

The Road Traveled

2020 REPORT TO THE COMMUNITY



New Hope Housing

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Tamara J. Foster, CAPS
VP, Onsite Operations



"When I became New Hope Housing's Executive Chairman in 2018, I was intent on spearheading the next phase of New Hope's growth. A meaningful and effective Organizational Strategic Plan was needed. Not simply for the sake of planning, though that is important. Rather, to fuel progress—to broaden the base of our work to meet the growing demand for affordable housing. What none of us could have anticipated was that 2020 would present unique challenges and highlight inequities that make our work even more urgent. We soon will share with you, in more detail, New Hope's strategy and tactical plans so that, together, we can remove the barriers to a stable life—one future at a time."

—SANFORD CRINER

"We all need an affordable place to live. The 2020 health and economic crisis took the heaviest toll on people with modest incomes and people of color, placing their housing at continuing risk. Prospering in the wake of this emergency depends on rebuilding our community and strengthening its foundations. Affordable housing is foundational. It underpins stability and is a critical building block for health and education. With your support, New Hope Housing must and will use its capacity to do what we do best—build high quality apartment homes and offer the crucial services that help individuals and families thrive."

—JOY HORAK-BROWN



Dedicated in Memory of Dwight Douthit, whose creative inspiration guided our communications and expressed our company's values in graphic design from 1996 until his death in 2020. Dwight's remarkable gifts to New Hope Housing were pro bono. His example lives with us. This 2020 Community Report was crafted in collaboration with Dwight's long-time colleague Brad Follis.

Cover photo features the courtyard of NHH Dale Carnegie SRO (opened October 2020)



Housing + Services

BUILDING COMMUNITIES, RESTORING LIVES

Increasingly, low-income, cost-burdened families and renter households are the most potent symbol of homelessness. Amidst rising housing costs and an uneven economic recovery, we need a better way to resolve this issue. We must not wait for people to be evicted and risk homelessness before they are helped.

We continue to expand with **two properties under development** to serve more vulnerable families and individuals.



Resident and community healthcare professional at NHH Dale Carnegie SRO

NEW HOPE BY THE NUMBERS

-  **27 YEARS**
-  **9 PROPERTIES – 1,358 UNITS IN OPERATION**
-  **2 PROPERTIES – 220 UNITS UNDER DEVELOPMENT**
-  **10,381 LIVES TOUCHED SINCE INCEPTION**
-  **\$237MM RAISED SINCE INCEPTION**
-  **96 EMPLOYEES**
-  **18 NHH PUBLIC-PRIVATE PARTNERSHIPS**
-  **43 ROBUST SERVICE PARTNERS**

Residents Impacted

NEW OPPORTUNITIES, RENEWED HOPE

2,040 PEOPLE SERVED IN 2020

Quality affordable housing and stabilizing services are the proven method to long-term stability. Case management, access to health and healthcare, substance abuse treatment, financial coaching and basic life skills form the network to propel success.

SRO Individuals – 1,329 people:

- 31 Mos. avg. length of stay
- 78% Of color
- 72% Male
- 28% Female
- 60% Formerly homeless
- 50% With disabilities
- 13% Employed
- \$7,540 Avg. income

Reed Families – 711 people:

- 10 Mos. avg. length of stay
- 89% Of color
- 97% Single mothers
- 65% Children under 18 years
- 86% Formerly homeless
- 14% With disabilities
- 15% Employed
- \$6,475 Avg. income

NHH resident services employees distributing food from the NHH Reed market



Property Manager and resident in courtyard of NHH Dale Carnegie SRO



NHH housekeeping team maintaining a safe and healthy home environment for residents and staff

Housing is a vaccine – any dose matters.

Recovery Efforts

HEALTH + HOME DURING COVID

WE NEVER LEFT OUR BUILDINGS

New Hope Housing staff pivoted and adapted to COVID-19. None of our frontline staff worked from home. Essential services were maintained. We quickly mobilized to meet the critical, immediate needs of residents. We focused on engagement, emergency financial aid, mental and primary health, food assistance and youth education.

