Census, 17% of Harris County residents live in poverty; however, poverty disproportionately impacts the city’s Black and Latinx populations. Intergenerational poverty, historical segregation, and discriminatory housing practices such as



redlining, have created persistent and pervasive housing disparities for the city's Black and Brown families.

Currently, 21% of Houstonians identify as Black and 46% identify as Latinx. Decades after the end of legal segregation, these families still tend to reside in communities of color shaped by *de facto* segregation. Generations of redlining and limitations on opportunities to build generational wealth are evidenced in housing insecurity and home ownership patterns throughout the city. Neighborhoods designed in the 1930's as "high-risk" communities for investment by the Home Owner's Loan Corporation (HOLC) have present-day homeownership rates below 30% - roughly half of what is documented in the city's historically white neighborhoods. Image 2 shows the relationship between historical redlining and present-day home ownership in Harris County.

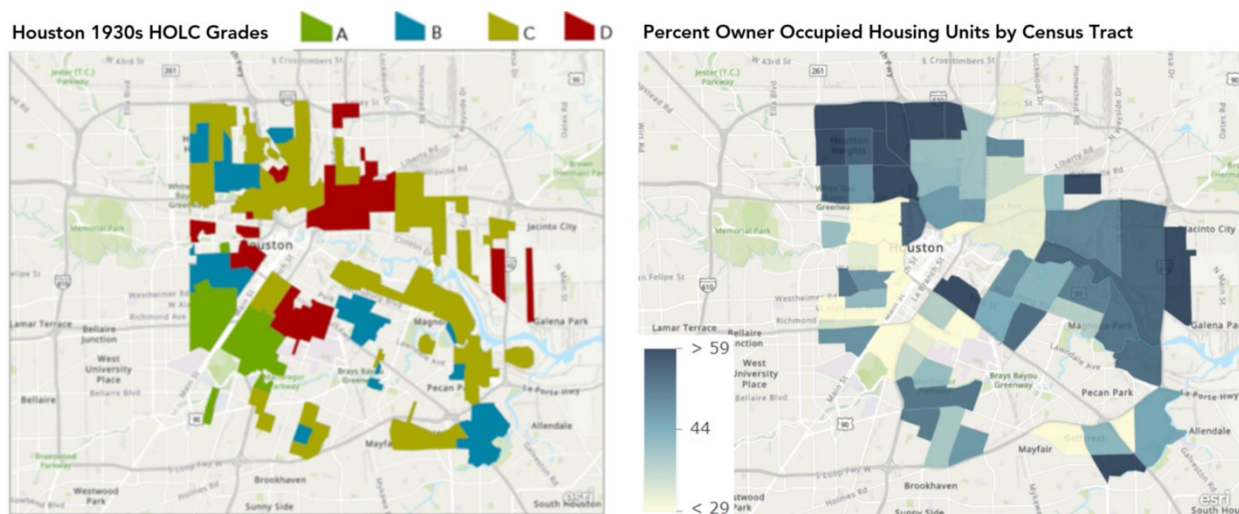


Figure 2. HOLC grades in comparison to current housing patterns.

3. Key Stakeholders: HHA worked with residents and external stakeholders to develop this project. Residents have a voice in all HHA initiatives and are regularly involved through resident councils and special taskforce positions to exercise their voice and provide input. HHA also has a vast network of community and government partners that it regularly collaborates with to implement innovative, high-impact programs throughout Harris County. HHA has brought

together a team of partners to support home ownership for first-time buyers at low-and-moderate income levels. The partnership team includes Houston Housing Resource, Inc., CrossCounty Mortgage, Covenant Community Capital, and TAS Realty Group. These partners will provide a portfolio of services to specifically address the activities in this PRO application and will build upon our platform of other community partners that support wrap-around services, including education, workforce development, health and welfare, independent living, and food security.

4. Affirmatively Further Fair Housing:

Affirmatively Furthering Fair Housing (AFFH): HHA will affirmatively further fair housing by marketing home ownership opportunities to existing voucher holders and those on the waiting list to ensure households enrolled in the program include a mix of applicants with races, ethnic backgrounds, ages, and disabilities proportionate to the mix of those groups in the eligible population (current voucher holders and those on the waiting list). The affirmative marketing plan will consider the number of available homes and characteristics of low-and-moderate-income homeowners. HHA will review these factors regularly to determine the need for and scope of affirmative marketing efforts. All affirmative marketing efforts will include outreach to those least likely to apply. HHA affirmatively furthers Fair Housing in the administration of all its programs by complying fully with all federal, state, and local nondiscrimination laws and administers programs in accordance with the rules and regulations governing Fair Housing and Equal Opportunity in housing, and marketing the program to members of protected classes who are least likely to apply. HHA will not discriminate against any applicant, participant, or landlord because of race, color, creed, national or ethnic origin or ancestry, religion, sex, age, disability, source of income, sexual orientation, gender identity, marital status, or presence of children in a household (protected classes); nor will any criteria be applied, or information be considered

pertaining to attributes or behavior that some may impute to a particular group or category. HHA will provide information to applicants and participants regarding housing discrimination complaints. Information includes referrals to the City of Houston's Fair Housing Office, the Texas Human Rights Commission, the HUD Office of Fair Housing & Equal Opportunity, and low-cost legal services provided through the Gulf Coast Legal Foundation and the Harris County Dispute Resolution Center. All applicable Fair Housing Information and Discrimination Complaint Forms will be available to applicants and participants.

Housing Needs of Individuals in Protected Classes: HHA is committed to advancing equitable housing for historically marginalized individuals, including minorities, the elderly, and disabled populations. Houston's housing patterns have been historically shaped by discriminatory practices, such as redlining, racial steering, and discriminatory mortgage approvals and rates. We will continue to advance racial and ethnic housing equity through this project by focusing efforts on communities where marginalized populations have been historically concentrated.

Additionally, case managers and the HHA construction team will work with individuals who need home modifications to allow them to remain in their homes, including ADA accessibility features, accommodations for older adults to support aging in place, and repairs for homes damaged by recent natural disasters or home maintenance for low-income families.

Women and Minority-Owned Businesses Entities (WMBE): HHA utilizes a fair and equitable procurement contract with an explicit interest in cultivating vendor relationships with WMBE organizations. We utilize a competitive bid process that solicits bids from our list of approved vendors. We also make a concerted effort to promote business opportunities to low and moderate-income businesses through our resident councils. All bids are open for a 30-day public comment period and then a minimum of a 30-day bid window. These steps ensure that all

interested parties have the opportunity to provide feedback on the bid opportunity and to submit a proposal for consideration. We utilize multiple promotional platforms to solicit the widest possible cross-section of bids, including email, website, newspaper, and in-person bid meetings. All vendor contracts then go through a multi-step review and approval process to ensure we are in compliance with both Texas and federal procurement regulations.

Affirmative Marketing: We have an established marketing approach that we have used for our portfolio of HHA projects. We will leverage this approach to ensure all stakeholders are aware of this project, including expanded housing opportunities, home repair and modification opportunities, and resident case management. This strategy includes a range of dissemination tactics, including social media marketing, website, and physical fliers distributed through community organizations and local government offices.

Effectiveness: HHA will contract with an external evaluator to support data collection and analysis and provide unbiased assessment of project impact and effectiveness. This evaluator will work with HHA staff and the project team to design robust data collection protocol for both Phase I and to support evaluation of Phase II interventions. The primary focus will be on assessing impact of accessibility to affordable housing. Secondary impact variables include how the project reduced segregation and increased home ownership among low-and-moderate-income families.

5. Budget and Timeline: HHA is requesting \$9,215,302 over six years. Phase I will be completed during year one, while Phase II will span years two-six. The staffing plan and associated activities were developed to address identified needs and barriers to affordable housing. We developed this budget based upon current personnel and construction rates. Should the budget be funded at a lower amount, we would adjust the scope of activities accordingly. For

example, if funded at 50%, we would serve half of the intended number of families and reduce the personnel and construction expenses to reflect the lower number of families served.

Personnel: \$2,136,312 is earmarked for personnel and will support six new positions, including a Project Manager (1.0 FTE), Project Clerk (1.0 FTE), Case Managers (2.0 FTE), Construction Manager (1.0 FTE), and a Data Collection Specialist (1.0). These positions will be complimented by HHA staff, who will provide leadership for the project with Cory Franklin serving as the Project Director (.50 FTE) and Gilda Jackson serving as the Assistant Project Director (.50 FTE).

Fringe: Fringe is requested at a rate of 30%, totaling \$2,136,312 over six years.

Travel: \$60,000 per year is requested for local travel to support the project team and partners in completing necessary project tasks. Local travel is calculated at \$.50 per mile for an estimate 120,000 miles over six years.

Supplies: \$119,064 is requested for consumable supplies, including instructional supplies, consumable supplies, and the financial literacy curriculum. An additional \$38,000 is requested for laptops and iPads to support the project team.

Contractual: \$120,000 is requested for evaluation services. This amount is calculated based upon 24 quarterly reports at \$5,000 each.

Construction: \$5,542,000 is requested for construction expenses, including preconstruction, design, architecture, and planning work, site preparation, inspections, and other related expenses.

Other Direct Expenses: \$241,050 is requested for other expenses, including printing, software, applicant portal, and two vehicle leases.

Indirect Expenses: \$352,118 is requested for indirect expenses. These funds are calculated at the 10% *de minimis* rate.

The Project Director will be responsible for managing the budget with support from the HHA restricted accounting team. This team of individuals has extensive experience with managing HUD projects for HHA. The external evaluator will play a significant role in assessing the impact and effectiveness of project activities annually. This assessment will be utilized by the project team to make financial and operational decisions.

Table 1. Project Timeline	
<i>Timeframe</i>	<i>Milestones & Activities</i>
Project Start-up Months 1-6 <i>Phase I activities will begin in Month 4</i>	<ul style="list-style-type: none"> • Hire personnel (Project Manager, Clerk, Case Managers, Construction Manager, and Data Specialist) • Contract with external evaluator • Purchase initial supplies and technology packages • Hire software developer for online application portal • Update software • Preconstruction activities to prepare sites • Procurement process to identify contractors for home repairs and new construction
Phase I Months 4-12	<ul style="list-style-type: none"> • Convene stakeholders • Begin strategic analysis process • Collect and analyze data • Develop strategic plan document

<p>Phase II</p> <p>Years 2-6</p>	<ul style="list-style-type: none"> • Begin construction: Construction will span years 2-5, with four homes constructed in each year, resulting in 20 new homes by the end of year 5. • Open applicant portal for housing support, home repair, and modifications • Begin Case Management services • Offer financial literacy and home ownership workshops
--	---

Exhibit E - Capacity

What capacity do you and your Partner(s) have? What is your staffing plan? (10 points)

Describe your capacity for managing a Federal grant of this size and scope. In evaluating this subfactor, HUD will consider the degree to which applicants demonstrate clear capacity, or a plan to develop capacity, in managing Federal funds; project management on the scale of the idea or proposal; and leadership capacity to coordinate among proposed partners. Rather than measuring general capacity, HUD will measure your specific capacity to carry out your proposal, and your responses should reflect this.

