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Exhibit A

EXECUTIVE SUMMARY

Houston-Galveston Area Council

Draft

The 13-county Houston-Galveston region has experienced expansive increases in population in recent decades, as the area's robust economy attracted new residents from across the globe. While this rapid growth has made the region one of the most diverse in the country, it has also created sustained pressure on local affordable housing availability. The impact of a scarcity of affordable housing choices is disproportionately impacting the region's most vulnerable communities. Nine of the thirteen counties H-GAC serves are priority geographies for this program, reflecting the widespread and consistent need across the varied communities of the region. With the area projected to add another four million people by 2050, while also facing resilience challenges that threaten existing housing in many vulnerable communities, the current situation will continue to worsen without additional intervention.

Addressing these challenges requires a regional approach to removing obstacles to furthering affordable housing choices. Drawing from extensive stakeholder engagement over its history of furthering affordable housing programs and conversations in its region, H-GAC identified several tangible barriers to progress that are reflected in its 2020 Regional Housing Plan¹. Among these barriers are growth limits and infrastructure capacity, gaps in available resources and programs for development of affordable housing initiatives, and lack of sufficient resources for the implementation of existing housing recommendations, particularly in rural communities.

H-GAC's proposed activities will leverage our existing regional role and capacities, address four of HUD's strategic goals², meet CDBG LMI national objectives, and affirmatively further fair housing for our region by focusing on three primary strategies:

- *Informed Decisions, Regional Vision* – H-GAC will leverage its extensive data resources to conduct regional and jurisdictional analyses of current and projected housing need, with a specific focus on equitable community development and the needs of our most vulnerable communities. These analyses will help guide local efforts and be reflected in a major update to the Regional Housing Plan.
- *Stimulating Housing Production* – H-GAC will increase the supply of affordable housing in rural areas with a concentration on vulnerable populations and essential workers through resource development and capacity-building programs for local developers and community leaders, including a housing production entrepreneurship program, partnerships with financial institutions, peer exchanges, speakers' bureau, technical assistance, and matchmaking opportunities.
- *Foster Program Development and Implementation* – H-GAC will create a standalone program/s that provide technical assistance and funding for initiatives meant to preserve and encourage housing affordability in rural and vulnerable communities using a community land trust model. Additionally, H-GAC will leverage existing efforts like the Livable Centers program as frameworks for prioritize and implementing housing recommendations in priority areas.

¹ Viewable online at <https://www.h-gac.com/community-and-environmental-planning-publications/housing>

² As delineated in the FY 2022-2026 Strategic Plan

These efforts will be led by H-GAC, drawing from its deep experience in managing major federal and state grant projects, including past planning projects of comparable size and scale with HUD. H-GAC's wealth of data resources, broad staff capacity, and extensive connections with local governments and community partners make it uniquely positioned to lead a comprehensive, regional approach to breaking down barrier to affordable housing in our region. H-GAC's existing leadership roles in housing and other planning efforts that affect housing affordability (e.g., regional transportation planning, workforce development, aging services, and regional disaster resilience planning) will help ensure the proposed efforts are successfully integrated into the tapestry of our communities.

Exhibit B

Threshold Requirements and Other Submission Requirements

Houston-Galveston Area Council

Draft

Threshold Eligibility Requirements and Other Submission Requirements

The Houston-Galveston Area Council (H-GAC) is a multijurisdictional entity as demonstrated by our Articles of Incorporation (attached). H-GAC functions as a Regional Planning Commission under Ch. 391 of the Texas Local Government Code, and may exercise powers conferred on it by State Law or by its member local governments, as demonstrated by our bylaws (attached). As such, H-GAC is eligible to undertake activities in the Notice of Funding Opportunity.

H-GAC does not have any outstanding or unresolved civil rights matters, violations of the Fair Housing Act, the Americans with Disabilities Act, Violence Against Women Act, Title VI of the Civil Rights Act of 1964, or other federal statute.

H-GAC will submit one application by the posted deadline for consideration response to the PRO Housing NOFO.

The PRO Housing Certifications for Multi-Jurisdictional Applicants is included as Appendix B.

All required forms 424 (SF-424), HUD 424-B, HUD 2880, 424-CBW, SF-LLL, and Certification Regarding Lobbying are complete and included with this application.

H-GAC will affirmatively further fair housing as demonstrated in the Soundness of Approach Rating Factor section of this application and will comply with all applicable environmental review requirements.

In accordance with our Public Participation Policy, H-GAC will continue efforts to ensure accessibility to public meetings as part of the PRO Housing program for individuals with Limited English Proficiency, physical, hearing, visual, and other disabilities.

H-GAC assures compliance with statutory requirements for non-construction grant programs by completing the Federal Assistance Representations and Certifications section of our sam.gov registration.

H-GAC's ethical standards (code of conduct) related to business decisions, compliance with laws, regulations, and organization policies, and conflicts of interest are detailed in the H-GAC Accounting & Financial Policies and Procedure Manual available online at <https://www.h-gac.com/getmedia/a04db4cd-8564-4848-afe9-2000a521f1cf/accounting-and-financial-policies-and-procedures-manual.pdf>

Exhibit C

Need

Houston-Galveston Area Council

Draft

Under the direction of H-GAC's 37-local elected official Board of Directors, addressing housing affordability and access to fair housing is identified as top priority of the agency for 2023. Prior to top priority designation, H-GAC engaged in a variety of efforts to identify, address, and remove barriers to affordable housing production and preservation. These efforts include development of a toolbox to facilitate housing, fair housing equity assessment, case studies, listening sessions, and workshops and peer exchanges.

Affordable Housing Efforts

Our Great Region 2040

In 2014, H-GAC published [*Our Great Region 2040*](#), a high-level plan whose aim is for the region to be one of the world's greatest places to live, work, and succeed, as defined by measurable goals, by the year 2040. The development of the plan was led by a H-GAC and consortium of community partners who received a \$3.75 million Sustainable Communities Regional Planning Grant from HUD, the U.S. Department of Transportation, and the U.S. Environmental Protection Agency. The plan is the result of the efforts of hundreds of organizations and thousands of people from across H-GAC's 13-county service area. The plan based is on research, analysis, and extensive public input, along with the knowledge and expertise of local leaders from the public, private, and non-profit sectors, spanning the region's urban, suburban, rural, and coastal areas. The plan recommendations build on many successful local initiatives, as well as new ideas generated during the plan's development. Some entail regional collaboration, others can be pursued by local communities, now, or in the future. All are entirely voluntary, so the success of the plan is entirely up to the local and regional communities.

The *Existing Conditions Report* from *Our Great Region 2040* provides a snapshot of what the region looked like at the time of publication and provides a benchmark that H-GAC can use to measure progress in implementing the plan. Example existing conditions for housing include: Single-family homes represent 71% of the built housing in the region, and multi-family residents (two or more families in the same building) account for 29% of the housing units. The percent of owned housing units versus rented units in the region is 62%. While the *Existing Conditions Report* looked at the region as a whole, the *County Profiles* examined the different attributes that make each community unique.

Our Great Region 2040 has six "Big Ideas" or focus topics. Those focus topics are Economic Development, Environment, Healthy Communities, Housing, Transportation, and Resiliency. The Housing big idea revolves around the premise that everyone in the region should have the opportunity to have safe and healthy housing choices that offer access to opportunities and amenities. The region's residents live in dense urban centers, rural towns, and suburban communities, near forestlands, on open farm or ranchland, and along the coast. The region has a thriving housing market and some of the most affordable housing in the country. However, homeownership is below the national average, and housing options for some in the region are unsafe, unhealthy or have poor access to transportation, employment, and services.

Our Great Region 2040 highlighted the need for coordinated strategies to improve code enforcement and encourage rehabilitation of older housing, along with policies that encourage development of new housing in underdeveloped areas where there is existing infrastructure, jobs, schools, and services, or where costs and complications are high, such as in urban areas.

These housing strategies include:

- **Local Housing Plans:** Develop local housing plans to accommodate future growth. A housing plan identifies existing housing conditions and needs and establishes the goals, objectives, and policies that are the foundation of housing and growth strategy. Additionally, the housing plan should design programs to implement and create sustainable, mixed-income neighborhoods.
- **Diverse Housing Types:** Provide financial incentives, such as tax foreclosure property programs or property lien dismissals, for developers to build diverse housing types near jobs, transit centers, and services, including mixed-use developments and housing at a variety of price points.
- **Access to Opportunity:** Develop incentives and a toolkit for matching and maintaining local housing stock to meet economic development needs, bringing greater access to opportunities. Better-planned mixed-use communities with balanced jobs and housing can help reduce travel distances and thus limit the growth in trip lengths.
- **Quality and Supply Regional Housing Stock:** Identify gaps and opportunities in the quality and supply of the regional housing stock, including housing for seniors or aging in place. A regional Housing Gap Analysis assesses current and future housing demand, supply, cost and affordability in order to identify potential gaps in the supply of quality housing for individuals and households of a variety of incomes. The issue of sufficient housing affects many communities in the region.
- **Safe and Healthy Housing:** Develop and enforce local housing codes and standards to ensure owner-occupied and rental housing is safe and healthy. Currently, these model codes are developed by the International Code Council (ICC), which has moved away from a regional approach to code development, toward the development of national model codes. Enforcement of local housing codes is critical to ensure the health and safety of the residents.

Our Great Region 2040: Case Studies

The case studies were selected from a variety of entities and examine overarching issues of regional importance. Together, they provide a toolbox of actions and practices that can be used by other communities across the region as they respond to similar challenges and opportunities.

Case studies were conducted in Bay City, the Cypress Creek Greenway, Brazoria County, Galveston, Houston, and Huntsville. These case studies demonstrate ways that the goals developed in *Our Great Region 2040* can be applied to issues at the local level and in a variety of geographic contexts.

Although a limited number of case studies were conducted, a broad range of communities can use the recommendations and outcomes of the case studies if they share a similar geographic context or issue.

Bay City North Downtown Plan

New manufacturing facilities will bring an additional 900 jobs to Bay City in Matagorda County over the next five years. However, the city lacks the housing options and retail amenities to accommodate a growing workforce, particularly younger workers.

This case study presents a master plan for a 40-acre, primarily vacant area, north of Bay City's historic downtown. Today, this area is unattractive to residents and visitors, but it also represents

a potential site for a quality mixed-use development, offering a range of housing choices that can respond to the emerging market demand and add to the city's tax base.

The study recommends a phased approach to redeveloping this area, funded by a combination of public and private investments. The four-year plan includes projects such as building demolition and site clearing on city-owned properties; infrastructure upgrades; enhancements to waterways, parks, and trails; and streetscape updates, including sidewalks and plazas. Incentives and public-private partnership techniques are outlined to encourage private development, including apartments, townhomes, patio homes, traditional single-family homes, and mixed-use projects offering commercial and residential space.

This local example examines local implementation of strategies focusing on Economic Development, Environment, Housing, and Transportation.

City of Houston Framework for Urban Development

Houston is experiencing a redevelopment boom, but current development codes are not generally geared toward creating dense and walkable urban places where multi-modal transit can be supported between concentrated areas of activity.

This study provides a framework that explores a series of opt-in tools and policies the city can use to encourage developments that provide more pedestrian- and bicyclist-friendly environments and promote a variety of commercial and residential uses. Such practices are intended to support existing centers, as well as stimulate emerging urban centers along transit corridors.

Key issues addressed by this study include pedestrian safety, parking, and urban design, along with strategies for promoting affordable housing. Recommendations include flexible opt-in development regulations, incentives, and market-based approaches that Houston, as well as other cities, can use in strengthening their regulations to achieve more walkable and transit-supportive development patterns.

This local example examines local implementation of strategies focusing on Transportation, Economic Development, and Housing.

Harnessing Huntsville's Potential

Huntsville is seeking to diversify its jobs base and its housing stock. Making progress has proven difficult on both fronts, and the city has large amounts of land owned by the state and federal governments that is not available for development.

This case study outlines a strategy for the city to capitalize on development opportunities where land is available, especially in the area between downtown Huntsville and Sam Houston State University. It includes recommendations for improved sidewalks, bikeway connections, additional green space, and related economic development strategies to create positive branding for the city to use in attracting new businesses and residents.

The study provides a clear framework for addressing other priority issues, such as creating affordable housing options; increasing and diversifying the labor pool; and promoting business development, retention, and expansion. This case study is built on studies and plans the city has already completed and will serve as a guide to prioritize actions identified through these efforts.

This local example examines local implementation of strategies focusing on Housing, Environment, and Transportation.