- **8,654** Service touches by NHH staff
- **400** Residents supported by NHH Rental Assistance Program
- **60%** Of residents met with a case manager and report progress on their goals
- **3,800** PPE kits prepared and distributed
- **1,954** Hrs. of virtual educational and telehealth services by partner programs
- **210,000** Lbs. of food delivered to all NHH properties
- **7,290** Kids Café Meals provided by the Houston Food Bank
- **1,347** Residents received food assistance
- **16** Mobile health services administered (including flu shots and COVID testing)
- **8** SRO Engagement Centers equipped with **16** work stations for direct and virtual services
- **1** Family Learning Center furnished with **27** work stations so children ages 5-12 could attend school virtually

"In out. In out. In out. I was in prison or homeless for more than 30 years. And I tell you what, that being homeless man, that's like going to prison. You was always on edge. I never could hold my head up, and be proud of anything I did. I wish you could've seen the transformation from moving in to New Hope to now—how far I've come. I like who I am today. If I didn't have this [NHH Brays Crossing], I'd probably be in jail right now. New Hope is exactly what this is."

—JAMES GLEICHNER
NHH Brays Crossing Resident

Recidivism Study

BUILDING A CONTINUUM

IMPACT ON THE CRIMINAL JUSTICE SYSTEM

We engaged Laura Witte, MPH, a Graduate Research Assistant at The University of Texas Health Science Center-Houston, in a study. She examined the association between living at New Hope Housing and recidivism.

600 SRO residents assessed

25 Mos. Avg. NHH Length of Stay



What This All Means

- Our Housing + Services is available to individuals at risk of criminal justice involvement and homelessness.
- If we were not in operation, these vulnerable people would not qualify to live in apartment housing.
- New Hope interrupts the cycle of criminal justice involvement and homelessness.
- Decreased criminal justice involvement and increased housing stability for participants benefit society as a whole and reduce unnecessary institutionalization costs (medical and criminal justice services).

Without access to quality Housing + Services, these citizens are much more likely to reoffend.

A copy of the Study's full report is available upon request.



Impact Stories

THEIR STORIES, THEIR CHANGED FUTURES

NHH BRAYS CROSSING SRO RESIDENT – TIMOTHY

Trying times. They certainly were for Timothy, who had four back surgeries just after COVID-19 hit Houston. He had to temporarily trade his home at NHH Brays Crossing for a rehabilitation center, and then a second one when his family thought the first one seemed unsafe.

And then Timothy tested positive for COVID-19. Timothy's New Hope Housing Case Manager and Community Support Specialist swung into action. They helped him keep his apartment with rental assistance from our Resident Assistance Fund. They worked with Medicaid so Timothy could receive Home Health Care. They counseled his family to ease their concerns.

After testing negative for COVID-19, Timothy rushed home to Brays Crossing. He is healthy. He is stable. He is home.



NHH REED FAMILY RESIDENT – KRystal

A ray of sunshine. That is Krystal. She carries a big smile, open arms and an open heart with her wherever she goes. Krystal was so glad to become a resident at NHH Reed that she immediately started attending every class the property offered. She learned the ins and outs of living in a permanent home and away from the transient lifestyle of emergency shelters. "I love the programs, the beautiful buildings and the people at Reed," Krystal exclaimed.

Krystal landed a part-time job as a teacher's aide at Buckner Family Hope Center. It is just across a private street from her young family's apartment home. She loves helping with the after-school activities. Eager to remain on this new road traveled, Krystal has adapted and persevered. She didn't let her past struggles or the pandemic stop her.