- Which specific agency or entity will lead implementation of the proposed activities? What is its role and management capacity?
- Describe how the agency or entity has (or plans to obtain) the relevant project management, quality assurance, financial and procurement, and internal control capacity to quickly launch and implement a major project.
- Describe your jurisdiction's leadership capacity and legal authority to effectively implement your proposed reforms. If other government entities are necessary for implementation, describe how their support is secured.
- If your proposed approach includes partners, describe each partner's capacities and credentials related to its role in implementing the project. Is your capacity to design, plan, or remove a barrier dependent on partner capacity? If yes, describe the dependency. What is your plan to regain capacity if a partner drops out?
- Describe the agency's or entity's experience working with and coordinating partners (including contractors, funders, subrecipients, community stakeholders, and other government agencies) in previous projects similar in scope of scale to the proposed activities. If you do not have such experience, how will you obtain it?
- Who wrote this application: applicant staff, or a professional technical or grant writer in a consulting or contract capacity? Please provide name(s), title(s), and organization(s). If the application was drafted by someone external to the applicant's organization, describe how the applicant staff and decision makers were actively engaged in the development of this proposal and how this coordination may continue over time.
- Do you or any partner(s) have experience working with civil rights and fair housing issues including, for example, working with data to analyze racial or economic disparities? Do you or your partner(s) have experience designing or operating programs that have provided tangible reductions in racial disparities?

Exhibit E

Which specific agency or entity will lead implementation of the proposed activities? What is its role and management capacity? Houston Housing Authority has brought together a team of 4 organizations to implement a robust, high-impact project positioned to address both near-term and long-term factors contributing to housing insecurity among Houston's low-and moderate-income families. will serve as the lead fiscal and administrative agency for this collaborative project.

Evidence of HHA Capacity and Experience. HHA currently serves more than 17,000 families through its HCV program. The following data supports the proposed number of enrollees: Number of families with children on waiting list as of March 31, 2023: 1,574; Number of families with children currently under HAP contract in HHA's tenant-based voucher program as of March 31, 2023: 10,027; Number of families with children currently under HAP contract in HHA's project-based voucher program as of March 31, 2023: 245; Number of families with children that moved with continued assistance: In 2022, 1,770; in 2021, 1,440; in 2020: 1,695; Voucher program attrition rate: In 2022, 2,579; in 2021: 1,867; in 2020: 1,493; New program lease-ups in the PHA's voucher program, including SPVs: In 2022: 2,336; in 2021: 1,771; in 2020: 1,299; Program-wide voucher success rate as of December 31, 2022: 0-30 days: 16.8%; 31-60 days: 21.3%; 61-90 days: 19.1%; 91-120 days: 17.3%; 120+ days: 25.4%; and Number of inbound and outbound ports in calendar year 2022: 539 inbound, 156 outbound.

Describe how the agency or entity has (or plans to obtain) the relevant project management, quality assurance, financial and procurement, and internal control capacity to quickly launch and implement a major project. We are requesting PRO funding to support six full-time positions, including a Project Manager, Construction Manager, Case Managers, Project Clerk, and a Data Collection Specialist. Project leadership will be facilitated by two, key existing HHA staff, Corey

Franklin and Gilda Jackson. Effort on the project for both individuals will be provided in-kind and is included in HHA's leveraged funds calculation.

Corey Franklin is the Special Assistant to the President and Chief Executive Officer of HHA. Mr. Franklin has extensive experience in public housing, including efforts to advance community equity and break-down historic segregation and discrimination in housing policies and practices. Prior to joining the team at HHA, Mr. Franklin worked with housing authority offices in major urban centers, including Baltimore, Williamsburg, Corpus Christi, San Francisco, Daytona Beach, and Shreveport (see attached resume). In addition to his extensive profile with urban housing authorities, Mr. Franklin is also certified in 504/ADA and brings a wealth of experience with disability accommodations and 504/ADA compliance inspections, which will be a high-value skillset in ensuring PRO activities support equitable housing for disabled and aging individuals (please cross-reference narrative response to protected class individuals). Resume is attached.

Ms. Gilda Jackson, Director of Economic Opportunities will assist Mr. Franklin with implementation of the project. She has been with HHA since 2009, during which time she has served as the Resident Services Coordinator, Family Self-Sufficiency Coordinator, Jobs Plus Program Manager, and the Director of Client Services. She brings a wealth of knowledge about independent living, case management, and coordination with partnering agencies to improve quality of life for residents to the project team. (see attached resume).

These two leadership individuals will be assisted by the broader HHA staff infrastructure, including Mr. Jay Mason, HHA Construction Manager, and Diana Dimitriyeva, HHA Capital Funds Manager. Mr. Mason will ensure that construction and renovation projects completed through PRO funding aligns with the larger HHA strategic and capital improvement plans. The PRO Construction Manager will report to Mr. Mason. Mr. Mason has worked in construction

management and architecture projects since 2011, including work for Studio Red Architects, Texas Children's Hospital, Gensler, Houston Housing Authority. He currently manages a portfolio of rehabilitation and construction projects totaling over \$300M (see attached resume). Mr. Mason is also experienced with 504/ADA construction projects. Ms. Dimitriyeva has extensive experience with managing local, state, and federal funding on behalf of HHA. She will oversee the project's financial management activities, including budget monitoring, approval of expenditures, and oversight of all purchasing and bid processes to ensure the project and HHA are in compliance with both Texas and HUD regulations as outlined in 2 CFR Part 200.

HHA has received government support for this application because of the critical need for affordable housing throughout Harris County (see attached letter from U.S. Representative Sheila Jackson Lee). We will work with government agencies at the local level, including the City of Houston and Harris County, and at the federal level to implement recommended policy changes to reduce historical barriers to equitable housing.

Partner Roles, Capacity, and Credentials. HHA has brought together a team of partners to support home ownership for first-time buyers at low-and-moderate income levels. The partnership team includes Houston Housing Resource, Inc., CrossCounty Mortgage, Covenant Community Capital, and TAS Realty Group. These partners will provide a portfolio of services to specifically address the activities in this PRO application and will build upon our platform of other community partners that support wrap-around services, including education, workforce development, health and welfare, independent living, and food security.

Houston Housing Resource, Inc. – Houston Housing Resource, Inc. assists HHA with breaking down historical segregation and housing disparity patterns. They recruit additional landlords in

opportunity areas to accept Housing Choice Vouchers that support residents moving into higher income areas.

CrossCountry Mortgage – CrossCountry Mortgage will assist us in connecting residents with mortgage programs for first time home buyers. See attached letter from CrossCountry Mortgage.

Covenant Community Capital – Covenant Community Capital will provide financial literacy and wealth building educational support. This component will play an important role in empowering residents to become homeowners. See attached letter from Covenant Community Capital.

TAS Realty Group – TAS Realty will assist HHA with identifying additional properties and facilitating home buying processes in conjunction with our mortgage partners. See attached letter from TAS Realty Group.

Experience Working with and Coordinating Partners. Partnerships with nonprofit organizations, government agencies, and private sector business have been a key factor in HHA's long-term success. Our portfolio of partnering organizations includes a range of organizations with a specific focus on supporting the health, wellness, and economic independence of Houston's elderly population. This portfolio of partners focused on older adults includes the following: 1) Council on Aging, 2) Adult Protective Services, 3) Wellderly Program, 4) YWCA, 5) AARP, 6) Harris Health, 7) City of Houston, 8) United Way, 9) Catholic Charities, 10) Houston Food Bank, 11) Missouri City Link, 12) Greater Houston Builders Association, 13) Beyonce's BeyGood Foundation(Knowles-Roland Foundation), 14) Texas Southern University College of Pharmacy and Allied Health, 15) Capital IDEA Houston, 16) My Brother's Keeper, and 17) Bread of Life Houston Texas. In addition to these organizations, HHA also has strong working

relationships with faith-based organizations and local community centers where seniors are heavily engaged.

Application Development. This application was written and submitted by Houston Housing Authority. Primary staff involved in the application include Mr. Corey Franklin, Ms. Gilda Jackson, and Mr. Na'Shon Edwards. Project activities and partnering organizations were identified through careful analysis of the existing HHA strategic plan, identified local needs, and HHA's current capacity gap in meeting local demand.

Experience with Civil Rights and Fair Housing Issues. HHA serves a region of Texas that is heavily shaped by discriminatory historical practices that have resulted in intergenerational poverty and housing disparities. Addressing civil rights and systemic fair housing practices is at the core of all HHA programs, whether directly or indirectly. This work has specifically included policy development and implementation, strategies to support moves into opportunity areas, outreach to high-poverty and historically segregated neighborhoods, recruiting and retaining new landlords to accept the housing vouchers, helping voucher families meet landlord screening criteria, and use of data and mapping tools to drive programming decisions.

Experience engaging with HCV participants in development of PHA programs or policies.

HHA has established Resident Advisory Boards (RABs) and a Resident Leadership Council comprised of residents within our public housing communities and plans to establish a Moving to Work (MTW) Advisory Committee comprised of residents that will collaborate with HHA to review MTW best practices and identify opportunities to incorporate MTW flexibility into HHA operations. HHA also sends periodic surveys to HCV participants to gather their input on program design. For instance, surveys have been used to gather HCV participant input on proposed procedure changes to understand how those changes would impact voucher holders.

Experience adopting and implementing policies to promote moves to opportunity areas: HHA

is in the process of increasing payment standards in a tiered system with payment standards broken up by zip code, with the highest opportunity zip codes eligible for payment standards at 150% FMR. Additionally, the 2024 Annual Plan recommends a landlord incentive program (detailed below) to encourage landlords with units in high-opportunity areas to participate in the HCV program. HHA is also working to streamline unit inspections (including pre-qualifying units for HQS compliance and modifying the frequency for inspections) to enhance owner willingness to participate in the HCV program.