Our Great Region 2040: Fair Housing Equity Assessment (FHEA)

The purpose of the *Fair Housing and Equity Assessment* (FHEA) was to identify baseline conditions for fair housing, equity, and opportunity across the region. H-GAC drew upon the expertise of three groups throughout the FHEA process: Fair Housing and Equity Workgroup (FHEW), BBC Research & Consulting (BBC), and Kirwan Institute.

The FHEW included several local governments with housing programs, non-profits and fair housing and equity advocacy groups from across all transects. While the work was regional, specific analyses was conducted at the county and municipal level for the jurisdictions distributed across the urban, suburban, and rural areas.

FHEA Conclusions: The region's population has become more diverse during the past decade, especially outside the core urban areas. The dissimilarity index - a measure of segregation - indicates that segregation persists in several of the region's counties. Subsidized and affordable rental housing is largely lacking in high opportunity areas near jobs and services. Residents of the region's highest poverty Census tracts are mostly racial and ethnic minorities and are disproportionately impacted by limited access to job training centers, homeownership opportunities, areas free from environmental hazards, and affordable housing.

FHEA Recommendations; Increase employment and build self-sufficiency of residents living in poverty-concentrated areas. Promote balanced housing stock where subsidized and affordable housing stock is lacking. Revitalize disadvantaged communities. Increase income diversity. Preserving cultural heritage. Minimize displacement of current residents.

Our Great Region 2040: Strategy Playbook

The *Strategy Playbook* documents strategies individuals, organizations and governments can use to implement *Our Great Region 2040* in their communities and throughout the region. The *Strategy Playbook* includes all the Priority Strategies outlined in the plan, as well as additional strategies identified during the planning process.

Each of the strategies in the playbook includes a description, what type of strategy it is, implementing authorities, implementation tools, possible funding sources, the benefits of implementing the policies, and model policies.

Importantly the strategies demonstrate how people around the country have implemented sustainable development in their communities and regions.

Back Home Rapid Housing Recovery Pilot Program (2013)

The Back Home Rapid Housing Recovery Pilot Program was created by the Texas State Legislature after Hurricane Ike to test modular construction technologies as an alternative to the current process of housing residents displaced by disaster. H-GAC was tasked with constructing ten disaster recovery pilot homes in Harris County and ten pilot homes in Galveston County employing modular technology and a phased approach: emulating the two-phases of the federal response to disaster housing. The federal response is divided between the initial temporary disaster response housing administered by FEMA and the permanent disaster recovery housing administered by HUD. The Back Home program was created to design and construct livable

modular homes that could be deployed immediately after a natural disaster. Once deployed, the homes needed to be able to accept additional bedroom and bathroom modules as insurance funds, financing, or disaster recovery funding became available.

Prior to the designing the home, H-GAC conducted extensive research and community outreach to ensure that the program successfully met the needs of communities in the region. The process began by researching past disaster recovery housing efforts employing modular housing technology for lessons learned. H-GAC then interviewed city and county staff to determine the local post-disaster housing conditions and regulations. Once the local post-disaster housing landscape was understood, H-GAC released a request for proposals for a partner to design and build the homes. After a team was contracted, a series of public meetings were held around Harris and Galveston counties to understand public opinion and desires for disaster recovery housing. The team created an initial design for the homes based on the research, interviews, and public input collected. This design was reviewed and critiqued based by city and county staff. During this process, priorities and goals for the homes were identified. The design team created an updated design based on the feedback, which was then built as a prototype home in December of 2014. The prototype allowed the team to test the phased build approach, and the home's energy efficiency, and allowed potential applicants and local officials to experience the home in person. At this juncture, low-to-moderate income homeowners in Harris and Galveston counties with Hurricane Ike damage were encouraged to apply for the program. Construction began after applicants were qualified.

The Back Home program was successful in meeting its goals of developing a durable, efficient, and aesthetically pleasing home that can be deployed in phases using modular technologies. While modular homes can be deployed rapidly, barriers remain for making modular the preferred construction technology in disaster housing recovery. The time savings of constructing modular housing offsite are often negated by the current protracted processes required to rebuild. The current requirements for funding housing recovery, qualifying homeowners, and the various local authorizations required to rebuild are all more significant time constraints to rapid reconstruction than the manner of construction technology employed.

Natural Disaster Housing Reconstruction Plan (2010)

The Natural Disaster Housing Reconstruction Advisory Committee, created by the Texas State Legislature and composed of government, non-profit, and private sector representatives, held meetings and three community roundtables to get a clear understanding of current housing rebuilding activities. H-GAC was represented on the Advisory Committee by Chuck Wemple, H-GAC's current Executive Director. Based on this research, the committee formulated a set of recommendations that became the Natural Disaster Housing Reconstruction Plan, released on November 30, 2010. The Natural Disaster Housing Reconstruction Plan examined a variety of post-disaster housing assistance/recovery strategies and programs undertaken by Federal Emergency Management Agency (FEMA), US Department of Housing and Urban Development (HUD), and by state and local government entities to analyze the models that worked and to understand the reasons why other programs failed.

The plan contains conclusions regarding temporary housing, permanent housing replacement; design alternatives; the condition of elderly, disabled and low-income storm victims; and federal involvement and concludes with 23 policy recommendations to be established before a natural

disaster strikes and recommendations for immediate and long-term recovery following a natural disaster.

Facilitating Housing Toolbox for Livable Centers

An effort that is successful in both identifying and addressing barriers to affordable housing is H-GAC's Livable Centers program. The Livable Centers program was established in 2008, and in 2023, 43 studies have been completed across the H-GAC region. Livable Centers are land-use and transportation focused studies. The goal of the program is to help local governments in the region facilitate the creation of areas where people can live, work, and play with less reliance on single occupancy vehicles. Access to affordable housing is often a focus area of the studies. Housing recommendations from past Livable Centers studies were evaluated and summarized into a single toolbox for ease of review and cross collaboration between past study partners and the region.

The toolbox provides guidance on policy updates, tools to incentivize the creation and preservation of affordable housing, and tools to expand housing capacity. Each section within the toolbox includes examples, a description of the suggested steps and possible results, and who would be responsible for implementation. Provided tools are being deployed daily, and this toolbox serves as a template to be matured as additional scenarios are identified through the Livable Centers Program. H-GAC also offers some common housing questions-based scenarios that demonstrate how to use the toolbox outside of Livable Centers.

In correlation with the [Facilitating Housing Toolbox](#), H-GAC has answered some common housing-related questions and provided answers as a resource for local entities. The questions are meant to lead local partners to policy, incentive, and partnership tools that they can deploy in their respective cities. This guide lists a few questions partners might ask and then lists tools from the Housing Toolbox that address these unique scenarios. Indicated tools are not prescriptive or exhaustive; they are intended as examples for how tools can be applied to a specific question.

Housing Workshops and Peer Exchanges

Paths to Locally Driven Affordable Rental Housing (September 17, 2021)

This summit explored opportunities related to housing with speakers from a variety of backgrounds and geographies. Panelists discussed how preserving naturally occurring affordable rental housing, working with small builders and developers, and other locally driven solutions can protect housing affordability.

Housing for the Future: A Regional Conversation (August 17, 2018)

This summit brought together housing experts and local officials from across the region to discuss a broad vision for the region's housing and the specific strategies that can be used to increase housing availability, quality, and choice across rural, suburban, and urban communities.

Facilitating Housing (September 20, 2019)

Participants in this workshop gained insight on how to incorporate housing into planning strategies and learn about the tools available in the region to help promote successful housing development. They also had a chance to join in a conversation with an expert panel to see what it takes to make a housing development "pencil," and ask questions about localized housing strategies in their communities.

Missing Middle Housing: A Regional Conversation (August 3, 2022, January 19, 2023)

Part 1: At this peer exchange, participants heard about facts and data for our region from H-GAC staff and engaged in a facilitated discussion revolving around barrier to the development of missing middle housing typologies.

Part 2: At this peer exchange, participants heard innovative approaches to developing Missing Middle Housing and preserving affordable workforce housing from a panel of housing experts, followed by roundtable conversations.

Regional Housing Plan 2020

Welcome Home: A Housing Plan for the H-GAC Region (Regional Housing Plan) is a high-level plan and the first step in identifying shared challenges and exploring ways H-GAC can support the efforts of the region's local governments in achieving a range of housing choices that will sustain their future needs.

Many factors informed this plan. H-GAC drew upon a regional network of local governments, economic and community development professionals, in-house data and analytical capabilities, and case studies completed during previous planning efforts, such as *Our Great Region 2040*. H-GAC also conducted a series of listening sessions with elected officials and community leaders across the region. These sessions provided an in-depth look at the housing challenges facing communities in the region. The most common challenges identified were affordability, infrastructure, lack of developer/builder interest, capacity and resources, rental options, transportation options, jobs-housing imbalance, and resistance to change.

Affordable Housing Need and Challenges

Regional Housing Plan 2020: Existing Housing Conditions

To establish a baseline for existing housing conditions in the region, H-GAC analyzed regional data before conducting listening sessions with elected officials and community leaders to learn about their housing needs.

Cost Burdened Population

Residents who spend more than 30% of their household income on housing costs are considered cost burdened. Within the region, 25.4% of households are cost-burdened. Of those cost-burdened households, 43.3% spend more than half of their household income on housing.

Residents within the lower and middle-income range are being priced out across the region, especially in small towns and rural areas. For a restaurant or retail worker earning \$27,750 per year, rental costs are largely unreachable without a dual income.

Jobs-Housing Imbalance

Residential permits for new housing exceeded job growth in the four most populous counties. For every job added between 2005-2018, there were 1.09 new homes permitted. However, housing has significantly lagged behind job growth in the eight least populated counties during the same period, where .75 homes were permitted for every new job.

Regional Housing Plan 2020: Regional Challenges

To better understand the existing conditions driving housing, H-GAC conducted eight listening sessions across the region with elected officials, local leaders, representatives from independent

school districts, social service providers, and economic development professionals. During these conversations, participants identified many challenges, with eight common themes emerging.

Challenge 1: Affordability

The most consistently identified challenge was affordability. According to the U.S. Department of Housing and Urban Development, residents who spend more than 30% of their household income on housing costs are considered cost burdened. Within the region, 25.4% of households are cost burdened. Of those cost-burdened households, 43.3% spend more than half of their household income on housing.¹ Leaders in the region report residents within the middle-income range—that is, earning between \$91,560 and \$122,080 per year—are being priced out in many communities.² Residents with a low-to-moderate income have an even greater challenge in finding safe, well-maintained housing near transportation and employment options within their price range, especially in small towns and rural areas.

Challenge 2: Lack of Developer/Builder Interest

In areas already experiencing rapid population growth, there is no shortage of developers and builders seeking to meet market demand. But in communities beyond the extent of current growth trends and projected growth, there is limited interest on the part of developers and builders in adding to the housing supply, even though local demand may exist. The lack of developer/builder interest is often compounded by limited or fragmented land availability. Developers typically prefer large tracts of land for developing single-family homes to maximize economies of scale.

Challenge 3: Rental Options

During listening sessions, participants repeatedly expressed concerns over the lack of rental options, including single family homes and apartments. Options available to renters are reportedly limited, especially in smaller towns and rural areas, but also in some fast-growing suburban areas.

The Not In My Back Yard (NIMBY) phenomenon can play a powerful role in discouraging rental properties, even though many residents are renters at some point in their lives. Listening session participants referenced tense town hall and city council meetings during which residents expressed concerns about the impacts of proposed multifamily development on traffic, schools, crime, and property values.

Challenge 4: Jobs-Housing Imbalance

Generally, job growth occurs for site-specific reasons (availability of office space, industrial parks, freeway/rail access) that are not necessarily related to the factors influencing the location of new housing. Some residents are forced to “drive until they qualify” for a mortgage, a phenomenon where prospective home buyers drive farther away from their place of employment to find a home they can afford. As a result, 31.5% of the region’s commuters travel more than 30

¹ Source: U.S. Department of Housing and Urban Development, 2019

² Source: U.S. Department of Housing and Urban Development, 2019

miles to their workplace and more than 13% of the region’s commuters travel more than 60 minutes to their place of employment.³⁴

Listening session participants reported a disconnect between the types of jobs available within a community and the types of housing offered. For example, there is a high demand for low-skilled labor—that is, people working in jobs that do not require post-secondary education or training—in communities with robust retail and service industry activity. The people meeting that demand are often unable to live in the communities in which they work, increasing commute times and adding to roadway congestion. This is also true for skilled and professional workers in many industries. For example, rural hospitals may attract the interest of a physician; however, the lack of appropriate housing options, amenities, and employment opportunities for their spouse make it difficult to retain the physician, long-term.