New Hope, New Housing

A BUILDING BLOCK OF HEALTH

NHH DALE CARNEGIE IN SOUTHWEST HOUSTON



Mack Fowler, Chairman Emeritus of NHH, welcoming Mayor Sylvester Turner to the NHH Dale Carnegie Ribbon Cutting

NHH's Executive Chairman and President/CEO are joined by other members of the NHH board; Mayor Sylvester Turner; Councilman Edward Pollard; HCDD's Assistant Director Ray Miller; and BBVA's Houston Market CEO Dillan Knudson



PROJECT SCHEDULE:
Opened October 2020

DEVELOPMENT TYPE:
170-unit SRO

SPECIAL ASPECTS:

- Units reserved for veterans and formerly homeless individuals
- Housing + Services partners: U.S. Vets, Career & Recovery Resources, Coalition for the Homeless and Houston Housing Authority



Under Construction

NHH AVENUE J IN SECOND WARD/EAST END

CAPITAL CAMPAIGN:
\$34.9MM

FUNDING SOURCES:

- **\$12.5MM** HUD/Houston Housing & Community Development CDBG-Disaster Relief
- **\$12.3MM** Housing Tax Credits
- **\$10.1MM** Contributions/Grants
 - **\$8.5MM** Committed
 - **\$1.6MM** Gap

ARCHITECT:
Kirksey

CONTRACTOR:
Camden Builders, Inc.

PROJECT SCHEDULE:
Opening Spring 2022

DEVELOPMENT TYPE:
100-units of 1- and 2-bedroom apartment homes for working families with modest means and people on a fixed income

SPECIAL ASPECT:
Preserving affordability in a rapidly gentrifying neighborhood

On the Drawing Board

NHH SAVOY IN SOUTHWEST HOUSTON

CAPITAL CAMPAIGN:
\$31.2MM

FUNDING SOURCES:

- **\$14.1MM** Housing Tax Credits
- **\$12MM** HUD/Houston Housing & Community Development CDBG-Disaster Relief
- **\$5.1MM** Contributions/Grants
 - **\$3.8MM** Committed
 - **\$1.3MM** Gap

ARCHITECT:
GSMA, Inc.

CONTRACTOR:
Camden Builders, Inc.

PROJECT SCHEDULE:
Groundbreaking Summer 2021

DEVELOPMENT TYPE:
120-units of 1-, 2- and 3-bedroom apartment homes for working families and seniors

SPECIAL ASPECT:

- Offering affordability to families recovering from COVID-19
- Housing + Services partner: Houston Area Women's Center



NHH employees engaging residents and providing in-person supportive services at the Harrisburg SRO prior to COVID-19



Addressing a Community Need

WHY NEW HOPE

HOUSING IS HEALTH, HOUSING IS FOUNDATIONAL

Houston has lost its reputation for affordability. Houston ranks **2nd** in the nation and **1st** in Texas for most severe affordable housing shortage.

~95,000 people are on the Houston Housing Authority waiting list

57% of Houstonians are renters

- 25% spend more than 50% of their income on housing
- 46% spend more than 30%

~4,000 Houstonians are homeless

NHH employee engaging children and providing in-person educational services at Reed family housing prior to COVID-19



Health and natural disasters disproportionately impact low-income people, renter households and communities of color.

THE ROAD AHEAD

BUILDING ON OUR HISTORY – ADDING DEPTH & CAPACITY

New Hope Housing’s 2020 Strategic Plan introduces a new era in our response to Houston’s growing need for housing affordability and targeted supportive service delivery. The plan will frame and guide our work.

We aspire to be a nationally recognized leader in providing high-quality affordable housing to as many neighbors as possible.

We are committed to expanding our Housing + Services model to continue to serve the homeless and those at risk; to also serve working families, many with entry level jobs, as well as seniors living on modest fixed incomes.

Our goal is to double in size over the next 10 years. To achieve this, we must be prepared for responsible expansion.

Our impact will increase the number of affordable housing units in Houston and serve more people, many living in poverty. Part of that impact will be achieved by consulting or co-developing with other area nonprofits.

It is time to use our capacity to help other organizations realize their missions.

Our Strategic Plan recognizes that housing is foundational. Quality housing, affordable and well-located, removes neighborhood blight, eliminates transportation barriers and stabilizes lives. It allows citizens to concentrate on their children and their health, and furthering their education. It stimulates the economy. We **ALL** benefit.

A copy of the Plan’s Executive Summary is available upon request.