Experience conducting outreach to families in high-poverty, segregated neighborhoods: When

HHA prepares to open the HCV waiting list, HHA conducts extensive outreach to families in high-poverty, segregated neighborhoods to inform them of the HCV program and how to apply for an HCV. This includes placing advertisements in local newspapers (including community-based newspapers and Spanish language publications), targeted social media ads, postings to the HHA website, and distribution of information about the HCV waiting list to governmental agencies, non-profit organizations, and the local Continuum of Care to ensure families eligible for HCVs are aware of the waiting list opening and the process to apply.

Recruiting and Retaining landlords: HHA's Landlord Services Group supports owner engagement through ongoing outreach to landlords and management companies, providing education about how vouchers work and encouraging them to lease to voucher holders. HHA currently hosts orientations twice monthly for prospective landlords, which provide an overview of the HCV program and answer landlord questions about working with HHA. To retain landlords, HHA has Navigators and a Client Liaison who help to mediate any challenges landlords and voucher holders may face to help voucher holders remain in their unit while

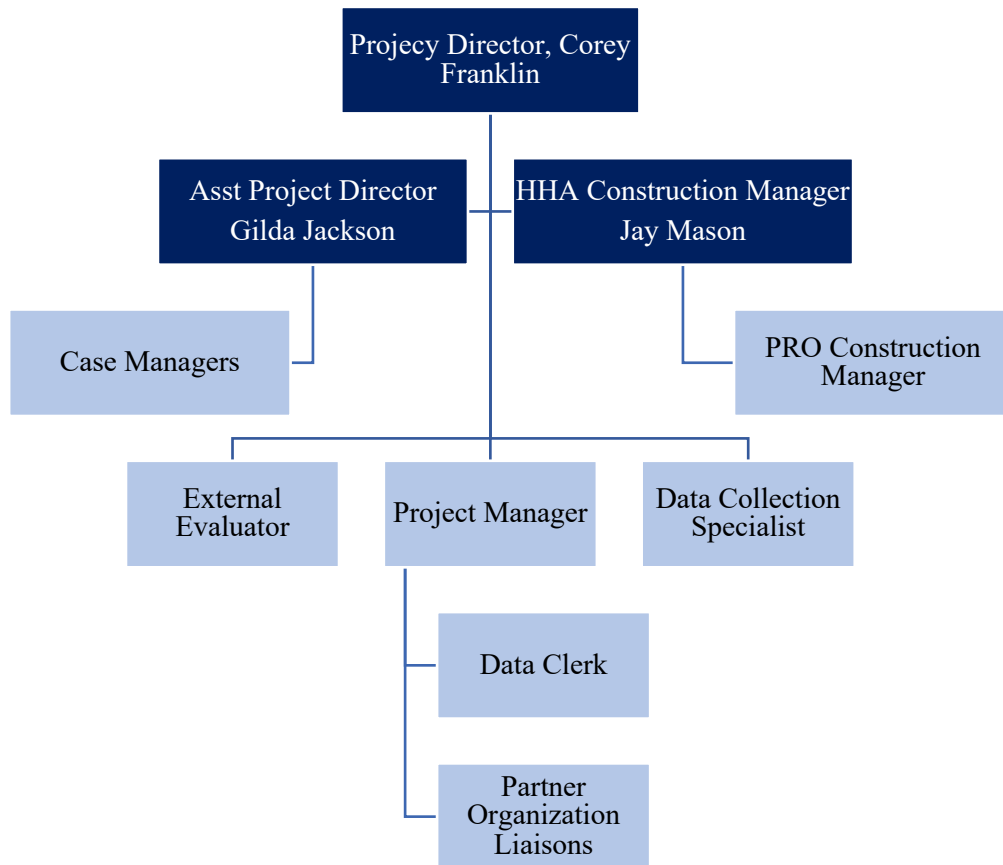
meeting the landlord's needs. In its 2024 Annual Plan, HHA is proposing several landlord leasing incentive policies to increase landlord participation in the HCV program, including vacancy loss payments to compensate landlords for a limited period of time when their unit is vacant if they decide to lease to a new voucher holder; and damage claims to compensate landlords for damages to their unit if they decide to lease to a new voucher holder.

Helping voucher families meet landlord screening factors: HHA Case Managers (with family approval) run a soft credit pull and review the credit report with the family. HHA maintains relationships with non-profit organizations that provide financial literacy coaching and assistance with credit repairs that families are referred to as needed, including Credit Coalition, The Women's Resource, Covenant Commercial Capital, There is No Box CDC, and The Alliance.

Attachments to Exhibit E:

- **Project Organizational Chart**
- **HHA Organizational Chart**

Project Organizational Chart



Housing Operations Organizational Chart – FY 2022

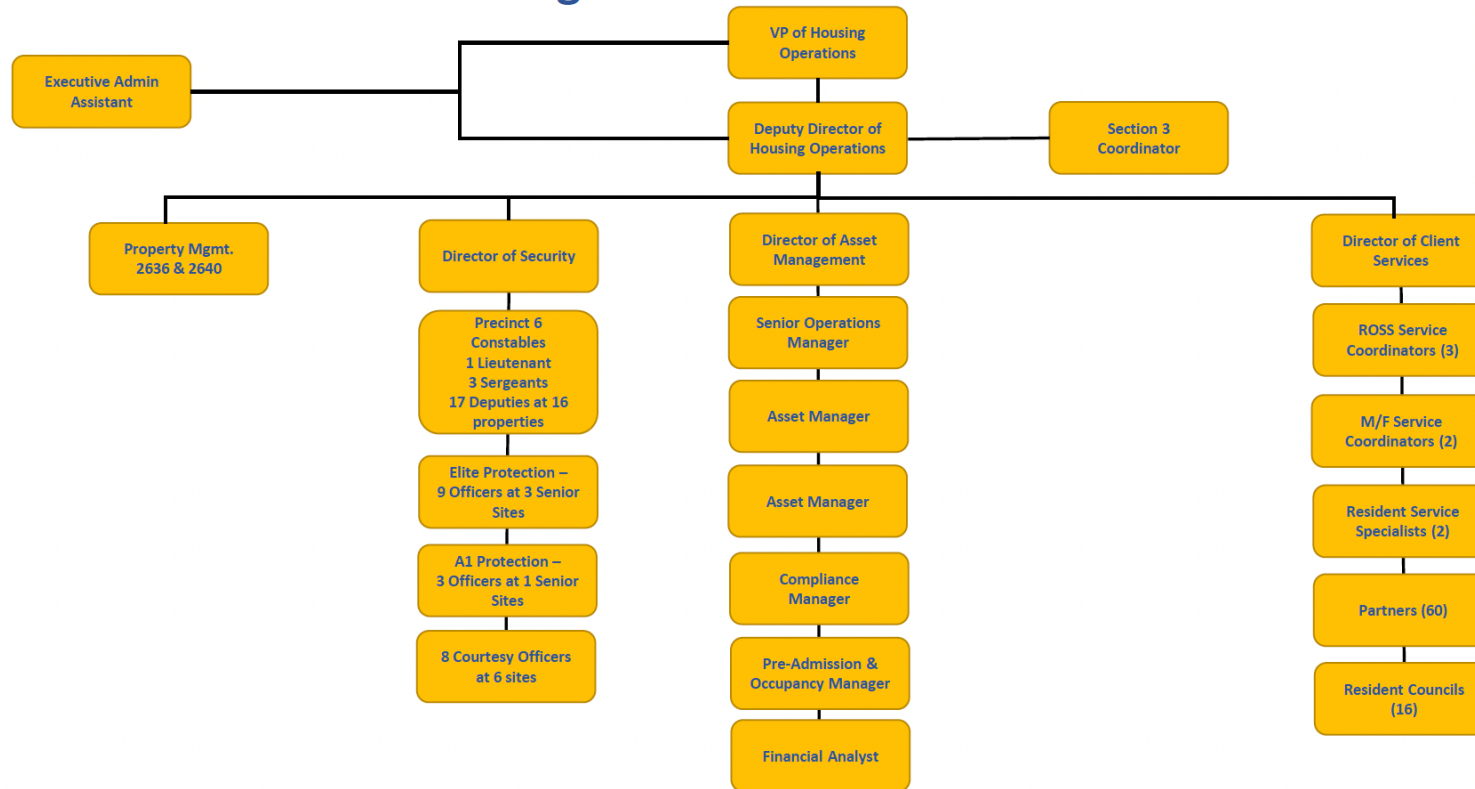


Exhibit F - Leverage

Houston Housing Authority will provide \$971,499 in leveraged funds, which equates to 10% of the project budget.

Exhibit G – Long-Term Effect

The long-term effect of this project will be a sustainable increase in the supply of affordable housing coupled with the lasting impact of adjustments to policies and practices that have served as barriers to home ownership throughout the Houston MSA. Currently, there is an available supply of just 19 affordable homes for every 100 residents in the low-and-moderate income brackets. Historical practices such as redlining and racial steering have resulted in reduced generational wealth and success of the city's minority populations.

October 30, 2023

HUD Grant Review Committee

U.S. Department of Housing and Urban Development

Subject: Support for the Houston Housing Authority's PRO Housing Grant Application

Dear Members of the HUD Grant Review Committee,

I am writing to express my strong support for the Houston Housing Authority's application for the Pathways to Removing Obstacles to Housing (PRO Housing) grant. For over three decades, I have heard the concerned citizens and advocated for affordable housing initiatives; this grant has the potential to make a significant impact on our community's housing needs.

Houston, the 4th largest populated city in the United States, faces increasing challenges in providing affordable housing to its residents. The demand for accessible and affordable housing is growing alongside its population. The Houston Housing Authority, with its dedication and proven track record, is well-positioned to address these challenges and make a positive difference in the lives of our citizens.

The PRO Housing grant, focusing on identifying and removing barriers to affordable housing production and preservation, is precisely what our community needs. As the statistics show, millions of households across the nation are currently burdened by housing costs, particularly low-income families and people of color. This grant can help remove regulatory and other barriers that make it challenging to produce, preserve, and access affordable housing.

I encourage the HUD Grant Review Committee to fund the Houston Housing Authority's application without reservation. The PRO Housing program aligns with the goals and objectives outlined in HUD's Strategic Plan, including advancing housing justice, reducing homelessness, and promoting equitable community development. This grant will contribute to the creation and preservation of affordable housing in a manner that fosters inclusivity and combats discrimination.

I firmly believe that the Houston Housing Authority is well-equipped to take meaningful actions that address housing disparities, replace segregated living patterns with integrated communities, and transform areas of poverty into areas of opportunity. Their commitment to this endeavor is evident, and I urge you to support their application.

Thank you for your time and consideration. I look forward to the positive impact that the PRO Housing grant can have on our community's housing needs.

Very truly yours,

A handwritten signature in blue ink, reading "Sheila Jackson Lee". The signature is fluid and cursive, with the first name "Sheila" being the most prominent.