Challenge 5: Infrastructure

The lack of funding for infrastructure expansion is a limiting factor in some communities meeting their housing needs. Making this type of upfront investment is often too costly for communities with a limited tax base. Municipal Utility Districts can fill this void for new subdivisions, but are not a viable option within many municipalities, especially those seeking to develop vacant or under-used properties in previously developed areas.

Challenge 6: Capacity and Resources

Smaller cities within the region may have limited staff and financial resources to administer housing related programs, including permitting, enforcement, pursuing grants, and implementing incentive programs. Counties may have staffing and resource constraints and are further limited by their lack of ordinance-making authority under Texas law. Some listening session participants reported a lack of institutional knowledge, wherein current staff and elected officials may not have the knowledge or historical perspective necessary to plan and implement successful housing strategies.

Challenge 7: Transportation Options

The transportation network in the Houston-Galveston region is largely geared toward automobile travel. In the project area, 68.8% of households own two or more cars. However, for the 27.5% of households that only have one car and the 3.7% who don’t have any, the lack of transportation options affects their range of housing and job choices.⁴

Across the project area, there are limited transit alternatives to cars. Localized transit authorities exist, such as Fort Bend Transit; however, the routes and frequency of these services are limited. The largest entity providing alternative transit, the Metropolitan Transit Authority of Harris County (METRO), focuses on Harris County and only services 9.4% of the region,⁵ leaving many vulnerable populations without viable transportation options within their communities.

³ Source: U.S. Census LEHD Origin-Destination Employment Statistics 2017

⁴ Source: U.S. Census American Community Survey 2013-2017

⁵ Source: Metropolitan Transit Authority of Harris County, 2019

Challenge 8: Resistance to Change

A commonly identified, but difficult to quantify, challenge often referenced by listening session participants was the divide that exists in many communities between those who want to keep their communities just as they are (or were) and those who wish to promote growth and change. The “old guard” school of thought centers on what a community used to be, with a focus on holding on to the past—be it values, population, or industry. In contrast, the “new guard” pushes forward toward growth, expanding services and industry to accommodate new preferences and projections for the future.

Exhibit D

Soundness of Approach

Houston-Galveston Area Council

Draft

Ensuring the Houston-Galveston region is one of the world's greatest places to live and work by 2040 requires a multi-strategy and a multi-sector approach. While the Houston-Galveston Area Council (H-GAC) is not able to address all areas of housing affordability and all challenges identified in the Welcome Home: A Housing Plan for the H-GAC Region (Regional Housing Plan, through this proposal, H-GAC aims to address the challenges and barriers that can be addressed through current and projected staff capacity. The proposed activities derive from ongoing stakeholder engagement and data analyses and build on past efforts to strengthen regional housing strategies to remove obstacles to affordable housing. H-GAC aims to address local barriers of growth limits and infrastructure capacity, gaps in available resources and programs for development of affordable housing initiatives, and gaps in available resources for the implementation of existing housing recommendation, particularly in rural communities. Additionally, the proposed activities address four of HUD's strategic goals and meet Community Development Block Grant (CDBG) national objectives; and are eligible activities outlined in the Housing and Community Development Act of 1974 (HCDA), and affirmatively further fair housing.

Vision

H-GAC's aim is to build on past affordable housing initiatives and continue to grow a robust framework for a regional strategy that addresses barriers to affordable housing. The overarching vision for past initiatives and this proposal is to ensure everyone in the region has access to safe and healthy housing choices that offer access to opportunities and amenities. H-GAC wants to ensure that these and future housing initiatives are efficient and effective in providing guidance and support for local jurisdictions' comprehensive plan updates in the service region.

H-GAC drew on a regional network of local governments, economic and community development professionals, in-house data and analytical capabilities, and case studies completed during previous planning efforts, such as *Our Great Region 2040*. H-GAC also conducted a series of listening sessions with elected officials and community leaders across the region to develop the Regional Housing Plan. These sessions provided a high-level look at the housing challenges facing communities in the region. The most common challenges identified were Affordability, Infrastructure, Lack of Developer/Builder Interest, Capacity and Resources, Rental Options, Transportation Options, Jobs-Housing Imbalance, and Resistance to Change.

While not all areas of housing affordability and all challenges identified in the Regional Housing Plan are addressed through this proposal, H-GAC aims to reduce the following barriers:

- Growth limits and infrastructure capacity
- Gaps in available resources and programs for development of affordable housing initiatives, particularly in rural communities
- Gaps in available resources for the implementation of existing housing recommendations

H-GAC will address the listed barriers by increasing planning and planning staff capacity for a technical housing needs assessment which will include analysis of fair housing issues, analysis of infrastructure capacity, and the development of recommendations that accommodate affordable housing across the region. This will result in a detailed update of H-GAC's Regional Housing Plan that considers the projected need and forecast for housing need in the region. This proposal also calls for resource development to stimulate rural housing production through capacity-building programs for local developers like a housing production entrepreneurship program, peer exchanges, speakers' bureau, and matchmaking meant to "grow" local developers. H-GAC seeks to provide a program for technical assistance and funding for initiatives meant to preserve housing affordability in rural communities. This will also allow us to develop resources to support the creation and preservation of affordable housing (and protection of persons who need affordable housing options) like an affordable housing toolbox, community land trust toolbox, robust fair housing resource guide, and homebuyer education. A stand-alone program that provides technical assistance to local affordable housing developers and a partnership that leverages H-GAC's Livable Centers Program to support entities that have completed Livable Centers studies to implement their housing recommendations (some of the which would require updates to zoning ordinances) will be created. This will allow H-GAC to set the groundwork for the eventual creation of H-GAC Community Development Financial Institution (CDFI).

H-GAC's objectives are to continue to refine the analysis and identification of affordable housing gaps, grow more local-based housing developers by providing free entrepreneurial training, work with local governments to streamline and incentivize the development process, raise awareness about the need for and benefit of providing affordable housing in communities, and secure investment capital to implement housing recommendations.

Strategy 1: Housing Needs Forecast + Regional Plan Update

Strategy 1 aims to build on the work the H-GAC Regional Housing Plan. The Regional Housing Plan, a high-level plan, was the first step in identifying shared challenges and exploring ways H-GAC can support the efforts of the region's local governments in achieving a range of housing choices that will sustain our future needs.

H-GAC will provide a detailed update of this plan which will include the current and projected need by region, jurisdiction, and city by analyzing and determining how many units are needed to fill current and project need by income categories in the span of 10-, 20-, 30-years. The goal is to be better equipped at aiding local jurisdictions to meet their housing needs, further develop, evaluate, and implement housing policies and plans, improve regional cooperation and strategy needed to meet regional need, and set the groundwork for the prioritization of future projects/programs that score high in the needs assessment.

Factors that will be considered in the analysis will be each jurisdiction's existing and projected jobs and housing relationship, travel patterns between and within jurisdictions, the percentage of existing households at each income level that are paying more than 30% and more than 50% of their income in rent, vacancy rates, opportunities, and constraints to development of new/affordable housing (i.e. lack of capacity for sewer or water), household size/type, racial and ethnic segregation, concentration of poverty, relationship between access to housing and access to health services, housing problems for families with children, seniors and persons with

disabilities and limited English proficiency as well as other protected classes. This will also include recommendations needed to accommodate affordable housing across the region. Ensuring outreach during every phase of the process will serve as a safeguard to the equitable enhancement of the regional housing strategy and the inclusion of all residents' voices. Similarly, H-GAC will ensure that this strategy includes the evaluation of fair housing issues and provide detailed recommendations for how to address issues that arise.

In the short term, the purpose of this strategy is to function as a benchmark, assuring that the most vulnerable and urgent needs are prioritized while undertaking the development of Strategies 2 and 3. In the long term, this strategy sets a foundation and strategy for prioritization of future projects/programs in areas that score high in needs assessment. Additionally, this will serve as a playbook to guide and support local comprehensive plan updates. The goal of this strategy aligns with HUD's strategic goals of fortifying "support for underserved communities and support equitable community development for all people,"^{vi} promotion of "equitable community development that generates wealth-building for underserved communities, particularly for communities of color"^{vii} indirectly "ensuring housing demand is matched by adequate production of new homes and equitable access to housing opportunities for all people."^{viii} This strategy qualifies as an eligible activity per HCDA's Section 105(a)(17): HCDA Section 105(a)(12) "activities necessary to develop a comprehensive community development plan, and to develop a policy planning-management capacity," further develop, evaluate, and implement housing policies plans, and improve housing strategies.

Strategy 2: Housing Production Stimulation

H-GAC's goal is to increase the supply of affordable housing in rural areas with a concentration on vulnerable populations and essential workers through resource development and capacity-building programs for local developers like a housing production entrepreneurship program, peer exchanges, speakers bureau, and matchmaking. By leveraging existing relationships with local governments and non-profits, building new relationships across the housing community, and partnering with HUD, H-GAC will improve the quality of life for residents in the region by reducing or eliminating the housing cost burden for the most vulnerable populations and essential workers.

To address not only the deficit in affordable housing in rural areas but also the stigma often associated with the term, H-GAC proposes a multi-phase approach to "grow" local affordable housing developers by developing program support for attracting, training, supporting, and retaining local housing developers. H-GAC will provide tools for communities and developers, workshops and trainings, data dashboards and analytics, and collaborative forums. This includes technical assistance, workshops, and trainings on defining and building affordable and workforce housing options in different communities and providing site selection tools to ensure developments are focusing on rural areas. H-GAC will also ensure local developers are up to date on the federal and state Fair Housing Acts, so they take reasonable steps to provide meaningful access to their programs and activities for persons with limited English proficiency (LEP) and take the appropriate steps to ensure effective communication with individuals with disabilities. The goal is to have the entrepreneurship program fully operating within twelve months.

H-GAC will establish a program supporting mentorships between established and new housing developers. H-GAC will convene matchmaking, peer-exchanges, and other regional and local knowledge sharing activities to help connect to developers with community ties to better gain community trust and acceptance of affordable and workforce housing. H-GAC will develop tools that local governments, non-profits, developers, homebuyers, and employers can use to find or create down payment assistance programs, available housing, and housing affordability calculators.

H-GAC will work with local governments to identify and implement policies and practices to streamline and possibly incentivize development of affordable and workforce housing, including developing toolboxes for determining thresholds for occupancy and identifying gaps in quality and quantity of available housing. H-GAC will convene forums of local governments, economic and community development organizations, employers, and housing organizations to facilitate conversations, raise awareness, and find synergies.

As H-GAC works to stimulate local affordable housing through capacity-building and resource development, staff will also work to ensure the protection of persons who need affordable housing options by providing multi-lingual resources like a detailed fair housing resource guide and ensuring expanded access to community meetings, including language barriers, and meetings times throughout the process.

In the short term, this proposal seeks to build capacity for local affordable housing developers. The hope is that providing local entrepreneurs with resources and tools will stimulate the production of affordable housing options, decrease the stigma often associated with affordable housing since communities may be more accepting of project if the developer is a local champion, combat NIMBY-ism (Not In My Back Yard), and drive economic growth in the long term. By the end of FY 2027, H-GAC plans to provide additional support for the creation of a Community Development Financial Institution. If this is not possible, H-GAC will partner with a CDFI that can help provide fair and responsible financing to local developers.

The goal of this strategy aligns with HUD's strategic goals of fortifying "support for underserved communities and support equitable community development for all people"^{iv} and indirectly "ensuring housing demand is matched by adequate production of new homes and equitable access to housing opportunities for all people."^v This strategy qualifies as an eligible activity per Section 105(a)(17): "provision of assistance to private, for-profit entities, to prevent or eliminate slums and blight; meets urgent needs; creates or retains businesses owned by local community residents; assists businesses that provide goods or services needed by, and affordable to, low- and moderate-income residents."

Strategy 3: Program Development/Integration

Strategy 3 has two components. The first is to create stand-alone program/s that provide technical assistance and funding for initiatives meant to preserve and encourage housing affordability in rural communities like community land trusts. The community land trust strategy is not a new tool used to keep homes affordable in the City of Houston. This proposal seeks to build on the City of Houston's work around community land trusts.

With PRO Housing funds, this strategy will establish a technical assistance program for community land trusts. This program will support the community land trust sector's healthy growth and help to develop regional land trust efforts. H-GAC will document and share the best land trust organization growth strategies and support trusts at all stages of their development. Its goal is to grow the community land trust sector's effectiveness and collaboration at the regional level. The program will provide technical assistance to community land trusts undertaking growth initiatives, create communications materials for regional distribution about land trust models and their benefits, increase access to tools and best practices resources related to land trust development, and promote peer networking and knowledge sharing through meetings and workshops. Supporting community land trusts and growing the sector will help this strategy produce and preserve housing affordability across the Texas Gulf Coast Planning Region.