The 2020 Strategic Plan’s 5 Main Strategic Initiatives

Driving Equitable Community Development

Funding



Partnerships



Geographic Expansions



Product Type & Target Market



Internal Capacity



NHH Board of Directors Finance Committee hosts in-person meeting prior to COVID-19



NHH Board Vice Chairman Ken Valach visits with Office Manager Penny Milheim before masks became a regular part of our wardrobe

For every **\$1** donated, **\$0.89** goes directly to providing Housing + Services.

NHH Reed resident engaged in virtual school in Family Learning Center

Your Successes, Our Successes

FINANCIAL STABILITY

THANK YOU FOR GIVING NEW HOPE

Your donations are crucial to New Hope Housing's mission. Our ability to build attractive, smart Housing + Services while remaining debt free is what keeps rents affordable.

Our real estate developments are about the people who live in the buildings. Next to the people we serve, it is about YOU, the donor. These are your buildings, your community assets, your successes.

Audited Financials

FINANCIAL PERFORMANCE

FUELING OUR CAPACITY TO SERVE

PROGRAM SUPPORT

Total Operating Support	\$15,334,227
<ul style="list-style-type: none"> Apartment Rentals Contributions and Grants Earned Fees 	<ul style="list-style-type: none"> \$9,492,027 \$2,559,782 \$3,282,418

We leverage an additional ~\$12.9MM through collaborative partnerships.

PROGRAM EXPENSES

Total Operating Expenses	\$11,903,636
<ul style="list-style-type: none"> Housing Resident Services Program Project Development Administration 	<ul style="list-style-type: none"> \$8,801,978 \$925,099 \$828,517 \$1,348,042

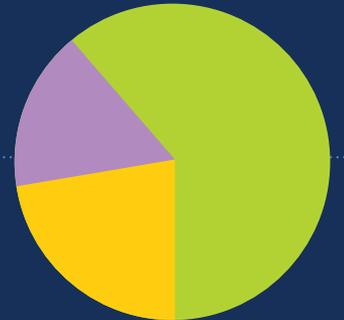
Surplus cash flow has been placed into a board-designated Strategic Reserve for capital projects and capacity building initiatives.

CAPITAL INVESTMENTS

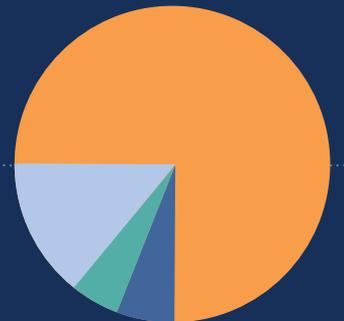
Total Capital Raised	\$10,588,731
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Financial data derived from the December 31, 2020 audit.

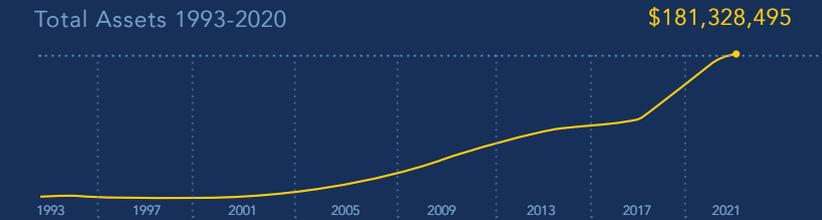
Program Support



Program Expenses



Total Assets 1993-2020





New Hope Housing

Building Communities, Restoring Lives

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MISSION & VISION

New Hope Housing's core purpose is to provide life-stabilizing, affordable, permanent housing with support services for people who live on very limited incomes. Our vision is to be an enduring institution serving Houston's most vulnerable citizens.

Our mission is enhanced by our core values:

CREATE A LEGACY

PASSIONATE SPIRIT

- Do remarkable work
- Commit to quality
- Innovate
- Persevere
- Be accountable

SERVANT'S HEART

- Be humble
- Respect others
- Be kind
- Be trustworthy
- Be part of something bigger than yourself

POSITIVE ATTITUDE

- Be a collaborative team player
- Enjoy your work
- Recognize achievements
- Smile often
- Celebrate success!