Sheila Jackson Lee (TX-18)
MEMBER OF CONGRESS



CROSSCOUNTRY MORTGAGE®

Dear Housing and Urban Development Grant Award Committee,

I am strongly supporting the Houston Housing Authority's application for the 2023 Pathways to Removing Obstacles to Housing (PRO Housing) Grant to fund innovative ways that empowers communities that are actively taking steps to remove barriers to affordable housing and seeking to increase housing production and lower housing costs for families over the long term. The Houston Housing Authority's commitment to advancing housing justice, improving rental assistance, and supporting underserved communities through its Housing Choice Voucher (HCV) program is commendable.

The Housing Choice Voucher program, by offering families the opportunity to live in neighborhoods of their choice, plays a pivotal role in creating access to low-poverty, opportunity neighborhoods. However, the presence of barriers that prevent families from fully utilizing these vouchers in communities with expanded opportunities remains a challenge. Financial, logistical, and informational barriers often impede families' ability to leverage the program's potential entirely.

The goal of elevating and enable promising practices dedicated to identifying and removing barriers to affordable housing production and preservation, while preventing displacement. Institutionalize state and local analysis and implementation of effective, equitable, and resilient approaches to affordable housing production and preservation. Provide technical assistance to help communities better fulfill the Consolidated Plan's requirement of identifying barriers to affordable housing and implementing solutions to address those barriers. Affirmatively further fair housing by addressing and removing barriers that perpetuate segregation, barriers that inhibit access to well-resourced areas of opportunity for protected class groups and vulnerable populations, and barriers that concentrate affordable housing in under-resourced areas. Facilitate collaboration and harness innovative approaches from jurisdictions, researchers, advocates, and stakeholders. By enabling families to move from low-poverty neighborhoods, the Houston Housing Authority's PRO Housing will contribute to remove the barriers of poverty and improve the quality of life for children and adults.

The research findings that show improved health outcomes for children and adults who move to low-poverty neighborhoods underscore the transformative potential of this initiative. Beyond housing, this program can positively impact Houstonians' overall well-being and prospects, creating a ripple effect of positive change throughout the community.

I am particularly impressed by the programmatic goals to increase housing choices for HCV families with children and to focus on lower-poverty neighborhoods. By directing attention to families with children and communities that have historically been marginalized, the Houston Housing Authority is taking a proactive approach to address disparities and foster equal opportunities.

The commitment to integrating health and housing, advancing sustainable communities, and ensuring access to affordable housing further demonstrates this initiative's comprehensive and holistic nature. The Houston Housing Authority's dedication to research and practice-based implementation reflects a commitment to evidence-based solutions that yield tangible results.

Alyson Griffin
Branch Manager
8300 FM 1960 W STE 450
Houston, TX 77070
713-202-7005

8300 FM 1960 west, Suite 450 Houston Tx 77070



HOUSTON HOUSING RESOURCE, INC.

2640 Fountain View Drive, Suite #400 - Houston, TX 77057 - 713.260.0754 - ddixon@housingforhouston.com

November 6, 2023

David A. Northern Sr., President & CEO
Houston Housing Authority
2640 Fountain View
Houston, Texas 77057

Dear Mr. Northern:


Houston Housing Resource (HHR) is excited about your grant application to the U. S. Department of Housing & Urban Development (HUD) requesting funding from the Pathways to Removing Obstacles (PRO) to Housing grant to carry out eligible activities as provided in the Houston Housing Authority PRO Housing application.

HHR strongly supports the Houston Housing Authority's FY 2023 PRO Housing Grant to fund innovative ways that empowers communities that are actively taking steps to remove barriers to affordable housing and seeking to increase housing production and lower housing costs for families over time. The HHA's commitment to advancing housing justice, improving rental assistance and supporting underserved communities through its Housing Choice Voucher (HCV) Program is commendable.

The Housing Choice Voucher Program, by offering families the opportunity to live in neighborhoods of their choice, plays a pivotal role in creating access to low-poverty, opportunity neighborhoods. However, the presence barriers that prevent families from fully utilizing these vouchers in communities with expanded opportunities remains a challenge. Financial, logistical and informational barriers often impede families' ability to leverage the program's potential entirely.

Therefore, we are committed to programs enabling vulnerable populations to acquire adequate skills and knowledge to live independently. Our mission to improve the quality of life for low-income residents living in assisted housing by creating innovative approaches to self-sufficiency certainly supports the desires of the PRO. Collaborating with the HHA allows us to provide critical services that connect their residents to life-enhancement opportunities.

If you have any questions, don't hesitate to contact me at (713) 260-0754. Good Luck with your application, and we look forward to continuing our partnership with you and your team.

Sincerely,

Donna Dixon,
HHR, Executive Director



COVENANT
COMMUNITY CAPITAL

November 6, 2023

Dear Housing and Urban Development Grant Award Committee,

I am strongly supporting the Houston Housing Authority's application for the 2023 Pathways to Removing Obstacles to Housing (PRO Housing) Grant to fund innovative ways that empowers communities that are actively taking steps to remove barriers to affordable housing and seeking to increase housing production and lower housing costs for families over the long term. The Houston Housing Authority's commitment to advancing housing justice, improving rental assistance, and supporting underserved communities through its Housing Choice Voucher (HCV) program is commendable.

The Housing Choice Voucher program, by offering families the opportunity to live in neighborhoods of their choice, plays a pivotal role in creating access to low-poverty, opportunity neighborhoods. However, the presence of barriers that prevent families from fully utilizing these vouchers in communities with expanded opportunities remains a challenge. Financial, logistical, and informational barriers often impede families' ability to leverage the program's potential entirely.

The goal of elevating and enable promising practices dedicated to identifying and removing barriers to affordable housing production and preservation, while preventing displacement. Institutionalize state and local analysis and implementation of effective, equitable, and resilient approaches to affordable housing production and preservation. Provide technical assistance to help communities better fulfill the Consolidated Plan's requirement of identifying barriers to affordable housing and implementing solutions to address those barriers. Affirmatively further fair housing by addressing and removing barriers that perpetuate segregation, barriers that inhibit access to well-resourced areas of opportunity for protected class groups and vulnerable populations, and barriers that concentrate affordable housing in under-resourced areas. Facilitate collaboration and harness innovative approaches from jurisdictions, researchers, advocates, and stakeholders. By enabling families to move from low-poverty neighborhoods, the Houston Housing Authority's PRO Housing will contribute to remove the barriers of poverty and improve the quality of life for children and adults.

The research findings that show improved health outcomes for children and adults who move to low-poverty neighborhoods underscore the transformative potential of this initiative. Beyond housing, this program can positively impact Houstonians' overall well-being and prospects, creating a ripple effect of positive change throughout the community.

I am particularly impressed by the programmatic goals to increase housing choices for HCV families with children and to focus on lower-poverty neighborhoods. By directing attention to families with children and communities that have historically been marginalized, the Houston Housing Authority is taking a proactive approach to address disparities and foster equal opportunities.

The commitment to integrating health and housing, advancing sustainable communities, and ensuring access to affordable housing further demonstrates this initiative's comprehensive and holistic nature. The Houston Housing Authority's dedication to research and practice-based implementation reflects a commitment to evidence-based solutions that yield tangible results.

In conclusion, I wholeheartedly support the Houston Housing Authority's grant application for the PRO housing. Their strategic alignment with the goals of the Housing and Urban Development Grant Award Committee and their dedication to creating positive change for Houstonians make this initiative a true beacon of hope and progress.

Thank you for considering my endorsement of the Houston Housing Authority's application. I am confident that this initiative has the potential to bring about transformative change, and I anticipate the positive impact it will have on the lives of Houston families and communities in need.

Veralisa Hunter

Asset Coach

Covenant Community Capital

Office:
3300 Lyons Avenue
Suite 203
Houston, Texas 77020

Mail:
P.O. Box 15398
Houston, Texas 77220

Phone:
713-223-1864

Fax:
713-223-1853

Corey T. Franklin

12155 Texas Trumpet Trail, Humble TX 77346
202-427-9434 | Corey.Franklin86@gmail.com

Career Summary

High-performing, detail-oriented professional with extensive experience in customer service and formal education in Political Science and Urban Affairs. Known for maximizing opportunities to exceed organizational goals. Recognized by peers as resourceful, adaptable, and equally effective working with minimal supervision through own initiative and in a time-sensitive environment.

Key Skills & Highlights

- | | | |
|----------------------------|--------------------|-------------------|
| • Analytical/Investigative | • Communication | • Compliance |
| • Customer Service | • Leadership | • Organization |
| • Management | • Microsoft Office | • Time Management |
-

Professional Experience

Special Assistant President and CEO
Houston Housing Authority

2022- Current

- Support the President & Chief Executive Officer in interactions with other entities by liaising between the entities and the Executive Office.
- Ensure that the Executive Office operates within the established budget; advise the President & Chief Executive Officer in relevant budget issues.
- Assist in developing and overseeing the Executive Office's strategic goals, operating procedures and budget planning processes.
- Support the President & Chief Executive Officer in the performance of functions, including the management and implementation of the Houston Housing Authority's strategic plan.
- Provide support at the Executive Leadership Team meetings, including preparation of agendas and minutes, ensuring the timely submission and circulation of relevant background documents and reports.
- Ensure the timely follow-up to the President & Chief Executive Officer's directives, including the effective dissemination of pertinent information to senior management and other relevant employees within the Houston Housing Authority.
- Maintain close contact with Boards of Commissioners, NAHRO, and other related agencies and bring all matters requiring personal attention to the President & Chief Executive Officer. Formulate options for how those matters might be handled and followed-up as directed.
- Solicit board topics from departments and create board meeting agenda identifying items for consent, information, action and directors report.
- Gather and review all drafts board memorandums; provide feedback for appropriateness and accuracy; and request edited final drafts for return.
- Oversee Boards of Commissioners training and education, including coordinating orientation materials for new Board Members; works with the public and President & Chief Executive Officer to review and approve all correspondence with the Boards of Commissioners.
- Execute special projects consistent with commitment to the Houston Housing Authority values.
- Perform other official duties and special assignments which may be requested by the President & Chief Executive Officer.

Compliance Manager

GVA Property Management

2022- 2023

- Responsible for managing all aspects of compliance for GVA Property Management growing real estate portfolio
- Responsible for the oversight of all LIHTC, HOME, HUD, and Section 8-related matters
- Ensuring compliance with all Regulatory Agreements and partnership operating agreements; all monthly, quarterly, annual, and as-needed periodic reporting to funding agencies (including HDC, HPD, and HFA) and tax credit
- Responsible for Fair Housing and ADA requirements and compliance
- The primary liaison between the Company and the various oversight agencies and funding partners, as well as the primary liaison for staff to ask questions and ensure compliance.