The technical assistance program will also aim to strengthen the community land trust infrastructure and knowledge base in the Houston region. This will help increase the community-led acquisition, preservation, and production of long-term affordable housing. Documenting and sharing best practices and resources will also increase awareness about land trusts and their benefits.

Additionally, H-GAC seeks to leverage the Livable Centers Program which already has funding from the Texas Department of Transportation. The Livable Centers Program, administered by H-GAC since 2008, encourages a complementary mix of land uses that are designed to be walkable, connected, and accessible by multiple modes of transportation, including bus, bike, or walking. Livable Centers are defined as places where people can live, work, and play with less reliance on their cars. H-GAC and local partners work with communities to identify a vision for the study area and specific recommendations, such as pedestrian and bicycle facilities.

One of the implementation strategies to reduce reliance on single vehicle occupancy in H-GAC's *2045 Regional Transportation Plan* is the Livable Centers Program. A total of 43 Livable Centers studies have been completed in region, with five active studies. As part of the development of these studies, H-GAC engages consultants to provide planning and study development services.

To expand the impact of the Livable Centers Program, this proposal seeks to coordinate with the Livable Center Program, by providing post-plan technical assistance to implement housing recommendations in past Livable Centers studies. Of the 42 studies that have been completed, there are 20 studies that provide housing recommendations meant to make housing accessible by infill development, live-work units, updates to zoning ordinances, and/or housing feasibility studies to identify opportunities for innovative and affordable housing projects in respective communities.

Livable Center Studies with housing recommendations in priority geographies

- Waller City – 2009
- Tomball – 2009
- League City – 2011
- Fulshear – 2018
- Mont Belvieu – 2018

- Spring Branch – 2018
- Seabrook – 2021
- City of Clute – 2022
- Prairie View – Active 2023
- Sugar Land – Active 2023

Livable Center Studies with housing recommendations in non-priority geographies

- Galveston – 2012
- Hempstead – 2012
- NASA Area/ Nassau Bay – 2012
- Aldine – 2014
- Rosenberg – 2015
- Pasadena – 2020
- Cloverleaf – 2022
- Angleton – 2020
- Alvin – Active 2023
- South Houston – Active 2023

In the short-term, the program will increase the resources and support available for community land trusts at all different stages of development. This will help inform policy dialogues and development to support further adoption and growth of land trusts. Over the longer term, community land trusts will develop an increased capacity for acquiring and managing assets. This is an urgent priority for the community housing sector. These are both key to the sustainability and effectiveness of the housing sector across the Houston-Galveston service area. Its overall goal is to grow, amplify and consolidate the collaboration of community land trusts on a regional scale.

The goal of this strategy aligns with HUD’s overarching goal of pursuing “transformative housing and community-building policy and programs.” Similarly, this strategy supports HUD’s strategic goals of promoting “equitable community development that generates wealth-building for underserved communities, particularly for communities of color,”^{vi} promoting “financing for innovative ownership models to increase the availability of affordable housing,”^{vii} and indirectly “ensuring housing demand is matched by adequate production of new homes and equitable access to housing opportunities for all people.”^{viii} This strategy qualifies as an eligible activity per Section 105(a)(17): “provision of assistance to private, for-profit entities, to prevent or eliminate slums and blight; meets urgent needs; creates or retains businesses owned by local community residents; assists businesses that provide goods or services needed by, and affordable to, low- and moderate-income residents,” and HCDA Section 105(a)(12): “to develop a comprehensive community development plan, and to develop a policy-planning-management capacity to carry out management, coordination, and monitoring of activities necessary for effective planning implementation.”

To summarize, H-GAC’s comprehensive regional proposal directly addresses local barriers and meets national objectives as follows:

Activity Type	Response to Barriers	Activity & Staff Capacity	National Objective	Eligible Activity
<i>Barrier: Growth limits and infrastructure capacity</i>				
Planning and Policy	Current housing needs assessment and 10-, 20-, 30-year forecasts by income categories and projected population growth, which includes analysis of fair housing issues across the region	H-GAC staff will carry out data analysis, forecast, and outreach activities to ensure meaningful community participation in the housing need and fair housing issues assessment process	-Benefits to low- and moderate-income (LMI) persons;	-HCDA Section 105(a)(12) activities necessary to develop a comprehensive community development plan, and to develop a policy planning-management capacity -Further develop, evaluate, and implement housing policies plans -Improve housing strategies
Planning and Policy	Analysis of infrastructure capacity and recommendations needed to accommodate affordable housing across the region	H-GAC staff will carry out analysis and recommendation development	-Benefits to low- and moderate-income (LMI) persons; -Aids in the prevention or elimination of slums or blight; -Meets community development needs of urgency (referred to as urgent need)	-HCDA Section 105(a)(12) activities necessary to develop a comprehensive community development plan, and to develop a policy planning-management capacity -Further develop, evaluate, and implement housing policies plans -Improve housing strategy

Activity Type	Response to Barriers	Activity & Staff Capacity	National Objective	Eligible Activity
<i>Barrier: Growth limits and infrastructure capacity</i>				
Planning and Policy	A detailed update of the 2020 H-GAC Regional Housing Plan	H-GAC staff will carry out the integration of data to inform the development of the updated Housing Plan	-Benefits to low- and moderate-income (LMI) persons; -Aids in the prevention or elimination of slums or blight;	-HCDA Section 105(a)(12) activities necessary to develop a comprehensive community development plan, and to develop a policy planning-management capacity -Further develop, evaluate, and implement housing policies plans
<i>Barrier: Gaps in available resources and programs for development of affordable housing initiatives.</i>				
Planning and Policy	Resource development to stimulate rural housing production through capacity-building programs for local developers like a housing production entrepreneurship program, peer exchanges, speakers bureau, and matchmaking	H-GAC staff will develop capacity-building resources and curriculum; H-GAC will hire specialized consultants to carry out training for local affordable housing developers	-Benefits to low- and moderate-income (LMI) persons; -Meets community development needs of urgency (referred to as urgent need)	HCDA Section 105(a)(17) provision of assistance to private, for-profit entities, to prevent or eliminate slums and blight; meets urgent needs; creates or retains businesses owned by local community residents; assists businesses that provide goods or services needed by, and affordable to, low- and moderate-income residents;

Activity Type	Response to Barriers	Activity & Staff Capacity	National Objective	Eligible Activity
<i>Barrier: Gaps in available resources and programs for development of affordable housing initiatives.</i>				
Planning and Policy	Program development for technical assistance and funding for initiatives meant to preserve housing affordability in rural communities like community land trusts	H-GAC staff will develop program to provide technical assistance for community land trusts	-Benefits to low- and moderate-income (LMI) persons; -Meets a need having a particular urgency (referred to as urgent need)	- HCDA Section 105(a)(20) housing services, such as housing counseling, in connection with affordable housing projects -Improve housing strategy
Planning and Policy	Resource development to support the creation and preservation of affordable housing (and protection of persons who need affordable housing options) like multi-lingual affordable housing toolbox, community land trust toolbox, fair housing resource guide, and homebuyer education	H-GAC staff will develop resources for the creation preservation of affordable housing and protection of persons who need affordable housing options	-Benefits to low- and moderate-income (LMI) persons; -Aids in the prevention or elimination of slums or blight; -Meets a need having a particular urgency (referred to as urgent need)	- HCDA Section 105(a)(20) housing services, such as housing counseling, in connection with affordable housing projects -To extend and strengthen regional partnerships in the production and operation of housing affordable to low-income and moderate-income families

Activity Type	Response to Barriers	Activity & Staff Capacity	National Objective	Eligible Activity
<i>Barrier: Gaps in available resources for the implementation of existing housing recommendations</i>				
Development	Coordination with the Livable Center Program, which would provide technical assistance to implement housing recommendations in past Livable Centers studies	H-GAC will work with past study partners and provide technical assistance for the implementation of housing recommendations	-Benefits to low- and moderate-income (LMI) persons; -Aids in the prevention or elimination of slums or blight; -Meets a need having a particular urgency (referred to as urgent need)	- HCDA Section 105(a)(12) to develop a comprehensive community development plan, and to develop a policy-planning-management capacity to carry out management, coordination, and monitoring of activities necessary for effective planning implementation
<i>Barrier: Growth limits and infrastructure capacity, Gaps in available resources for the implementation of existing housing recommendations, Gaps in available resources and programs for development of affordable housing initiatives.</i>				
Planning and Policy	Convene forums of local governments, economic and community development organizations, employers, and housing organizations to facilitate conversations, raise awareness, and find synergies	H-GAC will organize and plan forums to facilitate regional conversations	-Benefits to low- and moderate-income (LMI) persons; -Aids in the prevention or elimination of slums or blight; -Meets a need having a particular urgency (referred to as urgent need)	- HCDA Section 105(a)(12) to develop a comprehensive community development plan, and to develop a policy-planning-management capacity to carry out management, coordination, and monitoring of activities necessary for effective planning implementation

Geographic Scope

The geographic scope is the 13-county H-GAC service region which encompasses Austin, Brazoria, Chambers, Colorado, Fort Bend, Galveston, Harris, Liberty, Montgomery, Matagorda, Walker, Waller, and Wharton counties, with a particular focus on the rural areas.

With a population of about 7 million people, the H-GAC service region will benefit from the proposed activities resulting in benefits to low- and moderate- income (LMI) persons by improving affordable housing production and the prevention or elimination of slums or blight by creating affordable housing planning resources for member jurisdictions.

Key Stakeholders

The key stakeholders of past housing initiatives like *Our Great Region 2040*, *Back Home Rapid Housing Recovery Pilot Program*, *Natural Disaster Housing Reconstruction Plan*, *Facilitating Housing Toolbox for Livable Centers*, housing workshops and peer exchanges, and H-GAC's Regional Housing Plan who informed this proposal include a regional network of local governmental agencies, county precincts, the Natural Disaster Housing Reconstruction Advisory Committee, created by the Texas State Legislature, non-profits, private sector representatives, economic and community development professionals, elected officials, local leaders, representatives from independent school districts, and social service providers.

H-GAC will continue to work with key stakeholders of our regional network of local governmental agencies, county precincts, non-profits, private sector representatives, economic and community development professionals, elected officials, and local leaders. H-GAC is committed to continuing the effort for robust community engagement and will ensure that those with unmet housing needs, residents in need of affordable housing options, and persons from all protected class groups under the Fair Housing Act are at the forefront of our efforts.

H-GAC staff will accept public comment on this proposal during the public comment period beginning Friday, October 13, 2023, until Thursday, October 27, 2023. There will be a public hearing on Thursday October 19, 2023, from 3:00 p.m. to 4:30 p.m. Members from the public may submit oral and written comments on the grant application until Friday, October 27, 2023, at 5 p.m. Comments will be addressed in the final application submission. This process complies with all applicable accessibility requirements and will be conducted in such a way that all participants can participate in an equal and meaningful way. H-GAC facilitates public participation for individuals with disabilities using the following guidelines:

- Meetings, public hearings, and formal events are held in facilities accessible by persons with disabilities.
- American Sign Language interpreters are provided.
- All slides and images used throughout presentations are compliant for those with visual impairments.
- Public notices of meetings and events include a notice of accommodations for individuals who are disabled. Such accommodations will be provided by request with a minimum 72-hour notice.

In compliance with the Americans with Disabilities Act, H-GAC will provide reasonable accommodations for persons with disabilities attending H-GAC functions.

Affirmatively Furthering Fair Housing

H-GAC's three-pronged strategy proposal consist of removing barriers to housing in areas of opportunity and strategically enhancing access, promoting housing supply, choices, and affordability in areas of high opportunity and outside of areas of concentrated poverty, and involves conserving and improving assets in areas of lower opportunity and concentrated poverty such as targeted investment in community amenities.

A detailed update of H-GAC's Regional Housing Plan that considers the projected need and forecast for housing need in the region will allow us to engage with different stakeholders, particularly residents in high-opportunity and concentrated poverty regions. H-GAC will ensure that it's regional housing strategy creates a great region for those who are often overlooked. Resource development to stimulate rural housing production through capacity-building programs for local developers like a housing production entrepreneurship program, peer exchanges, speakers' bureau, and matchmaking will allow us to "grow" local developers, ultimately combatting local opposition to affordable housing projects. Our technical assistance and funding programs/initiatives will preserve housing affordability in rural communities. By building upon existing initiatives such as the Livable Centers Program, which focuses on improving housing access, transit, public facilities, pedestrian infrastructure, sidewalks, and local businesses, this proposal seeks to strategically facilitate greater access to healthier communities. Our strategies necessitate intergovernmental collaboration in addressing high-need areas, with a commitment to equitably promoting the development of affordable housing in high-opportunity regions and often-overlooked rural communities.