Chief Housing Officer

The Housing Authority of the City of Shreveport

2021-2022

- Ensure each team's compliance with the PHA's Administrative Plan, Standard Operating Procedures and HUD regulations
- Determine team staffing and training needs; Coordinate and provide appropriate recruiting, training, coaching and leadership
- Ensure timely completion of performance plans, evaluations and disciplinary actions by Supervisors
- Monitor and approve direct staff time sheets
- Ensure teams provide professional and comprehensive customer service to internal and external customers
- Evaluate procedures and processes and provide recommendations for program excellence and performance improvements
- Fosters a culture of customer service excellence
- Promote open communication among teams, departments and divisions
- Provide excellent customer service to participants, owners, co-workers, clients and vendors when required with escalated cases
- Department and Division Strategic Planning
- Responsible for developing procedures and controls to handle the processing and location of residents in the HCV program.
- Responsible for preparation of various reports, budgets and statistical information to the Chief Financial Officer, Chief Executive Officer and HUD for required SEMAP reporting purposes.
- Responsible for developing and enhancing landlord relationships in the community to expand landlord participation in the HCV Program.
- Responsible for revising, goals, priorities and deadlines as needed for the department.
- Conducts staff meetings to disseminate information regarding Section 8 policies, provides interpretation on the Authority procedural changes, and to solicit feedback from staff members.

Board of Directors

Commission on Homelessness and Housing for Volusia and Flagler Counties

2021-2023

- Determine the Organization's Mission and Purpose
- Select the Executive
- Support the Executive and Review His or Her Performance
- Ensure Effective Organizational Planning
- Ensure Adequate Resources
- Manage Resources Effectively

Corey T. Franklin

12155 Texas Trumpet Trail, Humble TX 77346
202-427-9434 | Corey.Franklin86@gmail.com

- Determine and Monitor the Organization's Products, Services and Programs
- Enhance the Organization's Public Image
- Serve as a Court of Appeal
- Assess Its Own Performance

Deputy Director HCV/Special Programs

Housing Authority of the City of Daytona Beach

2020- 2021

- Ensure each team's compliance with the PHA's Administrative Plan, Standard Operating Procedures and HUD regulations
- Determine team staffing and training needs; Coordinate and provide appropriate recruiting, training, coaching and leadership
- Ensure timely completion of performance plans, evaluations and disciplinary actions by Supervisors
- Monitor and approve direct staff time sheets
- Ensure teams provide professional and comprehensive customer service to internal and external customers
- Evaluate procedures and processes and provide recommendations for program excellence and performance improvements
- Fosters a culture of customer service excellence
- Promote open communication among teams, departments and divisions
- Provide excellent customer service to participants, owners, co-workers, clients and vendors when required with escalated cases
- Department and Division Strategic Planning
- Responsible for developing procedures and controls to handle the processing and location of residents in the HCV program.
- Responsible for preparation of various reports, budgets and statistical information to the Chief Financial Officer, Chief Executive Officer and HUD for required SEMAP reporting purposes.
- Responsible for developing and enhancing landlord relationships in the community to expand landlord participation in the HCV Program.
- Responsible for revising, goals, priorities and deadlines as needed for the department.
- Conducts staff meetings to disseminate information regarding Section 8 policies, provides interpretation on the Authority procedural changes, and to solicit feedback from staff members.

HCV Program Director

San Francisco Housing Authority

Nan McKay and Associates

2019- 2021

- Monitor production, quality control, and data integrity of transactions completed by teams
- Ensure teams meet and/or exceed NMA performance standards
- Ensure each team's compliance with the PHA's Administrative Plan, Standard Operating Procedures and HUD regulations
- Determine team staffing and training needs; Coordinate and provide appropriate recruiting, training, coaching and leadership
- Ensure timely completion of performance plans, evaluations and disciplinary actions by Supervisors
- Monitor and approve direct staff time sheets

- Ensure teams provide professional and comprehensive customer service to internal and external customers
- Evaluate procedures and processes and provide recommendations for program excellence and performance improvements
- Fosters a culture of customer service excellence
- Promote open communication among teams, departments and divisions
- Provide excellent customer service to participants, owners, co-workers, clients and vendors when required with escalated cases
- Department and Division Strategic Planning
- Budget development, implementation monitoring

Interim Deputy Executive Director
Mobile Housing Board
Nan McKay and Associates

2019- 2020

- Monitor production, quality control, and data integrity of transactions completed by teams
- Ensure teams meet and/or exceed NMA performance standards
- Ensure each team's compliance with the PHA's Administrative Plan, Standard Operating Procedures and HUD regulations
- Determine team staffing and training needs; Coordinate and provide appropriate recruiting, training, coaching and leadership
- Ensure timely completion of performance plans, evaluations and disciplinary actions by Supervisors
- Monitor and approve direct staff time sheets
- Ensure teams provide professional and comprehensive customer service to internal and external customers
- Evaluate procedures and processes and provide recommendations for program excellence and performance improvements
- Fosters a culture of customer service excellence
- Promote open communication among teams, departments and divisions
- Provide excellent customer service to participants, owners, co-workers, clients and vendors when required with escalated cases
- Department and Division Strategic Planning
- Budget development, implementation monitoring

Sr. V.P. Housing Choice Voucher Program
Corpus Christi Housing Authority

2018- 2019

- Responsible for developing procedures and controls to handle the processing and location of residents in the HCV program.
- Responsible for preparation of various reports, budgets and statistical information to the Chief Financial Officer, Chief Executive Officer and HUD for required SEMAP reporting purposes.
- Responsible for developing and enhancing landlord relationships in the community to expand landlord participation in the HCV Program.
- Responsible for revising, goals, priorities and deadlines as needed for the department.
- Conducts staff meetings to disseminate information regarding Section 8 policies, provides interpretation on the Authority procedural changes, and to solicit feedback from staff members.
- Conducts quality control inspections of staff, section 8 participants and landlords/owners.
- Responsible for the management of Aransas Pass Housing Authority Housing Choice Voucher Program.

Corey T. Franklin

12155 Texas Trumpet Trail, Humble TX 77346
202-427-9434 | Corey.Franklin86@gmail.com

Housing Choice Voucher Recertification Supervisor

Corpus Christi Housing Authority

2018- 2018

- Ensure quality control and compliance with federal, state, and local laws; HUD/SEMAP, applications, tenant eligibility, selection, and recertification.
- Responsible for drafting and implementing policies, procedures, and regulations as needed.
- Responsible for the supervision of the recertification for PBV, VO, transfer requests, and portability.
- Provides clear and informative information orally and in writing to clients, tenants, landlords, other agencies, and employees.
- Performs analysis, transmissions, and corrections to ensure compliance with HUD 50058
- Performs administrative/supervisory duties including interviewing, performance evaluations, discipline, training, time and attendance, and oversight of work activity.
- Utilize HUD Two-year Tool
- Prepares, compiles, and performs audits (daily, weekly, monthly, quarterly, and annually) to comply with HUD, Fair Housing, SEMAP, HOUSING CHOICE VOUCHER PROGRAM, SR.VP of HCVP, and CEO requirements.

Housing Specialist I/Housing Choice Voucher Coordinator

Office of Housing James City County, Williamsburg, VA

2017- 2018

- Coordinates all functions of the Housing Choice Voucher Program providing operational assistance for the wait list, intake and leasing functions.
- Performs client eligibility calculations that are in compliance with HUD guidelines.
- provides clear and informative information orally and in writing to clients, tenants, landlords, other agencies, and employees.
- Conduct supervisory inspections to determine compliance with local housing codes and HUD Housing Quality Standards, document deficiencies and file written reports, and follow up with owners as necessary
- Maintains case management information for all participant files for James City County office of Housing.
- Responsible for the case management of all James City County vouchers
- Landlord Outreach

Inspector

Baltimore Housing Authority, Baltimore, MD

Jan 2016 – Feb

2017

- Deliver excellent customer service by providing assistance to public on housing-related inquiries.
- Conduct scheduled initial, special, annual inspections and re-inspection of units proposed for acceptance or continuation in the Section 8 Housing Program
- Determine compliance with local housing codes and HUD Housing Quality Standards, document deficiencies and file written reports, and follow up with owners as necessary
- Determine if the proposed rent is reasonable based on the condition of the unit, the neighborhood and any other information available
- Conduct move-out and damage claim inspections and investigate and process related claim paperwork

Education

Norfolk State University, Norfolk, VA

- Masters of Arts, Urban Affairs 2018
- Related course work: Executive Management, Public Policy, Housing and Redevelopment Policy

Norfolk State University, Virginia

- Bachelor of Arts, Political Science 2013
- Minor: Pre-Law
- Related course work: Statistics, Business Law, Public Administration, Computer Science, Public Speaking

Certifications

HCV Housing Quality Standards (HQS)

Housing Choice Voucher Eligibility, Income and Rent Calculation

Housing Choice Voucher Program Management

Public Housing Executive Management

Housing Choice Voucher Executive Management

Developing and Managing Project Base Vouchers

Public Housing Manager

Low Income Housing Tax Credit

SEMAP SELF-Assessment Certification

PROFESSIONAL EXPERIENCE

HOUSTON HOUSING AUTHORITY (HHA), 77057

- Director, Economic Opportunities- January 2023- Present
- Direct the work of staff including, but not limited to, assigning, planning and reviewing work, evaluating work performance and completing performance evaluations, coordinating activities, maintaining standards, allocating personnel, selecting new employees, training, acting on employee problems and recommending and implementing discipline
- Delegates assignments and instructs leaders within assigned areas of the Authority, creates and executes plans for effectively utilizing available funds, personnel, equipment, materials and supplies.
- Works with department leaders, as applicable, to develop and execute HHA's vision, goals and overall strategic plan.
- Oversees the development, implementation, and evaluation of human service programs for residents; develops short-term and long-term program policies, objectives, goals and plans.
- Oversees assigned programs including but not limited to Homeless Program, Homeownership Program, Family Self-Sufficiency Program and Resident Opportunities Self Sufficiency Programs.
- Manages HHA's efforts to help families achieve self-sufficiency; maintains a positive relationship with public and private community agencies and the residents; assist resident families in connecting with agencies appropriate for their needs.
- Prepares, monitors and controls department budget for allocated funds responsibly; monitors expenditures to ensure the department operates within the established budgetary limitations.
- Leads development and writing of grant proposals and funding applications and provides grant management oversight and technical assistance; supervises activities required to research, prepare, submit and manage grant proposals to a variety funding sources, including local, state, federal, and private entities, prepares and analyzes related grant documents, such as research reports, feasibility studies, memos, and schedules to fund ongoing and future resident initiative activities; assess the needs of HHA staff and resident and recommends appropriate long-term funding plans.
- Initiates internal policy reviews of departments by the Senior Vice President of Operations, develops action plans associated with updating policies and oversees the completion of action plans.
- Provides ongoing analysis and critique of existing systems; reviews and evaluates departmental methods and procedures; identifies change management areas; makes recommendation for improvement to reduce costs while maintaining high levels of services; works with direct report to develop and facilitate plans that cultivate positive and effective change.
- Researches issues related to HHA programs; prepares analysis responses, and recommendations for the Senior Vice President Operations.
- Develops and maintains collaborative relationships with appropriate agencies, community leaders, and businesses, identifies programs and services that will benefit

HHA residents or address a specific resident need; ensures that all such programs and services support the objectives, vision and Strategic Plan of HHA.

- Ensure HUD Performance Standards and reporting requirements maintain a high-performance level; devotes appropriate attention to the Strategic Plan goals, objectives and actions, ensuring that such are met or exceeded.
- Meets all job safety and requirements that pertain to the essential functions and maintains licenses and certifications as required.
- Participates on a variety of boards and commissions; attends and participates in professional work group meetings; stays abreast of new trends and innovations in the field of public and affordable housing assistance; stays up to date on housing legislation, program regulations and policies at the federal, state and local level.
- Partners with HHA department leaders to analyze the ongoing communication relating to the Board; documents and directs an enhanced approach to the Board communication that will be strategic and tactical.
- Understands and tracks Key Performance Indicators relevant to each specific grant/funding source. Implement and maintain a suitable quality control system specifically for the grant.
- Prepare and respond to internal, HUD or HUD OIG audit reviews as required.
- Perform ongoing Housing Assistance Payment budget analysis; monitor billing and payments; track expenditures and utilization rates; monitor budget expenditures.
- Track and assist in submitting NOFAs for relevant grants, i.e., FSS, Mainstream, FUP, etc.,
- Develop, review and monitor utility allowance schedules
- Review and monitor program effectiveness
- Implement and maintain a secure records management system
- Perform other duties as assigned
-

Director, Client Services: 2018- December 2022

- Supervise and direct resident services and training programs to ensure performance goals are met. Manage programs related to education, training, economic self-sufficiency, tenant participation and Section 3 ensuring delivery of quality services to achieve desired results and performance measures.
- Supervise 8-12 employees to coordinate supportive services and workforce development for residents of public housing and voucher-supported units. Assign work to subordinates, provide guidance, monitor activities, evaluate job performance and counsel employees. Make hiring recommendation, etc.,
- Conduct compliance reviews to monitor efficiency and accuracy of data for reporting purposes. Monitor reports to determine need for corrective actions to achieve targeted program/funding goals.
- Collaborate with Asset and Property Management to formulate strategies educating and strengthening tenants' capacity to understand and comply with lease agreement to minimize risk of eviction/homelessness.

- Prepared annual/semi-annual reports of grant activities for submittal to HUD and other funding sources.
- Maintain active communication with Resident Councils, Resident Leaders and Residents; promoting education, employment, quality of life/independence and community empowerment leading to economic and housing self-sufficiency. Provide technical assistance and guidance to resident associations/leaders.
- Monitor the performance of departmental grants, budgets and program activities to ensure goals are met.

Jobs Plus Program Manager: May 1, 2015- December 31, 2019

- Developed, implemented and coordinated programs and activities to engage adults in workforce development activities consisting of employment related services, financial incentives leading to economic self-sufficiency.
- Collaborated with the local Workforce Board to access on-site administration of employment related services consisting of but not limited to: career exploration/job readiness workshops, job search/placement, internship/apprenticeship and connection to case management, adult literacy, job training and job placement/retention services.
- Monitored daily operations for hosting a one-stop career center to ensure all required program components were available and operating during scheduled hours.
- Administered an employment incentive program (JPEID) to ensure residents/participants were fully aware of incentives and accessing earned income rent disregard (EID) benefits for Jobs Plus Program.
- Maintained an engagement strategy that promoted leadership, participation, empowerment and relationships among current/future residents at targeted sites.
- Integrated other agency supported programs to maximize the use of resources allocated toward economic self-sufficiency.
- Conducted environmental scans and individual assessments to proactively identify needs, opportunities, and challenges that should be addressed.
- Closely monitored all reporting requirements to ensure timely submittal of program data and financial reports to maintain compliance with grant goals and guidelines.
- Supervised Community Coaches, Workforce development contractors/partners and volunteers (residents/non-residents), by conducting job training, assigning work tasks, monitoring activities and evaluating performance.

Family Self Sufficiency Coordinator: November 1, 2013-May 1, 2015

- Coordinated the establishment of the Program Coordinating Committee, governing board for the Family Self-Sufficiency program, using various and appropriate agencies to provide services for participants.
- Established procedures to recruit and select Family Self Sufficiency program participants; conducted orientations to inform interested/selected participants of program goals. Processed Family Self Sufficiency applications; screened applicants and determined eligibility.
- Coordinated services for FSS participants; provided counseling and monitored family compliance with FSS participation contracts. Prepared annual reports of FSS program/participants results for HUD.

Resident Services Coordinator: August 31, 2009- October 31, 2013

- Developed, implemented, and coordinated comprehensive training, resources and referral programs for public housing residents promoting self-sufficiency and upward mobility.
- Established positive relationships with agencies and organizations offering programs to public housing residents.
- Supervised and directed Resident Service Specialist and Service Coordinators in providing case management services to public housing residents, provided technical assistance/guidance to Resident Councils to address community needs and concerns to promote education, social, health and economic and housing self-sufficiency.
- Assisted Client Services Director in management of grants, programs and services to ensure compliance and attainment of program and agency goals.

CATHOLIC CHARITIES, ARCHDIOCESE OF GALVESTON-HOUSTON, 77006

Disaster Recovery/Critical Services' Case Manager: January 19, 2006- December 31, 2008

- Provided case management services to individuals and families displaced by Hurricane(s) Katrina, Rita through service coordination and planning to address unmet needs, regain independence and achieve self-sufficiency.
- Completed intake, assessments, evaluations, recovery plans, case notes and referrals/linkage to local, state and federal agencies to meet critical needs related to housing, health/mental health, education, employment and other critical needs. Provided crisis intervention services; counseling and referrals for at risk individuals/families.
- Participated in Interdisciplinary Team Meetings to serve as an advocate for clients, clients rights and access to services. Provided training, technical assistance and conflict resolution to help resolve critical cases.

JEFFERSON PARISH HUMAN SERVICES AUTHORITY (JPHSA), METAIRIE, LOUISIANA, 77001

Community Services Specialist: July, 19, 2001- January 17, 2006

- Provided ongoing coordination and services to individuals with disabilities and their families to meet personal outcomes and goals through strengths-base case management and person-centered planning. Completed intake, assessments, developed plan of care, referrals and linkage for community-based services. Conducted home/site visits to maintain continuity of care and crisis intervention to maintain quality of life in their home/community.
- Completed programmatic reviews; tracking and monitoring annual plans of care, evaluations, assessments; medical, psychological and social evaluations to determine eligibility for Developmental Disability Services and the Home and Community Based Waiver Programs.

Medicaid Waiver Specialist January 17, 1999-July 19, 2001

- Completed programmatic reviews of Comprehensive Plans of Care; annual updates, revisions, tracking and coordination of assessments and evaluations; medical, psychological, Disability (SSI) screenings and Pre-Certification/Authorization to determine eligibility for MRDD Medicaid Home and Community Based Waiver Program in collaboration with the Louisiana Department of Health Standards.
- Provided technical assistance and training to case management and service providers regarding "Person Centered Planning" and "Personal Outcomes" for individuals with disabilities determined eligible for Medicaid Home and Community Based Waiver Services.

EDUCATION

Master of Social Work - 08/2001-5/8/2004

Southern University at New Orleans

New Orleans, Louisiana 70126

Bachelors of Social Work - 8/1/1989-5/15/1993

Southern University at New Orleans

New Orleans, Louisiana, 70126

TRAINING

- Family Self Sufficiency Specialist Certification – 2013, Nan McKay & Associates
- Supervision & Management Certification- 2023, Nan McKay & Associates
- HCV Executive Management Certification- 2023, Nam McKay & Associates
- HCV Financial Management Certification- 2023, Nam McKay & Associates
- HCV Program Management - Certification- 2023, Nam McKay & Associates
- RAD PBV Specialist- Certification- 2023, Nam McKay & Associates 2023
- Procurement & Section 3- Certification- 2023, Nam McKay & Associates

Na'Shon Z. Edwards, Sr., MCD

5925 Almeda Road
77002 Houston, TX
na_shon@yahoo.com
(409) 455-1188

EDUCATION:

Liberty University

Graduate: Public Policy, Ph.D. Candidate

Lynchburg, Virginia
January 2021 - Present

Prairie View A&M University

Graduate: M.S. in Community Development

Prairie View, Texas
August 2017-May 2019

Prairie View A&M University

Undergraduate: B.S. in Agricultural Economics

Prairie View, Texas
July 2012-August 2017

QUALIFICATIONS:

- o Strong Communication, Organizational, and Leadership Skills
- o 7 years of developing and analyzing reports using various data management software
- o 7 years of government liaison work experience
- o 7 years of community development experience
- o 5 years of coordinator/administrative experience
- o 4 years of budget development and management experience
- o 6 years of public speaking/presentations/reporting
- o 4 years of program development experience
- o 4 years evaluating federal grant applications (\$30M)
- o 2 year of teaching

PROFESSIONAL WORK EXPERIENCE:

Policy Advisor to the President & CEO of the Hou. Housing Authority (Houston, TX) March 2023 – Present

- Oversee management, revision and distribution of the Houston Housing Authority policy documents and forms including, but not limited to: the Admissions and Continued Occupancy Policy for Federal Public Housing; the Housing Choice Voucher Program Administrative Plan; 5-Year PHA Plan; and PHA Annual Plan.
- Direct the creation and production of regular and special plans and reports for the President & Chief Executive Officer, Senior Vice President, HUD, Board of Commissioners and various other external and internal stakeholders; including but not limited to: annual accomplishments and quarterly reports on HHA's progress compared with its annual goals.
- Direct the creation, evaluation, and implementation of, and reporting on, special initiatives such as income rent reform, the HHA's IT Department's efforts to automate monthly performance and analytics reports from HHA's Public Housing Operations, Housing Choice Voucher and Real Estate Investment Departments both for compliance and accomplishing annual goals, outcomes for low-income households leasing in opportunity areas, multi-organizational partnerships and households' self-sufficiency efforts.