Throughout each phase of the engagement process in Strategies 1, 2, and 3, H-GAC will make deliberate efforts to expand participation in community meetings, including addressing language barriers and accommodating diverse meeting times. Likewise, H-GAC is committed to recruiting residents from concentrated poverty areas to serve on relevant boards, committees, and task forces as needed. Below is a list of Affirmatively Furthering Fair Actions this proposal will undertake.

Strategy	Affirmatively Furthering Fair Actions
Strategy 1: Housing Needs Forecast + Regional Plan Update	<ul style="list-style-type: none"> • Inter-governmental coordination on areas of high need • Recruit residents from areas of concentrated poverty to serve on boards, committees, task forces and other local government decision-making bodies • Expand access to community meetings, including addressing language barriers, meeting times
Strategy 2: Housing Production Stimulation	<ul style="list-style-type: none"> • Inter-governmental coordination on areas of high need • Encourage collaboration between local governments and community land trusts as a mechanism to develop affordable housing in higher-opportunity areas • Leverage community based supportive services • Develop a campaign to combat local opposition • Increasing opportunities for community ownership of housing • Expand access to community meetings, including addressing language barriers, meeting times
Strategy 3: Program Development/Integration	<ul style="list-style-type: none"> • Inter-governmental coordination on areas of high need • Encourage collaboration between local governments and community land trusts as a mechanism to develop • Accessibility programs focus on improving access to housing, transit, public buildings and facilities, sidewalks, pedestrian crossings, and businesses • Expand access to community meetings, including addressing language barriers, meeting times

Budget

H-GAC's overall budget for this proposal is \$4,300,357. The three-pronged proposal spans four years. This proposal will require the work of our Community and Environmental Department, the Data, Analytics, and Research Department, the Administration Department, the Communications Department, and the Transportation Department. With PRO Housing funds, H-GAC would be able to grow our housing program with dedicated expert staff and ancillary staff support. The proposed budget calls for hiring dedicated staff to include one full-time housing subject matter expert and one full-time housing finance expert. The budget for H-GAC's proposal is as follows:

Item	Cost - Y1	Y2	Y3	Y4	Total
Salary	\$503,538	\$518,644	\$517,852	\$508,129	\$2,048,163
Fringe	\$234,196	\$241,221	\$240,853	\$236,331	\$952,601
Supplies	\$4,500	\$0	\$0	\$3,000	\$7,500
Equipment	\$0	\$0	\$0	\$0	\$0
Travel	\$6,000	\$6,000	\$6,000	\$6,000	\$24,000
Contractual	\$100,000	\$60,000	\$60,000	\$60,000	\$280,000
Other	\$166,969	\$164,969	\$159,206	\$153,061	\$644,205

Direct	\$1,015,203	\$990,835	\$983,910	\$966,521	\$3,956,469
Indirect	\$84,544	\$87,081	\$86,948	\$85,315	\$343,888
Total	\$1,099,747	\$1,077,915	\$1,070,858	\$1,051,836	\$4,300,357

The budget was determined by using the HUD allocated funds for the *Regional Plan for Sustainable Development 2011-2014* as a basis for estimated amounts. H-GAC leveraged its own funding and partner resources totaling \$2,000,000 that were used for salary of expert staff, technical review, graphics, and rental space for 13 listening sessions. HUD provided additional funds totaling \$3,750,000.

Using the budget for the *Regional Plan for Sustainable Development*, H-GAC determined that 91% of the proposed budget will be salary related and not consultant-based. “Salary related” includes budget for salary, fringe, indirect, rent, GIS/network and Internal Services. H-GAC ensures that all budget proposals are cost effective by having monthly labor analysis, and annual salary reviews for market adjustments.

If awarded a lower dollar amount, H-GAC would prioritize a three-prong strategy, however, the geographic scope, staffing, benefit period (ie. two years instead of three) and tasks would be reduced to ensure cost-effectiveness. The minimum amount needed to carry out the proposal without eliminating any strategies, would be \$3,399,548. The budget minimum was determined by eliminating non-critical staff.

If H-GAC only receives 50% of the proposed budget, Strategies 1 and 3 will be prioritized. Strategy 1 is critical because its function as a benchmark, assuring that H-GAC’s work prioritize the most vulnerable and urgent needs while undertaking the development of the other strategies. In the long term, this strategy sets a foundation and strategy for prioritization of future projects/programs in high-opportunity areas. Strategy 3 is critical because the technical assistance program will aim to strengthen the community land trust infrastructure and knowledge base in the Houston region. This will help increase the community-led acquisition, preservation, and production of long-term affordable housing. Additionally, the geographic scope, staffing, and benefit period would be significantly reduced.

Timeline

The high-level timeline for H-GAC’s proposal is as follows:

Strategy	Activities	Projected Timeline
All	Hire one full-time housing subject matter expert and one full-time housing finance expert	Spring 2024
1	Housing need and forecast assessment across the region <ul style="list-style-type: none"> • Data analysis (Spring 2024-Spring 2025) • Outreach (Spring 2024-Spring 2025) • Infrastructure analysis (Spring 2024-Spring 2025) • Fair housing issues analysis (Spring 2024-Spring 2025) 	Spring 2024-Spring 2025
1	A detailed update of the 2020 H-GAC Regional Housing Plan <ul style="list-style-type: none"> • Data integration (Spring 2025-Summer 2025) • Write (Summer 2025-Spring 2026) 	Spring 2025-Spring 2026

	<ul style="list-style-type: none"> Design update of H-GAC Regional Plan (Winter 2025/2026-Spring 2026) 	
2	<p>Create entrepreneurship program for housing stimulation</p> <ul style="list-style-type: none"> Research and plan program (Spring 2024-Spring 2025) Design program curriculum (Spring 2024-Spring 2025) Execute (Fall 2025-Fall 2027) 	Spring 2024-Fall 2027
2	<p>Organize and plan for peer exchange, speakers bureau, matchmaking</p> <ul style="list-style-type: none"> Research and plan (Summer 2024-Summer 2025) Design matchmaking system (Summer 2024-Fall 2024) Execute (Fall 2025-Fall 2027) 	Spring 2024-Fall 2027
2	<p>Resource development to support the creation and preservation of affordable housing (and protection of persons who need affordable housing options)</p> <ul style="list-style-type: none"> Research and plan (Summer 2024-Summer 2025) Design (Fall 2024-Summer 2025) Create materials (Winter 2024/2025-Spring 2025) Advertise and distribute (Fall 2025-Fall 2027) 	Summer 2024-Fall 2027
2	<p>Convene forums of local governments, economic and community development organizations, employers, and housing organizations to facilitate conversations, raise awareness, and find synergies</p> <ul style="list-style-type: none"> Research and plan (Fall 2025-Winter 2025/2026) Execute (Spring 2026-Fall 2027) 	Fall 2025-Fall 2027, bi-yearly updates
3	<p>Program development for technical assistance program for community land trusts</p> <ul style="list-style-type: none"> Research growth initiatives (Spring 2025) Create communications materials for regional distribution about land trust models and their benefits (Spring 2025-Spring 26) Create peer network and knowledge sharing system (Spring 2025-Summer 2025) Distribute and advertise materials and resources (Summer 2027-Fall 2029) Promote peer networking and knowledge sharing through meetings and workshops (Summer 2025-Fall 2027) 	Spring 2025-Fall 2027
3	<p>Provide technical assistance to entities that have completed Livable Centers studies and have housing recommendations</p> <ul style="list-style-type: none"> Discuss with partners (Spring 2025) Design project selection and sequence of implementation approach (Summer 2025) Assist entities with implementation (Fall 2026) Integrate the prioritization of projects that encourages affordable housing and/or considers needs assessment in Phase 1 (Spring 2027) 	Spring 2025-Spring 2027

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- ⁱ FY 2022-2026 Strategic Plan
 - ⁱⁱ FY 2022-2026 Strategic Plan
 - ⁱⁱⁱ FY 2022-2026 Strategic Plan
 - ^{iv} FY 2022-2026 Strategic Plan
 - ^v FY 2022-2026 Strategic Plan
 - ^{vi} FY 2022-2026 Strategic Plan
 - ^{vii} FY 2022-2026 Strategic Plan
 - ^{viii} FY 2022-2026 Strategic Plan

Draft

Exhibit E

Capacity

Houston-Galveston Area Council

Draft

As the Council of Governments (COG) for the 13-county Houston-Galveston region, The Houston-Galveston Area Council (H-GAC) has the capacity to make meaningful impacts on addressing regional affordable housing needs. H-GAC will leverage its existing regional leadership role as the COG, including its role as the Metropolitan Planning Organization, host agency for the regional Gulf Coast Workforce Board, Gulf Coast Economic Development District, and Area Agency on Aging; its position as a regional data clearinghouse, and its relationships with other regional partners, to magnify the staff capacity for this project. H-GAC's broad network of connections with impacted communities, extensive diversity of agency staff capacity, deep breadth of data and analysis capacity, and institutional experience with leading regional housing programs and assessment efforts make us uniquely positioned to assess and address affordable housing issues on a regional basis.

Lead Agency and Partners

H-GAC will be the lead agency, drawing on its existing roles and experience in managing large-scale state and federal grant projects. H-GAC's Community and Environmental Planning Department will be the internal lead team, and will coordinate between financial staff, grants management staff, and project staff, and will consult with other departments as necessary to ensure the project is integrated with related efforts across the agency's scope of practice (e.g., Transportation, Workforce, Area Agency on Aging, Economic Development, Data Analytics, etc.). H-GAC manages a combined suite of programs representing an annual expenditure of approximately \$325-\$450 million over the past five years (much of the revenue originating as federal funding), demonstrating the scale and capacity of the organization to manage and implement grant programs at scale. The Community and Environmental Planning Department, oversees several multimillion dollar state and federal grant projects with an integrated grant management team and departmental leadership team with experience in similar regional affordable housing outreach, assessment, and implementation efforts in the past. H-GAC will work a variety of local governments and community partners as part of this effort but is not relying on these partners to complete the work products directly.

Staff Capacity

H-GAC will dedicate existing project management staff capacity for these efforts. The agency intends to augment our existing experience with an additional planner with extensive experience in affordable housing planning, and an additional finance professional with a focus on housing finance. Lastly, while not directly funded under this proposal, H-GAC benefits from the ability to consult internally with hundreds of specialized planners from across all its planning disciplines to draw from a wide variety of perspectives. This combination of existing capacity, new personnel with project-specific backgrounds, and internal integration with a wide variety of regional efforts represents a comprehensive staffing approach to a complex and multi-faceted regional challenge.

A) Current Capacity

H-GAC's plans to allocate a portion of the capacity of the following existing personnel, presented in order of organizational hierarchy within each team. Key management personnel are designated as such in the "Intended Role" column.

Table 1 – Organizational Chart of Existing Project Staff Capacity

Position	Team	Intended Role
Director	Project Management	Program oversight and coordination; relationship management (<i>Key Management</i>)
Senior Manager	Project Management	Program oversight and coordination; relationship management (<i>Key Management</i>)
Principal Planner	Project Management	Direct project services; relationship management
Senior Planner	Project Management	Support for all program management activities; outreach; coordination with resilience programs
Planner	Project Management	Support for all program management activities; outreach
Manager, Grants Administration	Grant Administration	Grant financial management; coordination with financial reporting (<i>Key Management</i>)
Administrative Coordinator (2)	Grant Administration	Support for grant administration and project management.
Director of Data Analytics and Research	Data Analysis	Oversight of data analysis tasks. (<i>Key Management</i>)
Assistant Director of Data Analytics and Research	Data Analysis	Oversight and production of data analysis tasks. (<i>Key Management</i>)
Manager, Data Analytics and Research	Data Analysis	Production of data tasks.
Senior GIS Analyst	Data Analysis	Production of data tasks.
Manager, Finance	Financial	Financial oversight and coordination (<i>Key Management</i>)
Accountant		Financial reporting and coordination
Chief Outreach & Government Affairs Officer	Outreach	Support for outreach efforts with elected officials (<i>Key Management</i>)
Senior Government Relations Coordinator	Outreach	Support for outreach efforts with elected officials.
Principal Communications Coordinator	Outreach	Oversight of outreach efforts.
Communications Team (8)	Outreach	Multimedia production, outreach support, integration with agency/partner communications.
Manager, Economic Development	Internal Coordination	Coordination with internal and external economic development programs. (<i>Key Management</i>)
Transit Technical Advisors (3)	Internal Coordination	Coordination with relevant programs related to transit-oriented development, transportation planning, and resilience programs.