- Create and/or oversee completion of various special projects as assigned by the Senior Vice President or her/his designee.
- In concert with the President & CEO, Sr. Vice-President, develop and maintain relationships with local and federal elected officials' offices and HUD to effectively advocate for the Houston Housing Authority's position on funding, legislative and regulatory issues.
- Develop and maintain relationships with local and national organizations, trade groups, and other housing professionals to keep the Houston Housing Authority's apprised of industry trends and to provide the Houston Housing Authority opportunities to participate in collaborative program, advocacy and legislative efforts.
- Represent the Houston Housing Authority at local and national conferences, meetings, trainings, and workshops.
- Manage the Houston Housing Authority's legislative communication and the production and distribution of regular and special publications for policy makers and other stakeholders.
- Keep HHA aware of HUD and other applicable agencies' Notices for Funding Availability (NOFAs) and other possible grant opportunities. Help HHA's applicable Departments by assisting in the evaluation and application of such opportunities where appropriate.
- Assist HHA Departments in the evaluation of voucher payment standards and flat rents.
- Assist HHA Departments in the review, submission and appeal of Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP) scores.
- Work collaboratively with the City of Houston to develop and adopt an Analysis of Impediments (AI) to Fair Housing (or Assessment of Fair Housing (AFH)) which identifies barriers.

Director of Constituent Services & Housing Research Assistant (Houston, TX) *May 2020 – March 2023*

- Serves as liaison between the District F constituents and city departments.
- Represents Council Member at meetings and briefings and informs Council Member of significant issues.
- Serves as the research assistant for the City Council Committee on Housing & Community Affairs.
- Responds to inquiries and complaints concerning policies and procedures.
- Strategically establish and maintain partnerships with local and state level legislative offices.
- Work collaboratively with internal and external partners to promote the agenda of the City of Houston and Council Office.
- Research housing trends and policies as it relates to the City of Houston and Harris County.
- Assists with the interpretation of administrative policies and the transmittal of information to the public regarding operations and procedures.

Blue Leadership Collaborative Political Fellow (Austin, TX) *January 2020 -March 2020*

- Worked collaboratively with cohort to develop a comprehensive campaign plan for Texas House District 105, where our capstone plan was voted as the top plan across the cohort.
- Developed strategic plans for fundraising and political strategy for potential candidates in the Texas legislator.
- Received mentorship from high level campaign operatives across the country.

Front Line Leadership Academy Political Fellow (Washington, D.C.) *January 2019 – April 2019*

- Traveled across the country to receive trainings from both political operatives and local and state legislators.
- Established cross country legislative networks via projects and various learning spaces.

- Crafted campaign speeches for potential candidates.
- Crafted campaign writing materials for potential candidates.
- Received training and certification in Organizational and Leadership Development.

PVAMU Community and Economic Development Unit Grad. Asst. (Houston, TX) August 2018 – May 2019

- Secured financial assistance for the fiscal year to promote programming and assessments within the Harris County extension community and economic development unit.
- Developed the conceptual framework for the Community and Economic Development Unit Inaugural Housing fair for first potential homeowners.
- Aid and support CED staff at Headquarters and County related to disaster management assistant to the community and other CED related goals
- Report on ending results and/or completion of job duties related to CED objectives.
- Developed charts and diagrams to assist in problem analysis and evaluation.
- Utilized critical thinking and problem-solving techniques to submit recommendations regarding current and community and economic development programming, evaluations, and planning.
- Get familiar with fact sheets to assist applicants with disaster related information to assist lower income communities in the greater Houston Area.
- Strategize with the Waller County Community Center to support projects involving community-based organizations by providing surveys to individuals that will provide data to enhance Community & Economic Development outcomes.
- Partnered with elected officials for a Waller County Community and Economic Development Unit
- Project lead for the inaugural State of Prairie View Address.
- Project leader for comprehensive community analysis for the city of Prairie View, Texas.

PVAMU Community and Economic Development Unit Intern (Houston, TX) June 2018 – August 2018

- Assist the Cooperative Extension Program in the program implementation of the Community and Economic Development Unit helping small businesses in conjunction with enhancing the overall operations of the Cooperative Extension Program and CED by helping to fulfill NIFA goals and objectives.
- Assisted with small business workshops in accomplishing goals and objectives related to projects in business and community development in limited resourced communities.
- Initiated the Business In Development (BID) Academy cohort model concept for the Harris County Community and Economic Development Unit.
- Developed marketing strategy for Harris County CED unit to optimize program participation and evaluation • Prepared professional presentations for community development outreach.

SKILLS/CERTIFICATION: Categorizing records; Critical thinking skills;; Maintaining accurate records; Preparing written communications; Mentoring; Presentations; Research; Generating Detailed Reports; Public Speaking; Liaison; Publisher; MRI; Editing, Flexible, Work Order preparation, Responsive, Multitask, Work Collaboratively, Budgeting, Outreach, Moderation, Community Development, Community Analysis, Reporting, Community Curriculum, Solicitation, Business Development, Data Management, Federal Grant Evaluation, Community Planning, Community Assessment, Reporting

RESEARCH/ PRESENTATIONS:

American Education Research Association (Chicago, Illinois)

2015

Research: *Images of Ideal Mentors:*

Perspectives of African American Male Students in the Men Achieving Leadership Excellence (M.A.L.E) Program

<i>Risk Management Conference (Ft. Worth, Texas)</i>	2016
Research: <i>Developing New and Beginning Farmers and Ranchers Using a Model Farm Concept</i>	
<i>Prairie View A&M University Research Symposium (Prairie View, Texas)</i>	2017
Research: <i>The Effects of the Ideal Mentor on Minority Males Students In Tertiary Institutions of Higher Learning</i>	
<i>Houston Urban Food Conference (Houston, Texas)</i>	2018
Topic: <i>Developing a Business Plan 101</i>	
<i>Master Gardener Symposium (Houston, Texas)</i>	2018
Topic: <i>Economic Benefits of Gardening</i>	
<i>Community Development Education Symposium (Detroit, MI)</i>	2019
Research: <i>Needs Based Community Development: Establishing a Curriculum for Under-served Communities</i>	
<i>Prairie View A&M University Research Symposium (Prairie View, TX)</i>	2019
Research: <i>Needs Based Community Development: Establishing a Curriculum for Under-served Communities</i>	
<i>12th Health Disparities Conference (New Orleans, LA)</i>	2019
Research: <i>Innovative Perspective in Agriculture Development: the Role of Land-Grant HBCU's In Limited Resourced Communities</i>	
<i>Community Development Society International Conference (Columbia, Missouri)</i>	2019
Research: <i>Innovative Perspective in Agriculture Development: the Role of Land-Grant HBCU's In Limited Resourced Communities</i>	
<i>Community Development Society International Conference (Fargo, North Dakota)</i>	2021
Research: <i>Needs Based Community Development: Establishing a Curriculum for Underserved Communities</i>	
<i>Notre Dame Human Development Conference (South Bend, Indiana)</i>	2022
Research: <i>Community Development Policy and Social Policy: A Comparative of Urban and Rural Policy Conceptualization, Development, and Implementation in Southern Cities</i>	
<i>World Educational Research Association</i>	2022
Research: <i>Needs Based Community Development: Establishing a Curriculum for Underserved Communities</i>	

PUBLICATIONS:

Houston Forward Time – September 2, 2019

- *Understanding Community Development: Part 1*
- *Grassroot Approaches for Community Development & Improvement: Part 2 – October 13, 2019*

- *The Family, Community, and Dinner Table* -December 25, 2019

Texas Historical Journal – Winter 2020

- *Innovative Perspectives in Agricultural Development:
The Role of Slavery & Land Grant HBCUs in Texas Black Communities*

TEACHING/GRADAUTE ASSISTANT EXPERIENCE

- **Professor | Housing & Development Programs | Kansas State University** (2022 – present)
 - In this course, students reviewed and evaluated historical and current housing issues, production, and financial systems. This includes consideration of racial, ethnic, income, and gender issues as they relate to the role of housing developments and programs in community development.
- **Professor | Community Development | University of Texas at San Antonio** (2022– present)
 - Provided a general understanding of economic development and real estate finance.
 - Students learned about a developer’s pro forma income and expense statement, calculating debt service and the return on investment, discounted cash flow analysis, underwriting practices, deal structuring, and financing project gaps.
 - Students learned about programs such as CDBG, new market tax credits, the low-income housing tax credit program, and historic rehabilitation tax credits are introduced.
 - Students learned about real world case studies are explored throughout the course to understand how federal, state, and local government funding sources can be used with private sector resources to finance community-based projects.
- **Graduate Assistant – Prairie View A&M University** 2020 – 2021
 - Developed syllabus for CODE 5013 Introduction to Community Development
 - Evaluated candidates’ weekly assignments and reflections.
 - Served as a. external advisor for student end of the semester community development project
 - Negotiated an intergovernmental agreement between Waller County and the Prairie View A&M University Community Development Graduate Program
- **Prairie View A&M University – Political Science Program** 2021
 - POSC 2354 State and Local Politics – (Guest Lecturer)
- **Local Initiatives Support Corporation**
 - Community Consensus Building (Guest Lecturer) 2021
 - Community Relationship Building (Guest Lecturer) 2022
 - Strategic Advisory Board 2022
- **Prairie View A&M University – Community Development Graduate Program** 2022
 - CODE 5351 Grant Development – Prospecting Funding Opportunities (Guest Lecturer)

PROFESSIONAL ORGANIZATIONS:

- American Planning Association
- Irrigation Association – Houston
- Community Development Society
 - Student Chapter Steering Committee 2021-2022
 - Vice Chair of Operations 2023 – Present
- National Association of Black School Educators
- Emerging 100 – Houston Texas

PROFESSIONAL RECOGNITION:

- University Village Community Assistant of The Year (2015)