Director of Internal Audit	Audit	Auditing and grant monitoring support. (<i>Key Management</i>)
Auditor	Audit	Auditing and grant monitoring support.

B) Augmented Capacity

While existing H-GAC staff have appreciable experience in housing programs, affordable housing outreach, disaster housing recovery, and related efforts, H-GAC will augment the existing capacities with additional staff dedicated specifically to the project. These positions are contingent on award. Through a standard hiring process, H-GAC will add:

- 1) A **planner** specialized in affordable housing; and
- 2) A **finance specialist** experienced in affordable housing financial mechanisms.

C) Internal Integration

In addition to the staff outlined in A and B, H-GAC will coordinate as needed with its staff of hundreds of specialized planning professionals across related fields. Because housing does not take place in a vacuum, project staff will work to ensure that the proposed work is coordinated with transportation and transit considerations that may impact its viability, workforce/wraparound services that may be needed to support residents and communities, coordination with economic development planning, and other regional efforts. No funding is proposed for these internal conversations with staff other than those already included in the organizational chart.

D) External Integration

H-GAC intends to leverage its existing role as the regional COG and existing partnerships with local governments to coordinate the proposed efforts with local affordable housing and related discussions and initiatives. No funding is proposed for external partners.

Organizational Capacity

H-GAC has ample organizational capacity to quickly launch and implement major grant projects. In addition to the specific project team, H-GAC maintains specialized departments and methodologies to handle major grant programs, including:

- A) **Finance** – H-GAC has a dedicated Finance Department overseeing \$300-\$450 million in revenue, expenditures, and reporting per annum. The Department is experienced in federal grant reporting across a broad range of federal agencies.
- B) **Procurement** – H-GAC has a dedicated Procurement Department that manages procurement across the agency, maintaining a high level of service and adherence to applicable controls. The Department is very experienced in federal grant reporting across a broad range of federal agencies.
- C) **Internal Audit** – To ensure the most fiscally responsible expenditure and monitoring for grant funding, H-GAC has an Internal Audit department that conducts its own audits and oversees independent external auditing across the agency’s programs.
- D) **Data Analytics and Research** – H-GAC has an internal Data Analytics and Research Department that oversees demographic projection, spatial data, and statistical

- research for the region. Existing regional data sources and analyses, and extensive staff experience, will streamline the analysis processes in the proposed work.
- E) ***Project Oversight*** – H-GAC has an established and methodical project oversight chain of command that links individual project managers with executive oversight up to and including the chief level executive staff for the agency.
 - F) ***Communications*** – H-GAC has a dedicated Communications and Outreach Department that can produce, in-house, comprehensive media and outreach strategies necessary to reach a range of populations, including vulnerable populations most crucial to the proposed work.
 - G) ***Partner Oversight*** – H-GAC programs are overseen by a Board of Directors, and Board Committees, with representatives from communities across the region. The Board provides valuable feedback and scrutiny of planning efforts, as well as an opportunity to directly interface with representatives.
 - H) ***Hosted Organizations*** – H-GAC is the host agency for the regional Metropolitan Planning Agency for transportation, Gulf Coast Workforce Board, Gulf Coast Economic Development District, and Area Agency on Aging, providing direct integration with these functions critical to supporting affordable housing.

As the regional COG, H-GAC has ample experience coordinating local communities around regional planning efforts, and decades of proven success in managing large federal grant programs, including housing efforts. In addition to existing capacity and relationships, H-GAC has ongoing employee development programs to support effective program management.

Leadership and Legal Authority

As the regional COG, and through its role with related regional planning efforts (See II – H, Hosted Organizations, above), H-GAC has an established and specifically designated role in regional leadership. None of the work proposed in this effort require legal authority beyond those granted to Councils of Government in Texas. However, to effectively implement the direct services and capacity building functions of the proposal, H-GAC will work directly with local governments, leveraging its existing relationships with those communities. No additional legal authority is anticipated to be required by local coordinating partners.

Partners

Local support and coordination will be vital for the success of the proposed effort. H-GAC intends to work closely with a variety of local communities in priority geographies to augment their efforts. However, this proposal does not anticipate any transfer of funds to partners, or shared efforts that would require legal instrument to ensure commitment. Expected commitment from partners is limited to existing staff time in coordination. H-GAC will leverage its existing relationships and processes involving local communities to the greatest extent appropriate to support this effort. In general, the proposed work is not reliant on any specific commitment or partnership.

Prior Experience with Partners and Similar Projects

H-GAC's designated role as the region's COG and its integrated roles as the MPO and other regional districts means it has an established regional leadership role, and extensive experience with similar projects. The scale of many of the agency's major programs include an integrated management of multijurisdictional partnerships, sub-awards, consultants, and interlocal agreements for multi-year projects at regional scale. One of H-GAC's key roles is regional

coordination, and the agency interfaces directly with its Board of Directors, composed of elected officials from across the 13-county region. A small selection of example programs and projects in which H-GAC serves/has served as a lead convener or implementer for major state and federal funding initiatives includes:

- 1) **Our Great Region** – H-GAC developed our regional visioning plan as a HUD-funded project. This region-spanning effort involved an intensive public and local partner engagement process, demonstrating H-GAC’s success in managing these efforts at a regional scale. *Please refer to Section VIII, A for more information.*
- 2) **Regional Housing Recovery Programs** – H-GAC has managed several major state and federally funded housing recovery programs. *Please refer to Section VIII, C for greater detail.*
- 3) **Regional Housing Planning Efforts** – H-GAC has led the regional conversation among local community partners on a variety of fair housing issues, with large-scale public engagement and planning efforts. *Please refer to Section VIII, A for more information.*
- 4) **Transportation Planning Council/Transportation Advisory Committee** – as the Metropolitan Planning Organization, H-GAC leads our region’s communities in discussions and implementation of the regional Transportation Improvement Plan, through which federal and state transportation funding priorities are set.

These efforts are characteristic of many similar roles H-GAC has as the regional coordination point for major initiatives (e.g., Workforce Development funding programs, Small Business Administration funding programs and other Economic Development Agency programs, Homeland Security, and other criminal justice funding prioritization, etc.) H-GAC staff included in this proposed effort specialize in leading large, multijurisdictional planning and grant management efforts.

Application Development

This application was prepared by H-GAC Community and Environmental Planning staff directly involved in the development and, pending award, implementation of this proposal. Those staff members include:

Staff Member	Title
Justin Bower	Director
Cheryl Mergo	Senior Manager
Stephanie Beckford	Manager
Sarai Osorio	Principal Planner
Andrea Tantillo	Principal Communications Coordinator
Wendy Almanzan	Lead Program Coordinator
Jose Cantu	Planner
Amanda Ashcroft	Planner

Experience with Civil Rights and Fair Housing Issues

H-GAC has previously worked on a variety of civil rights and fair housing issues through various means, including planning efforts focused on housing, developing and analyzing data about vulnerable populations, managing housing recovery programs primarily benefitting

vulnerable communities after disasters, and conducting various outreach efforts aimed at affirmatively furthering fair housing and addressing regional housing needs and inequities.

A) **Planning Efforts** - H-GAC has conducted a number of regional planning efforts addressing housing that are maintained along with other online housing resources¹.

Major planning efforts include:

- a. The **Our Great Region**² planning project conducted as a HUD funded project identifying regional challenges and opportunities, including housing concerns. This region-wide, intensive planning effort included a strong focus and strategy recommendations on providing balanced housing choices and had a comprehensive public engagement process.
- b. a **Regional Housing Plan**³ identifying housing issues and opportunities in the region.
- c. a **Fair Housing Equity Assessment**⁴ identifying baseline conditions for fair housing, equity, and opportunity in the region.
- d. a **Gulf Coast Housing Guide**⁵ outlining housing funding and resource opportunities in the region.
- e. **Livable Centers Studies** that, while not specific to housing, engage communities to envision future desire conditions for neighborhood improvement, including housing and the context (transit, services, etc.) that impacts housing issues.

B) **Data Analysis and Tools** – As a regional clearing house for demographic and spatial data, H-GAC has traditionally been a source of data and analysis that underlies many regional efforts to understand and address housing issues. H-GAC has also developed specific public data products including our work on developing regional **Vulnerable Population Index** data⁶ and a **Regional Equity Tool**⁷ among many other analyses.

C) **Regional Housing Recovery Programs** – H-GAC has managed housing recovery programs focused on disaster recovery, including the Back Home Rapid Housing Recovery Pilot Program⁸ which incorporated public engagement, housing design, and construction elements. In addition to these direct housing programs, H-GAC has played an integral role in distributing major state and federal recovery and mitigation funding programs (including CDBG-MIT and CDBG-DR funding) that engaged communities in improving resilience and decreasing future impacts to housing.

D) **Outreach Efforts** – H-GAC is actively involved in leading the regional conversation on housing and has hosted workshops and webinars on various elements of fair

¹ More information is available at <https://www.h-gac.com/community-and-environmental-planning-publications/housing>

² More information is available at [Our Great Region 2040 \(ourregion.org\)](http://ourregion.org)

³ <https://www.h-gac.com/getmedia/efa4c442-3ff8-4534-bc20-bbc765a7bd56/01-10-20-Regional%20Housing%20Plan%20Phase%201.pdf>

⁴ <https://www.h-gac.com/getmedia/81f76364-c22d-498f-9559-b9fa30ab58d3/fair-housing-equity-assessment.pdf>

⁵ https://www.h-gac.com/getmedia/894daa01-5002-4bff-a35a-7d8eb6afa014/guide_to_housing_assistance_in_the_gulf_coast_region.pdf

⁶ More information is available at <https://datalab.h-gac.com/reference/demographic/vp.pdf>.

⁷ <https://datalab.h-gac.com/equity/>

⁸ A report on the project can be reviewed at <https://www.h-gac.com/getmedia/5574bcda-5eba-4c52-9e5a-e409e6441096/Back-Home-Rapid-Housing-Recovery-Pilot-Program-Report.pdf>

housing. H-GAC also maintains online resources to assist local communities in addressing housing needs.

- a. Workshops* - Examples of these outreach events are available online⁹ and include considerations of future housing needs, local incentives and pathways for affordable housing, “missing middle” affordable workforce housing needs, etc.
 - b. Additional materials* – H-GAC maintains a Facilitating Housing Toolbox¹⁰ and Common Housing Questions¹¹ section on its website.
- E) **Civil Rights** - H-GAC maintains a variety of materials related to addressing civil rights issues, including its general focus on nondiscrimination in its own activities and its Title VI program¹².

In summary, H-GAC’s role as the region’s COG, its past and current efforts to address regional housing issues, and the extent and integration of its staff and resource capacities put it in a unique position to address affordable housing issues at a regional scale.

⁹ [Housing Workshops and Events | Houston-Galveston Area Council \(H-GAC\)](#)

¹⁰ [Facilitating Housing Toolbox for Livable Centers | Houston-Galveston Area Council \(H-GAC\)](#)

¹¹ [Common Housing Questions | Houston-Galveston Area Council \(H-GAC\)](#)

¹² <https://www.h-gac.com/title-vi-program#:~:text=As%20a%20recipient%20of%20federal,origin%2C%20gender%2C%20age%2C%20income>

Exhibit F

Leverage

Houston-Galveston Area Council

Draft

The primary source of leveraging the Houston-Galveston Area Council (H-GAC) will bring to the proposed project is the weight of its internal resources, existing partnerships in the region, and ability to benefit from existing data and materials.

H-GAC's efforts under this proposal will benefit from sources of in-kind contribution, including:

- 1) H-GAC staff time – Not included in the budget or staffing plan for this proposal is staff time from H-GAC personnel working on planning efforts outside of this proposal that may impact this effort. Examples include staff consultations with the Metropolitan Planning Organization, Economic Development group, and Workforce and Aging Services groups. These conversations will be important to ensuring project efforts are successful in the context of broader regional planning initiatives.
- 2) Partner staff time – H-GAC will work closely with local governments and community partners to develop the work products in this proposal. While no formal commitments or quantification of leveraging are included with this proposal, the value of this time will be an important part of the project's success and will be tracked as it is incurred during the project.

Exhibit G

Long Term Effect

Houston-Galveston Area Council

Draft

Long-term Effects and Expected Outcome

By the end of the grant period, we will have made a significant investment in addressing local barriers of growth limits and infrastructure capacity, gaps in available resources and programs for development of affordable housing initiatives, and gaps in available resources for the implementation of existing housing recommendation, particularly in rural communities. Upon completion of grant-funded activities, the Houston-Galveston Area Council (H-GAC) will be better equipped to provide guidance and support for local jurisdictions comprehensive plan updates that ensure a more equitable and sustainable future across the region. Upon conclusion, H-GAC will have attained the following:

- A detailed needs assessment and forecast for a 10-, 20-, 30-year period
- A detailed and updated regional Housing Plan that will serve as a playbook to guide and support local comprehensive plan update
- An established entrepreneurship program geared towards local affordable housing developers
- A system and process for knowledge sharing and regional matchmaking for local affordable housing developers
- Capacity to institutionalize financing through the creation of a Community Development Financial Institution (CDFI) or a partnership with a CDFI to financing affordable housing projects
- A set of tools and resources to support the creation and preservation of affordable housing (and protection of persons who need affordable housing options) like affordable housing toolbox, community land trust toolbox fair housing resource guide, and homebuyer education in various languages
- An established forum for local governments, economic and community development organizations, employers, and housing organizations to facilitate conversations, raise awareness, and find synergies
- An established Community Land Trust (CLT) technical assistance program that provides support to developers of CLT models
- A set of tools and materials for regional distribution about CLT models and their benefits
- A robust system of CLT peer networking and knowledge sharing through meetings and workshops
- Increased capacity for post-plan technical assistance to partners who have housing recommendations in past Livable Centers Study
- Increased capacity for prioritizing projects that encourage affordable housing and/or consider needs assessment in Strategy 1
- The institutionalization of a Housing Program at H-GAC

This proposal sets forth H-GAC's objective to foster a resilient framework for a comprehensive regional strategy that effectively tackles obstacles to affordable housing. The aspiration is for H-GAC to exemplify a region renowned for its ability in overcoming persistent hurdles related to housing creation and conservation. This expected outcome is harmonious coordination among various jurisdictions, the establishment of programs geared towards housing stimulation and innovative ownership models, and increased capacity for technical assistance in implementing housing recommendations of past Livable Center Studies.

Completion of Strategy 1 will result in a sharp vision and strategy for sustainable and equitable growth in the future. In partnership with local member governments, H-GAC will have an established program to stimulate housing production. Exhibit D outlines our approach to regional housing production stimulation. Through educational resources in the form of peer exchanges, resource development, and regional matchmaking, the housing program outlined in Strategy 2 will “grow” local developers with the end goal of stimulating production of affordable housing options, decrease the stigma often associated with affordable housing since communities may be more accepting of projects if the developer is a local champion, combat NIMBY-ism (Not In My Back Yard), and drive economic growth in the long term. By the end of FY 2027, Strategy 2 will give capacity to institutionalize financing through the creation of a Community Development Financial Institution (CDFI). If this is not possible, H-GAC will partner with a CDFI that can help provide fair and responsible financing to local developers. In the long term, Strategy 3 will galvanize support throughout the service region for innovative models of ownership like CLT’s through an established program. The program will grow the community land trust sector’s effectiveness and collaboration at the regional level. Supporting community land trusts and growing the sector will help this strategy produce and preserve housing affordability across the Texas Gulf Coast Planning Region.

Additionally, H-GAC will be able to leverage the Livable Centers Program which already has funding from the Texas Department of Transportation. To expand the impact of the Livable Centers Program, this proposal will establish coordination with the Livable Center Program, by providing post-plan technical assistance to implement housing recommendations in past Livable Centers studies. Of the forty-three studies that have been completed, there are twenty studies that provide housing recommendations meant to make housing accessible by infill development, live-work units, updates to zoning ordinances, and/or housing feasibility studies to identify opportunities for innovative and affordable housing projects in respective communities.

Roadblocks

H-GAC determined that 91% of the proposed budget will be salary related. This approach can create a roadblock if there is a limit to staff capacity. This proposal includes the hiring of two new full time staff members whose time would be 100% dedicated to housing. These staff members will need to have a background in housing and will serve as in-house housing experts. Finding the correct candidate for a new position can sometimes take more time than anticipated and can cause delays in the proposed schedule.

The other potential roadblock is that H-GAC membership and participation in H-GAC programs is entirely voluntary. H-GAC makes all resources available to members of the public and member jurisdictions seeking them, but participation in H-GAC programs is limited to member governments. H-GAC’s communications department will develop a regional advertisement campaign that highlights the housing resources available and promote the benefits of participation in H-GAC’s housing program. Regional marketing will work to overcome the stigma associated with the term “affordable housing.” In listening sessions held across the region, leaders have voiced that members of their community do not like the term “affordable housing” and often associate the term with poor living conditions. Educational advertising campaigns will be key to overcoming the stigma and spreading awareness of the available resources.

Reducing Housing Cost Without Increasing Other Costs

By building on existing work like the Livable Centers program, H-GAC will ensure that the implementation of any housing recommendation is one that reduces housing cost without increasing other costs, like the cost of transportation. Livable Centers have set the framework for the creation of an area where people can live, work, and play, with less reliance on single occupancy vehicles. Mixed-use development is one of many ways to concentrate destinations and allow people an opportunity to live closer to work.

A Model for Other Communities

H-GAC's mission is to provide regional guidance and facilitate collaboration among member governments. The updated Regional Housing Plan will serve as guidance for other municipalities in the service region. By gaining a deeper understanding of regional need and an updated vision, H-GAC will be strongly positioned to be a model as member governments update their area, comprehensive, or housing plans. Strategy 2 will showcase the impact that educational programs and materials can have. These materials and programs will start as pilot projects but will be useful for members anywhere across the Texas Gold Coast Region. The creation of a program for innovative models of ownership will promote the long-term benefits of CLT's. Promoting and supporting community land trusts and growing the sector will help this strategy produce and preserve housing affordability across the region. H-GAC hopes to be a model for the creation of affordable housing options and innovative models of ownership.

Promoting Community Resiliency

Strategy one strongly positions H-GAC to tackle the intersection of housing and the climate crisis. H-GAC will ensure that the updated Regional Housing Plan encourages our member jurisdictions to build more resilient, equitable, and inclusive communities. The updated plan will also position H-GAC create a framework and methodology for future prioritization of projects and programs with an environmental justice lens. H-GAC is committed to investing in and promoting projects that ensure climate resiliency across the region, and in particular rural areas and in communities of underserved peoples. Materials and tools developed in Strategy 2 and 3 will educate local developers on climate-resilient and energy efficient housing to improve the efficiency and resilience of the existing built environment.

Success

While H-GAC's proposed activities will result in tangible outcomes, the institutionalization of housing efforts and strengthened capacity will be the evidence of H-GAC's success. Increased regional cooperation and coordination, as a result of the updated Regional Housing Plan, will also be the evidence of our success. The framework used for regional cooperation will take a more holistic approach, thus enabling for benefits such as climate resilience, environmental justice, and increased multi-modal transportation options as an indirect measure of success. A robust understanding of regional housing needs and sharp vision ensures that future steps will center the needs of vulnerable populations, underserved areas, and having an equitable approach to housing development. Thus, increased access to housing for vulnerable populations will allow us to meet the objective of removing barriers.

Similarly, the facilitation of technical assistance will lead to a reduction in barriers to affordable housing production that have hindered access to affordable housing options for protected class groups and vulnerable populations. An increased number of CLT's across the service region, the implementation of Livable Center study housing recommendations, and the creation of a CDFI will signify the success of H-GAC's proposal.

The overall success of H-GAC's strategy would be measured by the rate of which local governments are investing in projects that increase affordable housing stock and take an innovative approach to homeownership, particularly for underserved communities. At the completion of this grant opportunity, H-GAC will have a robust dedicated housing program that can continue to provide support for member jurisdictions and promote housing options that are affordable to all. Achieving success will signify that our region is poised for future growth with an unwavering commitment to strengthening equity standards.

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Grant Application Detailed Budget Worksheet

Detailed Description of Budget		
Analysis of Total Estimated Costs	Estimated Cost	Percent of Total
1 Personnel (Direct Labor)	2,048,163.32	47.6%
2 Fringe Benefits	952,600.76	22.2%
3 Travel	24,000.00	0.6%
4 Equipment	0.00	0.0%
5 Supplies and Materials	7,500.00	0.2%
6 Consultants	280,000.00	6.5%
7 Contracts and Sub-Grantees	0.00	0.0%
8 Construction	0.00	0.0%
9 Other Direct Costs	644,205.00	15.0%
10 Indirect Costs	343,887.56	8.0%
Total:	0.00	0.0%
Federal Share:	4,300,356.63	100.0%
Match (Expressed as a percentage of the Federal Share):		

Previous versions of HUD-424-CBW are obsolete.

Grant Application Detailed Budget Worksheet

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Applicant Name: Houston-Galveston Area Council												
2. Fringe Benefits	Rate (%)	Base	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income	
Annual approved rate that changes each January	46.51%	\$2,048,163	\$952,601	\$952,601								
Total Fringe Benefits Cost			\$952,601	\$952,601								



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Applicant Name: Houston-Galveston Area Council											
3. Travel											
3a. Transportation - Local Private Vehicle	Mileage	Rate per Mile	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
Peer exchange, forums, community meetings, workshops, etc.	15939	\$0.655	\$10,440	\$10,440							
Subtotal - Trans - Local Private Vehicle											
3b. Transportation - Airfare (show destination)	Trips	Fare	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
National HUD Washington, DC (2 conferences, 3 people during the grant period)	6	\$700.00	\$4,200	\$4,200							
Subtotal - Transportation - Airfare											
3c. Transportation - Other	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
Subtotal - Transportation - Other											
3d. Per Diem or Subsistence (Indicate location)	Days	Rate per Day	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
Washington, DC - National Office (2 people) (4 trips for 3 people, average of 3 nights)	36	\$260.00	\$9,360	\$9,360							
Subtotal - Per Diem or Subsistence											
Total Travel Cost			\$24,000	\$24,000							
4. Equipment (Only items over \$5,000 Depreciated value)	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
Total Equipment Cost											

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Applicant Name: Houston-Galveston Area Council											
5. Supplies and Materials (Items under \$5,000 Depreciated Value)											
5a. Consumable Supplies	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
Subtotal - Consumable Supplies			\$0	\$0							
5b. Non-Consumable Materials	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
Computers (original and replacement computers at years 1 and 4 for 2 people)	4	\$1,500.00	\$6,000	\$6,000							
Monitors, docking stations and carrying bags	2	\$750.00	\$1,500	\$1,500							
Subtotal - Non-Consumable Materials			\$7,500	\$7,500							
Total Supplies and Materials Cost			\$7,500	\$7,500							
6. Consultants (Type)	Days	Rate per Day	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
Housing production entrepreneurship program consultant	933.333	\$300.00	\$280,000	\$280,000							
Total Consultants Cost			\$280,000	\$280,000							
7. Contracts and Sub-Grantees (List individually)			\$280,000	\$280,000							
7a. Contracts	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0	\$0							
Subtotal - Contracts			\$0	\$0							
7b. Sub-Grantees (List individually)	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0	\$0							
Subtotal - Sub-Grantees			\$0	\$0							
Total Contracts and Sub-Grantees Cost			\$0	\$0							

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Applicant Name: Houston-Galveston Area Council											
8. Construction Costs											
	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
8a. Administrative and legal expenses			\$0	\$0							
Subtotal - Administrative and legal expenses											
8b. Land, structures, rights-of way, appraisal, etc			\$0	\$0							
Subtotal - Land, structures, rights-of way, ...											
8c. Relocation expenses and payments			\$0	\$0							
Subtotal - Relocation expenses and payments											
8d. Architectural and engineering fees			\$0	\$0							
Subtotal - Architectural and engineering fees											
8e. Other architectural and engineering fees			\$0	\$0							
Subtotal - Other architectural and engineering fees											
8f. Project inspection fees			\$0	\$0							
Subtotal - Project inspection fees											

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Applicant Name: Houston-Galveston Area Council												
	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income	
8g. Site work			\$0	\$0								
Subtotal - Site work												
8h. Demolition and removal			\$0	\$0								
Subtotal - Demolition and removal												
8i. Construction			\$0	\$0								
Subtotal - Construction												
8j. Equipment			\$0	\$0								
Subtotal - Equipment												
8k. Contingencies			\$0	\$0								
Subtotal - Contingencies												
8l. Miscellaneous			\$0	\$0								
Subtotal - Miscellaneous												
Total Construction Costs												

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Applicant Name: Houston-Galveston Area Council														
9. Other Direct Costs				Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
Item														
Rent Allocation				43,450	\$2.72	\$118,184	\$118,184							
GIS/Network Support Allocation				43,450	\$5.11	\$222,030	\$222,030							
Internal Services Allocation				43,450	\$5.27	\$228,982	\$228,982							
Meeting Expense (community meetings)				26	\$250.00	\$6,500	\$6,500							
Meeting Expense (entrepreneurial classes - one night for 10 weeks over 3 years)				30	\$617.00	\$18,510	\$18,510							
Software and databases (Adobe Suite, real estate information, etc.)				4	\$5,000.00	\$20,000	\$20,000							
Legal Notice				1	\$3,000.00	\$3,000	\$3,000							
Employee Development (conference registration and training)				20	\$1,000.00	\$20,000	\$20,000							
Translation Services				5	\$1,000.00	\$5,000	\$5,000							
Auditing Costs (External Auditors)				2	\$1,000.00	\$2,000	\$2,000							
						\$0	\$0							
						\$0	\$0							
Total Other Direct Costs						\$644,205	\$644,205							
Subtotal of Direct Costs						\$644,205	\$644,205							
10. Indirect Costs				Rate	Base	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
Type														
Salary + Fringe				11.46%	\$3,000,764.07	\$343,888	\$343,888							
Total Indirect Costs						\$343,888	\$343,888							
Total Estimated Costs														

BYLAWS OF THE HOUSTON-GALVESTON AREA COUNCIL

ARTICLE I – ORGANIZATION AND PURPOSE

Section 1

The Houston-Galveston Area Council is the voluntary association of local governments for Austin, Brazoria, Chambers, Colorado, Fort Bend, Galveston, Harris, Liberty, Matagorda, Montgomery, Walker, Waller, and Wharton counties comprising the Gulf Coast State Planning Region designated by the Governor of Texas.