- American Campus Communities Student Employee of the Year (*Nominee*) (2015)
- American Campus Communities PVAMU Resident Life Student Employee of the Year (2015)
- PVAMU-Official University Ring Committee Chairman (2016)
- Citizen of the Year (*Theta Chi Chapter of Omega Psi Phi Fraternity, Inc.*) (2018)
- 2018 Front Line Leadership Academy Fellow (2018)
- Inaugural Unknown 8 Award (*PVAMU Ring*) (2018)
- Businesses in Development (BID) Academy Cohort (2018)
- Beto O'Rourke Campus Ambassador (2018)
- Beto O'Rourke Campus Fellowship (2018)
- LISC Training 4 Trainers Community Program (2019)
- Superior Service of The Year (9th District of Omega Psi Phi) (2020)
- Superior Service of The Year (Theta Chi Chapter of Omega Psi Phi) (2020)
- LISC Training 4 Trainer Curriculum Advisory Board (2022)
- City of Houston BRAVO Public Service Award (2022)
- 9th District Graduate Scholar (2022)
- Houston Area Coalition of Chapters Membership Selection Process Outstanding Service Award (2022)
- The King Foundation Social Justice Fellow (2022)

ACADEMIC RECONIGNTION:

- PVAMU Deans List (2014-2018)
- PVAMU Presidents List (2015-2018)
- Search Committee for Dean & Director of Land Grant Systems (2016)
- Developer of the Prairie View A&M University Freshman Experience Course (2017)
- University Academic Council (2017)
- W.R. Banks Fellow (2018-2019)
- Most Outstanding Community Development Student (2018-2019)

Summary

Construction Manager/ Project Manager/ Architect with expertise working on multiple project types including residential/ hospitality, healthcare and corporate clients. Experience includes working as facilities manager at major regional hospital. Recognized for high quality work and knowledge of building codes and systems needed for renovations, new construction, adaptive reuse, and green construction. History of anticipating challenges affecting project schedules and recommending changes to ensure goals achieved. Strengths include focus on results, attention to detail, analytical skills, leading teams and building consensus, conflict management, and motivating team members to exceed goals.

Certifications: Registered Architect, LEED Building Design + Construction Accredited.

Technical Skills: Revit, AutoCAD, Newforma, Adobe.

Experience

Houston Housing Authority, Houston, TX

Director, Real Estate and Investment Department,

2022-Present

Construction Manager, Real Estate and Investment Department,

2021- Present

- Lead the Housing Authority's portfolio of rehabilitation and new construction projects totaling over 300 million.
- Recognized for managing the Rehabilitation of Telephone Rd. Elderly Apartments, a 200 room, 9% LITHC Property. Successfully coordinated relocation, remediation, abatement activities to improve the original completion date by two months.
- Successfully coordinated the design of Forest Green which comprised the replacement of existing units and off the shelf units; Worked with team to confirm financing strategies for development financing.
- Collaborated with multiple user groups inclusive of Property Housing Operations, Security, IT, Property management and the Resident Council to coordinate design strategies to integrate into the development.
- Successfully developed scopes of work and associated budgets to ensure project funding for straight replacement and RAD conversion of properties.

Gensler, Houston, TX

2014-2021

Associate, Project Architect, 2015-2021

Project Architect, 2014-2021

- Lead interior design scope for JW Marriott – Expansion at L.A. Live a hotel expansion adding 860keys to the existing hotel tower and a 50,000 SF ballroom.
- Coordinated the podium level of the Post-Oak Hotel, Houston, TX, a 700,000 SF mixed used tower, comprising a five diamond, 240-key hotel, 120,000 SF of office space, 22 upscale apartments and a 16,000 SF ballroom
- Recognized for managing difficult contractor and project schedule for new construction of 268,000 SF/ 325 key in Hyatt Regency Hotel in Galleria; facilitated connectivity to existing garage floors and complied with floor height restrictions.
- Assisted InterContinental Hotel Group (IHG) in executing new hotel brand (Avid) and recommended strategies to save cost of design components and structural and mechanical systems; achieved the 24 percent cost reduction compared to Holiday Inn Express.
- Worked closely with Gensler London Team to adapt Avid prototype for German market, cutting square footage by 25 percent while continuing to integrate IHG's core values for brand; built consensus to finalize requirements between clients at US corporate headquarters and German division.

- Lead the design and coordination for the upgrades to the foodservices areas of the mall. The scope included new design of the public facing areas, planning and strategizing of potential new tenant mix to tenants and users. Developed strategized for white boxing and relocation of existing tenants to promote space as a destination.
- Successfully managed a \$60 million four acre mixed use development project in Spring, Texas with foodservice/ retail ground floor components. Overcame construction contractor performance issues ensuring infrastructure as designed was coordinated to client desired tenant mix.

Texas Children's Hospital, Houston, TX

2011-2013

Facilities Project Manager

- Managed 45,000 SF renovation for Cancer and Hematology Clinic and administrative suites; recognized for effectively managing a difficult client on a large scale project and enabled clinic operations to continue without disruptions.
- Led team of 8 architects and logistic professionals on construction project doubling Texas Children's Emergency Room capacity; recognized for delivering project 1 week ahead of schedule and developing effective tracking tool to on board team.
- Ensured construction project renovate pediatrics 9,000 SF clinics; adhered to interim life safety measures and Texas Department of Health Standards; completed project 15 percent under budget; while ensuring operations of adjacent spaces not compromised.

Studio Red Architects, Houston, TX

2011-2013

Senior Associate,

- Manage team of 16 architects/designers on adaptive reuse project to design and construct City of Houston Permitting Center, awarded LEED Gold in 2014; recognized for being first team required to comply with International Building Code on first building permitted under updates code;
 - Achieved LEED Gold by developing strategies, performed lifecycle analysis for integration of several upgraded systems.
 - Developed a LEED Gold Strategy alongside the city's Green Building Resource Center; tailored LEED points aligned lifecycle analysis and ongoing strategies the City requested be integrated into the design of green Roof; rainwater harvesting; solar panels and upgrades to the mechanical systems.
 - Selected project manager for renovation and new construction of Lee College Performing Arts Theater; worked closely with contractor to review, report, and adjust construction activity; completed 18 month project on time and 10% under budget.
 - Coordinated with local building officials to ensure Harris County Fire Code; managed team to ensure high quality construction administration throughout project.

Education

New Jersey Institute of Technology, Newark, NJ

Masters of Architecture/ Masters of Infrastructure Planning

University of Technology (UTECH), Kingston, JAMAICA.

Bachelor of Architecture

Community Activity

The Branch School, Houston, TX

2019- Current

Building Committee Team Member

- Led committee on selection of construction manager to address land platting challenges for K-8th Grade school expansion; assisted in selection of Kirksey as architectural firm.

Associations

National Association of Housing and Redevelopment, (NAHRO)

American Institute of Architects, (AIA)

Global Leadership Interlink (GLI)

Houston Center for Photographic Member

Key Projects

**HOUSTON
HOUSING
AUTHORITY**
Houston, TX

Telephone Rd. Elderly Apartments, Houston, TX

Rehabilitation of Telephone Rd. Elderly Apartments, a 200 room, 9% LITHC Property.

The Rehabilitation of HOAPV/APV Houston, TX

Rehabilitation of 500 Units at HOAPV/APV, comprising the renovation of units, and a 200 room, 9% LITHC Property.

Forest Green Redevelopment

New construction of 133 new affordable housing, partially utilizing FEMA funds, with immediate conversion to RAD.

Uvalde and Mansion Flood Mitigation

Coordinating strategies in collaboration with civil engineer to mitigate properties from future flooding.

GENSLER
Houston, TX

JW Marriott – Expansion at L.A. Live, Los Angeles, CA

Hotel expansion adding 860 keys to the existing hotel tower and a 50,000 SF ballroom.

Shops at 4 Houston Center Repositioning, Houston, TX

Repositioning of approximately 200,000 SF of retail/ food service space. Scope includes due diligence, new street lobby/ circulation core, exterior upgrades, full interior renovation.

Hyatt Regency – Katy Hotel and Conference Center, Katy, TX

New construction of 304 – key hotel and 43,000 SF conference center that is part of a 169 acre mixed used campus.

Austin FC, Stadium, Austin, TX

25-acre, 20,500 seat stadium Austin Football Club, expanding Major League Soccer to the City and an event center to the community.

Hyatt Regency – Sage Hotel, Houston, TX

268,000 S.F./ 325 key Hotel and expansion to an existing garage. The hotel included over 15 different room types; a ballroom; 6 meeting rooms; bar; dining; pool area and support spaces. The scope of work also includes the addition of 1 level to an existing garage.

Post-Oak Hotel, Houston, TX

700,000 SF mixed used tower, comprising a five diamond, 240-key hotel, 120,000 SF of office space, 22 upscale apartments and a 16,000 SF ballroom

Houston Chronicle Media Group, Houston, TX

Interior build out of 440,000 square feet of office space with core and shell upgrades.

Extended Stay America, Charlotte, NC

Upgrade and rebranding of the hotel chain for implementation across the US and Canada

avid Hotel, Atlanta, GA

Development of a new low-budget hotel brand for InterContinental Hotel Group (IHG).

Parcel 1A – Springwood Village, Spring, TX

Project Architect/ Manager for the development of Office Retail and Future Cinema Space that will become the anchor of the overall development.

Confidential Delivery Station Roll Out, Various Locations

Repurposing existing 80,000 SF warehouses for the roll out of delivery centers.

NOV Tower (Millennium Tower II), Houston, TX

23- story speculative building and 8-story garage for National Oil Well Varco.

Aramark SHSU – Student Dining Center, Huntsville, TX

Interior build-out of multiple food franchises into a Sam Houston State University.

**TEXAS
CHILDRENS'S
HOSPITAL**
Houston, TX

TCH West Campus Emergency Room Expansion, Houston, TX

Renovation to TCH-West Campus Emergency Center to meet additional room demands projected for the subsequent flu season

TCH Hematology Clinic Expansion, Houston, TX

Project Manager to renovate/ expand the current Cancer Center Clinic to create a new hematology wing to meet growth needs. Scope involved multiple phases to allow the clinic to remain operational during construction. To facilitate the clinic expansion involved a separate projects; relocated the Cancer Center administrative wing to occupy two other floors in separate buildings.

TCH Texas Children's Pediatrics Clinics, Houston, TX

Project Manager to renovate/ expand several satellite clinics.

**STUDIO RED
ARCHITECTS**
Houston, TX

City of Houston – Permitting Center, Houston, TX

The renovation of a 192,000 S.F. rice warehouse built in the 1920s.

Lee College Performing Arts Center, Baytown, TX

New 60,000 S.F. performing arts center with a 695-seat proscenium theater, 100 seat black box theater, dressing rooms, green rooms, classrooms and a recording studio. The project also comprised two small performance spaces for instrumental and choral performance spaces.

Liberty Plaza Retail Center, Beltway 8 / Hwy 90

15,000 S.F. new development.

Faithbridge Church, Spring, TX

Classroom, multi-purpose and Chapel addition to the present facilities.