Section 2

The Houston-Galveston Area Council's purpose is to assist local governments in serving today and helping to plan for tomorrow. The Houston-Galveston Area Council shall function as a Regional Planning Commission under Ch. 391 of the Texas Local Government Code, and may exercise powers conferred on it by State Law or by its member local governments.

ARTICLE II – MEMBERSHIP

Section 1

Membership in the Houston-Galveston Area Council shall be voluntary. Any County, City, or Independent School District located in whole or in part within the Gulf Coast State Planning Region may become a member by appropriate action of its governing body, and payment of dues.

Section 2

A member of the Houston-Galveston Area Council may withdraw from membership by action of its governing body. Governmental entities may be readmitted to membership by complying with the provisions of Section 1 of this Article.

ARTICLE III – GENERAL ASSEMBLY

Section 1 **Membership**

The General Assembly shall consist of delegates from all member governmental entities of the Council.

BYLAWS OF THE HOUSTON-GALVESTON AREA COUNCIL

Section 2 Composition

All members of the General Assembly shall be elected officials of the Commissioner's Court, City Council, or Independent School District Board of Trustees which they represent.

- a. The Commissioners' Court of each member County shall select two (2) elected officials as representatives and two (2) elected officials as alternates to the General Assembly, all of whom shall be members of the Commissioners' Court.
- b. The City Council of each member city having a population of 100,000 or more according to the most recent Federal Census shall select two (2) of its members as representatives and two (2) of its members as alternates to the General Assembly.
- c. Each member city with a population not in excess of 99,999 according to the most recent Federal Census shall select one (1) member of its governing body as its representative and one (1) member of its governing body as an alternate to the General Assembly.
- d. Each member independent school district shall select one (1) member of its governing body as its representative and one (1) member of its governing body as an alternate to the General Assembly.
- e. In the event that a representative to the General Assembly becomes ineligible to serve or resigns, the representative's duly appointed alternate shall assume the duties and exercise the powers of that representative. In the event that a representative to the General Assembly is unable to attend a meeting of the General Assembly, the representative's duly appointed alternate shall assume the duties and exercise the powers of that representative for that meeting.

ARTICLE IV – GENERAL ASSEMBLY MEETINGS

Section 1 Meetings

The Chair shall call an Annual Meeting of the General Assembly in the first quarter of each year. The Annual Meeting's principal business will be to hear a report of the Houston-Galveston Area Council's activities for the preceding year and to determine the Council's officers for the current year.

ARTICLE V - OFFICES AND ELECTION

Section 1 Officers

The Officers of the Houston-Galveston Area Council will be Chair, Chair Elect, and Vice Chair. All officers shall be members of the General Assembly and the Board of Directors.

Section 2 Officer Nominations

The Chair shall annually appoint an Elections Committee, which shall consist of not less than three, nor more than seven members of the Board of Directors, including any past Presidents or past Chairs currently serving on the Board of Directors. During appointment of the Elections Committee, the Chair will call for any interest from the Board members to be considered for nomination to an officer position. The Elections Committee shall recommend nominees for the offices listed in Section 1 for consideration by the Board of Directors. The Board of Directors will select nominees for Officers not less than one month before the Annual Meeting of the General Assembly.

Section 3 Officer Election

A ballot containing the Board of Directors recommended officer nominees shall be provided to each representative of the General Assembly at least fifteen days prior to the Annual Meeting. The Ballot shall allow write-in votes to be cast for each position. Ballots shall be returned to the Elections Committee for tabulation in accordance with the instructions on the ballot form.

Section 4 Ballot Tabulation

The Elections Committee shall receive the ballots immediately prior to the Annual Meeting. The Elections Committee shall tabulate all ballots and shall announce its tabulation at the Annual Meeting. Officers shall be elected by a simple majority of the ballots cast.

Section 5 Officer Vacancies

Should a vacancy occur in the office of the Chair, the Chair Elect shall become Chair for the balance of the unexpired term. Should a vacancy occur in the office of Chair Elect, the Vice Chair shall become Chair Elect for the balance of the unexpired term. Should a vacancy occur in the office of Vice Chair, the Elections Committee shall submit the name of a member of the Board of Directors to serve the balance of the unexpired term. Additional nominations by the Board of Directors shall be in order. Election shall be through a simple majority of the Board of Directors.

BYLAWS OF THE HOUSTON-GALVESTON AREA COUNCIL

ARTICLE VI – BOARD OF DIRECTORS

Section 1 Responsibility and Officers

The Board of Directors shall be the governing body of the Houston-Galveston Area Council. It shall be responsible for the general policies and programs of the Houston-Galveston Area Council and for control of its funds. The Chair of the Houston-Galveston Area Council, or if absent, the Chair Elect, or if absent, the Vice Chair, shall preside at meetings of the Board of Directors. In the event all officers are absent, members present shall designate a presiding officer. The Vice Chair shall also serve as Chair of the Board's Finance and Budget Committee, and shall attest the official actions of the Board as necessary.

In the event of a declared Federal, State or Local emergency or disaster, and the H-GAC Board of Directors is unable to convene in a duly or special called meeting, H-GAC Board officers, can exercise temporary authority to empower the Executive Director to authorize related procurements, or agreements which require immediate action related to declared emergency or disaster. All agreements, or procurements must be presented for ratification at the next duly or special called meeting of the H-GAC Board.

Section 2 Terms and Method of Appointment

The Board of Directors of the Houston-Galveston Area Council shall serve terms of one year to begin January 1 and shall be composed of representatives of the General Assembly as follows:

- a. One (1) representative and one (1) alternate from each member County except Harris County, which shall have two (2) representatives and two (2) alternates, selected by the Commissioners' Court of each member County.
- b. One (1) representative and one (1) alternate from each member Home Rule City over 25,000 population except the City of Houston which shall have two (2) representatives and two (2) alternates, selected by the City Councils of such member cities.
- c. The Houston Independent School District General Assembly representative and alternate;
- d. Two (2) representatives and two (2) alternates representing all member Home Rule Cities, with populations under 25,000, selected by and from the General Assembly representatives of member Home Rule Cities by mutually agreeable procedure.

- e. Two (2) representatives and two (2) alternates representing all member General Law Cities, selected by and from the General Assembly representatives of member General Law Cities by mutually agreeable procedure.
- f. One (1) representative and one (1) alternate representing all member independent school districts, other than the Houston Independent School District, selected by and from the General Assembly representatives of member independent school districts by mutually agreeable procedure.
- g. In the event that a representative to the Board of Directors becomes ineligible to serve or resigns, the representative's duly appointed alternate shall assume the duties and exercise the powers of that representative. In the event a representative to the Board of Directors is unable to attend a meeting of the Board of Directors, the representative's duly appointed alternate shall assume the duties and exercise the powers of that representative for that meeting.
- h. The Board Chair shall appoint a member of the state legislature as an ex-officio non-voting member of the Board of Directors. The term of this member will be coterminous with the term of the Chair.

Section 3 Meetings

The Board of Directors shall meet monthly at a time and place it shall designate. Special meetings of the Board of Directors may be called by the Chair or by written request of at least four (4) members of the Board of Directors.

Section 4 Quorum

A simple majority of the Board of Directors shall constitute a quorum for the transaction of all business. When a quorum is present, the majority vote of members present shall decide any question under consideration, except Bylaw amendments.

Section 5 Rules of Procedure

The Board of Directors may establish rules of procedure for its meetings to assure efficient and orderly transaction of business. An item may be placed on the agenda of the Board of Directors if so requested by at least six Board members.

Section 6 Committees

Committees may be created, modified, or dissolved upon recommendation of the Chair and confirmation by the Board of Directors.

BYLAWS OF THE HOUSTON-GALVESTON AREA COUNCIL

ARTICLE VII – EXECUTIVE DIRECTOR

Section 1 Employment

The Board of Directors shall employ an Executive Director who shall serve at the pleasure of the Board of Directors.

Section 2 Responsibilities of Executive Director

The Executive Director shall be the chief administrative officer of the Houston-Galveston Area Council, and shall, subject to the rules and regulations of the Board of Directors, act for and in the name of the Houston-Galveston Area Council and appoint and remove all subordinate employees of the Houston-Galveston Area Council. The Executive Director shall, subject to the rules and regulations of the Board of Directors, acquire and/or dispose of all materials, equipment and property required for the operation of the Houston-Galveston Area Council.

ARTICLE VIII – FINANCE

Section 1 Dues Schedule

Each member of the Houston-Galveston Area Council shall pay annual dues on the basis of the following schedule

- a. Counties, cities, and towns shall pay annually \$200.00 or four cents (\$.04) per capita, whichever is greater.
- b. Population figures shall be as set forth in the most recent Federal Census.
- c. School Districts shall pay annually \$200.00 each or three cents (\$.03) per Average Daily Attendance for the most recent Federal Census year, whichever is greater.

Section 2 Annual Dues

Each member shall pay an amount equal to one year's dues to the Houston-Galveston Area Council within thirty (30) days from the date of joining. Annual dues shall be paid by January 1 of each calendar year.

Section 3 Members in Arrears

A member more than six months in arrears in its dues may be denied voting privileges until dues are paid.

Section 4 Fund Sources

The Houston-Galveston Area Council may apply for, contract for, receive and expend funds from the State of Texas, the Federal Government, or any other source. The Houston-Galveston Area Council shall have no power to tax.

Section 5 Depository and Expenditures

Funds of the Houston-Galveston Area Council shall be kept in a depository designated by the Board of Directors and shall be expended in accordance with policies adopted by the Board of Directors.

Section 6 Bond and Insurance

The Board of Directors shall maintain Fidelity Bond coverage of a type and amount sufficient to reasonably safeguard the assets of the Council. The Board of Directors shall also maintain such other insurance, including Directors and Officers Liability Insurance, as it deems prudent.

Section 7 Fiscal Year

The fiscal year of the Houston-Galveston Area Council shall be the Calendar Year.

Section 8 Annual Service Plan and Budget

The Executive Director shall prepare an annual budget and service plan setting out recommended program and financial priorities for the Council. The recommended budget and service plan shall be presented in the fourth quarter of each year, and shall take effect the following January 1 upon approval by the Board of Directors.

ARTICLE IX – ANNUAL REPORT AND AUDIT

Section 1 Annual Report

The Council shall prepare an annual report which shall be submitted to all member governmental units.

Section 2 Annual Audit

An audit of the Council's financial accounts and transactions during the preceding fiscal year shall be made annually by independent certified public accountants selected by the Board of Directors. The annual financial report and audit report shall be presented to the Board of Directors upon its completion.

ARTICLE X – AMENDMENT

Section 1 Proposed Amendments

The Board of Directors may propose amendments to these bylaws.

BYLAWS OF THE HOUSTON-GALVESTON AREA COUNCIL

Section 2 Proposed Amendment Ballot

Any proposed amendment must be fully set out in writing as a ballot, and furnished to each member of the Board of Directors, at least fourteen (14) days in advance of the meeting at which amendments are to be acted upon. Each member of the Board of Directors shall execute and return the ballot in a sealed envelope in accordance with instructions contained in the ballot for tabulation by the Elections Committee. Bylaws may be amended by a three-quarters affirmative majority vote of the Board of Directors